



MINISTRY OF WOMEN'S AFFAIRS > MINITANGA MŌ NGĀ WĀHINE

# 2007-2010 Statement of Intent

Te Pūrongo Matapaetanga







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# Statement of Intent

## OF THE MINISTRY OF WOMEN'S AFFAIRS

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# Te Pūrongo Matapaetanga

## A TE MINITATANGA MŌ NGĀ WĀHINE

# 2007-2010

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MINISTRY OF WOMEN'S AFFAIRS  
MINITATANGA MŌ NGĀ WĀHINE

# TABLE OF CONTENTS

3	Message from the Minister and the Chief Executive
4	Our vision
5	Highlights
9	PART 1 – THE CONTEXT IN WHICH WE WORK
10	What is the role and purpose of the Ministry of Women's Affairs?
10	How does the environment affect the Ministry's work?
11	Why does the government need to intervene?
13	What outcomes for women does the government aim to achieve?
15	PART 2 – THE CONTRIBUTION OF THE MINISTRY
16	What key strategies does the Ministry use to strive towards its vision?
17	How does the Ministry contribute to outcomes?
21	How does the Ministry know if outcomes are being achieved?
22	What capability does the Ministry need to be effective?
27	PART 3 – FORECAST FINANCIAL STATEMENTS
28	Statement of responsibility
29	Statement of significant underlying assumptions
30	Statement of accounting policies
34	Statement of forecast financial performance for the year ending 30 June 2008
35	Statement of estimated financial position as at 30 June 2007 and forecast financial position as at 30 June 2008
36	Statement of forecast cash flows for the year ending 30 June 2008
37	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 2008
38	Statement of forecast movements in taxpayers' funds (equity) as at 30 June 2008
39	Statement of forecast financial performance indicators for the year ending 30 June 2008
40	Statement of forecast service performance for the year ending 30 June 2008



# MESSAGE FROM THE MINISTER AND THE CHIEF EXECUTIVE

Our goals remain focused on the *Action Plan for New Zealand Women*. Economic independence, work-life balance, and well-being are the three drivers of our policy work. The Action Plan was designed by New Zealand women for New Zealand women and this year we are both travelling around New Zealand to ensure that the role of the Ministry is well understood and that the Action Plan's priorities are still relevant to New Zealand women.

We are also working on ensuring that our social partners – the Māori Women's Welfare League, the National Council of Women, and PACIFICA – are fully engaged in this task. Our relationship with other government departments is important, but our relationship with NGOs is vital.


Although our direction and strategies are sound, profound challenges remain. The seemingly intractable problem of violence against women is at the top of the list. Women cannot achieve their potential in any sphere of their lives when they are consumed with fear. There is also the issue of multiple disadvantages relating to particular groups of women including, most seriously, Māori women. There are issues around caring responsibilities, which, although they rest with families, most often impact on choices women wish to make, particularly when they want to re-enter the workplace after they have children. And finally there is the issue of low pay, which has a gender perspective to it, given the large number of women whose jobs generate little more than the minimum wage.

The Ministry of Women's Affairs may be the smallest government department but its size belies its impact. It provides evidence-based advice on matters that fall within all three areas of the government's themes of economic transformation, families – young and old, and our identity as a nation, as well as the overriding demand for sustainability. The Action Plan priorities fall within the scope of each of these themes and this *Statement of Intent* sets out how we deliver on them.

*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.*

**Hon Lianne Dalziel**  
Minister of Women's Affairs  
17 May 2007

**Shenagh Gleisner**  
Chief Executive  
17 May 2007



*The government themes, and the overriding demand for sustainability, help us redefine and focus our effort, domestically and internationally.*

We focus on all women because well-being and success must be accessible to all women, not just some, not just the most privileged.

When we talk of resilience we think about adequate income for all women; a strong foundation of resources; and a secure and sustained base upon which to build. Women's economic and social status and contribution cannot be sustainable without these sound foundations for all.

Real choices for women include not only real choices about employment, but in every sphere of life, unconstrained by fear and violence, with women's talents and contribution fully recognised.

A vision of a thriving society acknowledges much more than individual achievement. It includes women being nourished by, and nourishing, their families and whānau, being connected to their communities, and contributing to society - women's success and well-being bringing benefit to others, and to New Zealand as a nation, economically and socially.

**OUR VISION  
FOR ALL WOMEN  
RESILIENCE  
REAL CHOICES  
THRIVING SOCIETY**



MINISTRY OF WOMEN'S AFFAIRS - STATEMENT OF INTENT 2007 - 2010

# HIGHLIGHTS



The Ministry of Women's Affairs is the smallest government department, but we don't let our small size limit our impact.

## HIGHLIGHTS

### Small but influential

The Ministry of Women's Affairs is the smallest government department, but we don't let our small size limit our impact. Our job is to work on issues that will improve the lives of New Zealand women. We do that by focusing our efforts on areas of greatest need and where we can make a difference – see 'Our priority work areas'. Sometimes we lead government programmes, but more often we work with other, larger government agencies, identifying and filling the gaps in research and policy, and ensuring women's interests are looked after.

The smallest government department

Budget	\$4.46 million
Staff	37

### Policy not advocacy

The Ministry of Women's Affairs is not an advocacy organisation – that is the role of the non-government agencies with whom we work closely. Instead the mandate of the Ministry is to:

- provide advice to government on policy that will improve the status of women
- provide suitable women nominees for state sector boards
- manage New Zealand's international obligations in relation to the status of women.

### The government's priorities for women

The Ministry's work is guided by the *Action Plan for New Zealand Women*, which sets out the government's priority outcomes for women – economic sustainability, work-life balance, and well-being.

**Economic sustainability** is largely about women having enough income to do the things they need to do to care for themselves and their families. The concept covers a wide range of income,

employment and educational issues. Examples of areas in the Plan that address economic sustainability include pay and employment equity and social assistance for women on low incomes.

**Work-life balance** is about ensuring women (and their families) have good choices about balancing paid work, family and other responsibilities. Much unpaid work is undervalued and is still done by women, so the danger is that paid work is lumped on top of women's caring roles, affecting work-life balance. Examples of policies under the Plan that address work-life balance are paid parental leave, and improved access to child care and early childhood education.

**Well-being** includes safety, health and social issues – such as access to services, preventing violence against women and addressing the physical and mental health concerns that specifically affect women. The Taskforce on Sexual Violence is an example of a programme that fits within this priority.

The Action Plan priorities fall within, and support, the government's three broad focus areas of economic transformation, families – young and old, and building national identity.

### Our priority work areas

For the next year the Ministry will focus on the following areas:

#### Improving economic opportunities and choice, especially for low-income women

The key projects cover:

- improving the participation of women in modern apprenticeships and industry training
- reducing the extent to which gender stereotypes and gaps in information limit career choices
- assessing whether gender-based occupational segregation impacts on wider economic performance.

#### Balancing caring roles with paid work

The Ministry's primary focus in this area is in improving the accessibility and quality of out of school services. This includes working with other relevant agencies to develop a five-year action plan for out of school services.

# OUR VISION FOR ALL WOMEN

# RESILIENCE, REAL CHOICES, THRIVING SOCIETY

## Better sexual and reproductive health

The Ministry's efforts are currently focused on assessing the quality of sexuality education delivered in schools. Sexuality education seeks to improve the ability of young people to keep themselves safe, in the context of healthy relationships.

## Improving safety from domestic and sexual violence

The Ministry has a leadership role on the two government taskforces on family violence and sexual violence. On domestic violence, the Ministry also has work streams on the effectiveness of protection orders under the Domestic Violence Act 1995 and on the potential role of victim advocates.

In July 2007, a sexual violence unit will be established in the Ministry. This unit will have responsibility for managing a two-year research project to assess the differences between rates of reported offences and convictions, and to assess the adequacy of services for victims. The aim is to increase the conviction rate for sexual offences and improve the services and support provided to victims.

## Māori women in leadership

The Ministry of Women's Affairs is working in collaboration with Te Puni Kōkiri on the 'Whānau Leadership Project'. Whānau are a crucial change agent for positive Māori development and an accelerant for realising Māori potential and 'Māori succeeding as Māori'. The main aim of the project is to identify the accelerants of whānau leadership and examine how whānau can leverage off those accelerants. It will also identify the critical success factors for Māori women in leadership and decision-making areas.

## Meeting New Zealand's international obligations to women

New Zealand speaks strongly for women in international forums and works hard to meet its obligations in relation to the status of women. The Ministry is the lead agency for this work. In 2007/08, the focus will be on:

- preparing for the presentation of New Zealand's sixth report on its implementation of CEDAW (the Convention on the Elimination of All Forms of Discrimination against Women) – our four-yearly 'report card' to the United Nations on the status of women
- supporting ministerial attendance at the annual meeting of Australasian women's affairs ministers (MINCO).

## Women in leadership: our Nominations Service

The government has a target of 50 percent representation on state sector governance boards by 2010. The Ministry's Nominations Service contributes to this goal by identifying and nominating women with the right skills and experience to serve on state sector boards and committees. It also monitors progress toward that goal – currently 41 percent of such board members are women – and it supports the efforts of the private sector to improve women's representation on commercial boards, where representation is much lower, at only 7.1 percent for New Zealand's top 100 listed companies.

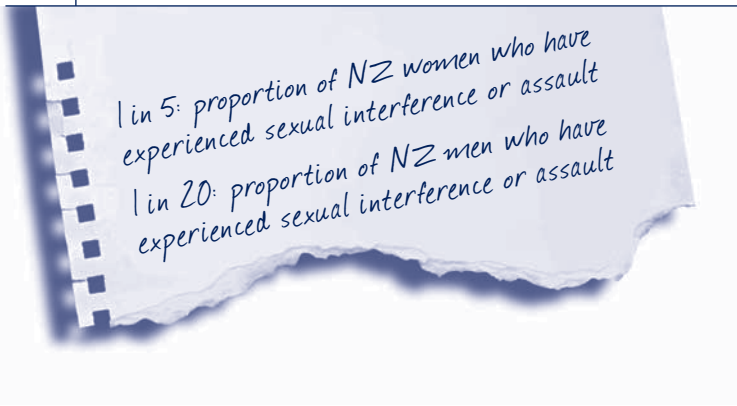
### Percentage of women on boards of:

Top 100 NZSX listed companies	7.1%
Crown companies (Government-owned businesses)	35.4%
State sector statutory bodies	41.0%

## Meeting diverse needs

New Zealand is made up of a diverse population. We value our relationships with a range of groups of women, and seek to understand their differing life experiences, needs, issues and priorities. In particular, we engage with:

- Māori women, as tangata whenua and as individual members of society
- non-government organisations, such as the National Council of Women, the Māori Women's Welfare League, and PACIFICA
- groups with particular needs, such as young women, older women, rural women, women with disabilities, ethnic women and refugee women.



## HIGHLIGHTS

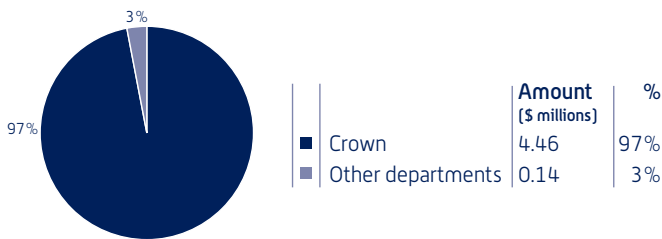
### Measuring effectiveness

The Ministry monitors the impact of the *Action Plan for New Zealand Women*, using indicators agreed with the agencies responsible for implementation of different parts of the Plan.

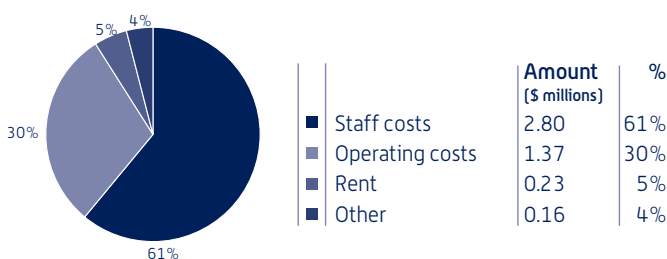
Directly measuring the impact of its own policy advice on outcomes is more difficult, because changes in outcomes typically happen slowly over years and are the result of many different inputs, of which the Ministry's policy advice is but one. Like other policy agencies, it therefore has to rely on less direct measures, such as independent review of the quality of its policy, the views of stakeholders and the satisfaction of the Minister.

### How we use our resources

#### WHERE THE MONEY COMES FROM



#### WHERE THE MONEY GOES



ALMOST 70%  
OF WOMEN'S WORK  
IS UNPAID  
COMPARED WITH  
40% OF MEN'S  
WORK TIME



MINISTRY OF WOMEN'S AFFAIRS - STATEMENT OF INTENT 2007 - 2010

# **PART 1**

# THE CONTEXT IN WHICH WE WORK



# PART 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 we do it, and how we go about it.

The Ministry of Women's Affairs is the government's advisor on ways to advance the well-being of women and to ensure they may contribute fully to New Zealand. Its 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 boards
- manage New Zealand's international obligations in relation to the status of women.

The Ministry provides specialist expertise and knowledge to enable government to ensure the rights of women are secured and to enhance women's leadership and contribution to New Zealand.

The Ministry operates primarily by targeted influence and as a catalyst:

- leading major policy projects where there is particular urgency of action for women
- assisting the policy work of other agencies in a range of ways
- monitoring progress on outcomes, and stepping in when it is timely to do so
- providing suitable nominees for state sector governance boards.

#### Why we do it

The Ministry provides robust and comprehensive advice to government. Everything it does is directed towards achieving the outcomes for women that government specifies.

These outcomes are laid out in the *Action Plan for New Zealand Women*. These outcomes contribute directly to the government's themes of economic transformation and families – young and old. The international work has a direct contribution to the national identity of New Zealand.

#### How we do it

The Ministry makes an impact through its high-quality policy advice and nominations. The Ministry operates a robust prioritisation process so that its resources are directed to those areas that will deliver the greatest benefit to the largest number of women in a manner that will endure over time.

The Ministry develops this policy advice in co-operation with public service colleagues, NGOs and individual women. Being a small agency, its impact is dependent upon not only the quality of its work, but also the quality of its relationships. For this reason relationships are maintained with women's community groups and NGOs to be alert to what is happening for women. Furthermore, the Ministry's reputation and engagement with its public sector colleagues are essential to make the most of its work.

### HOW DOES THE ENVIRONMENT AFFECT THE MINISTRY'S WORK?

This section notes the major forces in the environment and the way in which the Ministry responds.

The environment is changing. This prompts the Ministry also to change and develop, ensuring that opportunities are grasped and risks managed so that the vision for women is achieved.


#### The world is changing

Girls are beginning to perform better at school than boys in many countries. The educational achievement of girls and women could have far-reaching consequences for employment, family formation and social norms. Internationally, however, progress on women's rights is slow and continuous vigilance is necessary to ensure positive momentum continues. The pace and scope of

change globally, particularly in the workforce participation of women, and changing fertility rates, are resulting in a changing pattern of opportunities and problems for women.

#### The environment in New Zealand is changing

Women's progress is positive in many areas but only for some groups of women. The perception of women's progress can make invisible the ongoing problems for some women, and could diminish the effort being put into improving the status of women. The population in New Zealand is becoming increasingly diverse and sub-groups in the population of women have distinctive needs, issues and priorities. Māori women have not made the progress that is essential for their well-being.



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.

### The state sector in New Zealand is changing

The government has set its priorities for outcomes, with economic transformation, families – young and old, and national identity being core themes. These themes shape the Ministry's work. It is increasingly important to work across boundaries, whether sectoral or government/non-government. It is through this engagement that the most pervasive problems can be addressed. The state sector goals drive how the Ministry works. They prompt the Ministry to show leadership in whole-of-government initiatives and to adopt the highest-quality human resource practices.

### So we are responding

The Ministry is more assertive in its collaborative work with others; it prioritises increasingly rigorously those areas that are most intractable and that will drive progress for women. It also focuses effort and resource in the quality of its staff; it works more energetically in partnership with non-government organisations; it puts a diversity lens through all its analysis, but does not neglect to prioritise the achievement of outcomes for Māori women.

## 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 a critical factor impacting on 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.

The median hourly earnings for those receiving income from wages and salaries in the June 2006 quarter<sup>1</sup> were \$18.13 for men (a 3.6 percent increase on 2005<sup>2</sup>) and \$15.88 for women (a 5.9 percent increase). This means that women's median hourly earnings were 12.4 percent lower than men's in 2006, compared with 14.3 percent in 2005.

The median hourly earnings of European/Pākehā women (\$16.38) were higher than those of Māori women (\$14.79) and Pacific women (\$13.64).

The average weekly income from all sources for women in 2006 was \$655, compared with \$950 for men.

Enabling women to exercise their choice to participate in the paid workforce is essential to ensure their economic resilience. For women, the issues around balancing paid work with other responsibilities have become increasingly important, with growing numbers of women entering the paid workforce while maintaining their roles as primary caregiver.

Almost 70 percent of women's work is unpaid, compared with 40 percent of men's work.<sup>3</sup>

Women still work fewer hours in paid work than men. The longer total hours now worked in households are due primarily

to women's increased employment rates, particularly amongst mothers of young children.<sup>4</sup>

Recent Ministry of Social Development research found that just under half of households with one partner in paid work would prefer both partners to be in paid work, and around one-third of households where both partners are in paid work would prefer one partner not to be in paid work.<sup>5</sup>


The availability of high-quality child care has a big influence on parents' choices around paid work. Twenty-two percent of families with a child under four in the 2004 Living Standards research reported that a lack of access to early childhood education affected adults' ability to participate in paid work. A further 20 percent of parents reported that the time they could spend in paid work, study or other activities was limited by their children's hours of school and activities after school.<sup>6</sup>

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. There are also gender and ethnicity differences in illness and lifestyle factors that affect morbidity and mortality.

There are marked ethnic differences in life expectancy. In 2000-2002, female life expectancy at birth was 81.9 years for non-Māori and 73.2 years for Māori. Male life expectancy at birth was 77.2 years for non-Māori and 69.0 years for Māori.<sup>7</sup>

Māori women have higher rates of cancer than any other group. In addition, the cancer-related mortality rate for Māori women is twice that of non-Māori women.<sup>8</sup>



*Domestic violence and sexual violence continue to affect a significant proportion of New Zealand women and their children.*

Māori and Pacific youth are particularly at risk of sexually transmitted infections (STIs) and the rate of STIs among young people appears to be increasing.<sup>9</sup> Untreated STIs can result in infertility and ectopic pregnancy.<sup>10</sup> Women are nearly three times more likely than men to experience asymptomatic infections,<sup>11</sup> decreasing the likelihood of early treatment.

In 2003, 21 percent of adults in New Zealand aged 15 and over were obese. Pacific women (48 percent) and Māori women (28 percent) are more likely than European/Other women (20 percent) to be classed as obese.<sup>12</sup>

Smoking rates are similar for men (24 percent) and women (23 percent). However, smoking rates are high among Māori women (50 percent) especially those aged 15-19 years (60 percent).<sup>13</sup>

Domestic violence and sexual violence continue to affect a significant proportion of New Zealand women and their children. Such violence has high personal costs for women and children, and has substantial direct and indirect social and economic costs for society as a whole.

Domestic violence and sexual violence affect women's mental and physical health, economic status, social participation and general well-being. The effects of domestic and sexual violence may persist long after the abuse has stopped. Witnessing domestic or sexual violence also impacts on inter-generational outcomes.

Perpetrators of the most severe and lethal cases of domestic violence are predominantly male, and the victims of these cases are mostly women and children. Sexual violence is most often committed by someone known to the victim and is often experienced more than once.

The lifetime prevalence of violence by heterosexual partners is higher for women (26 percent) than for men (18 percent).<sup>14</sup>

For the period 2000-2004 (inclusive), 96 percent of perpetrators of family violence-related murders of women were men.<sup>15</sup>

In 2001, the lifetime prevalence of violence by heterosexual partners was very much higher for Māori women (49 percent) than for New Zealand European women (26 percent) and Pacific women (23.3 percent).<sup>16</sup>

One in five women (20 percent) has experienced sexual interference or assault at some time in their lives; the figure for men is one in twenty (5 percent).<sup>17</sup>

In 2001, 26 percent of young women (17-24 year olds) and 23 percent of Māori women reported that they had experienced sexual interference or assault at some time in their lives.<sup>18</sup>

Three-quarters (75 percent) of sexual violence offences are committed by people known to the victim – including partners, ex-partners, close friends, workmates, and family members.<sup>19</sup>

It is estimated that sexual violence costs the New Zealand economy \$1.2 billion per annum.<sup>20</sup>

# THE CONTEXT IN WHICH WE WORK

## 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.

The government has identified its three overall priority areas. These three goals define the priorities for government policy and the high-level outcomes to which government policy will contribute. The *Action Plan for New Zealand Women*, published in 2004, identified the specific outcomes government wishes to achieve for women.

What the government wants to achieve	How the Ministry of Women's Affairs contributes
<p><b>Economic transformation</b> Building a high-income, knowledge-based market economy that is both innovative and creative and provides a unique quality of life for all New Zealanders.</p>	<p>The Ministry is working for women's economic sustainability so that they:</p> <ul style="list-style-type: none"> <li>• have access to a full range of opportunities for paid work and employment</li> <li>• are equitably rewarded for their work</li> <li>• have access to an adequate minimum level of income</li> <li>• have optimal access to, and use of, their financial resources.</li> </ul> <p>The Ministry's work on low pay for women, gender-based occupational segregation, child care, women in enterprise and nominations of women to boards are examples of specific contributions.</p>
<p><b>Families – young and old</b> 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.</p>	<p>The Ministry's work is to assist women to achieve work-life balance and well-being, so that they:</p> <ul style="list-style-type: none"> <li>• can successfully integrate paid work into their personal and family lives</li> <li>• can easily make the contribution they desire to their whānau/community</li> <li>• can access support and services to allow them to meet responsibilities to others</li> <li>• are physically, mentally and emotionally healthy</li> <li>• are safe at home and in their communities</li> <li>• can meet their social and cultural needs.</li> </ul> <p>The Ministry's work on domestic and sexual violence, work-life balance, out of school services, and sexual and reproductive health are examples.</p>
<p><b>National identity</b> Ensuring New Zealanders are 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.</p>	<p>The Ministry's international work contributes to the strong national identity of New Zealand by its stance on rights for women and its conduct overseas. The Ministry gives particular support to Māori women through Mana Wahine and other initiatives.</p>

**OUR VISION  
FOR ALL WOMEN**

**RESILIENCE  
REAL CHOICES  
THRIVING SOCIETY**





MINISTRY OF WOMEN'S AFFAIRS - STATEMENT OF INTENT 2007 - 2010

# **PART 2**

# **THE CONTRIBUTION OF THE MINISTRY**



# PART 2

## THE CONTRIBUTION OF THE MINISTRY

### WHAT KEY STRATEGIES DOES THE MINISTRY USE TO STRIVE TOWARDS ITS VISION?

This section sets out the three key strategies adopted by the Ministry to deliver its vision and the outcomes under the Action Plan.

The Ministry has a strong vision for women, clear high-level outcomes articulated by government, and an Action Plan that specifies the overall goals government wishes to achieve for women. The Ministry plans to deliver these outcomes by using three key strategies:

#### **Prioritise our policy work rigorously to focus effort on those areas that will have the maximum impact upon outcomes for women**

The Ministry's policy work priorities are determined by applying a prioritisation framework. The framework helps to assess potential issues and areas for work by considering:

- the proportion of women significantly affected
- impacts on vulnerable or marginalised women
- the degree of progress being achieved, for example by other agencies
- likely responsiveness of outcomes to possible policy interventions
- alignment with current government goals.

#### **Always produce the highest-quality policy advice, nominations and international work**

The Ministry is a small agency that does not lead major policy development, but is often in a supportive position, or leads specific projects within a larger whole. The Ministry needs to be influential,

not having the critical mass of resources to progress outcomes for women without working alongside other agencies. Nothing is more powerful for being influential than producing high-quality policy work and nominations that other agencies can rely on and seek out.

Much of the development of capability planned for next year will continue to focus on quality – staff, systems and processes, and leadership. The structure of the policy team is being reviewed to ensure that quality and engagement are maximised.

#### **Actively collaborate and engage proactively with public sector agencies and NGOs and community groups**

The Ministry engages early in the policy development processes with other agencies that lead policy projects under the Action Plan. All the work of the Ministry is done with other agencies, and therefore the quality of contribution and the quality of relationships are essential. The Ministry aims to be very well apprised of the activities in other agencies and to be welcomed as part of all the policy processes.

The Ministry has an active relationship strategy, involving for example: regular meetings with key NGOs; regional public meetings; attendance at key events involving women's groups; a set of initiatives to support Māori women's leadership; focused work with ethnic women's networks; and regular focus groups with women with disabilities. Our stakeholder review has enabled the Ministry to refresh this engagement, so in the forthcoming year greater engagement with NGOs in work programme planning will occur.

## HOW DOES THE MINISTRY CONTRIBUTE TO 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

For the next year the policy advice will focus on the following areas:

#### Improving economic opportunities and choice, especially for low-income women

The key projects to contribute to this priority are in:

- improving the participation of women in modern apprenticeships and industry training
- reducing the extent to which gender stereotypes and gaps in information limit career choices
- assessing whether gender-based occupational segregation impacts on wider economic performance.

#### Balancing caring roles with paid work

The Ministry's primary focus in this area is in improving the accessibility and quality of out of school services. This includes working with other relevant agencies to develop a five-year action plan on out of school services.

### Better sexual and reproductive health

For this period, the Ministry's efforts are on assessing the quality of sexuality education being delivered in schools. Sexuality education seeks to improve the ability of young people to keep themselves safe, in the context of healthy relationships.

### Improving safety from domestic and sexual violence

The Ministry is in a leadership role on the two government taskforces on family violence and sexual violence. On domestic violence, the Ministry also has work streams on the effectiveness of protection orders under the Domestic Violence Act 1995 and on the potential role of victim advocates.

In July 2007, a sexual violence unit will be established in the Ministry. This unit will have responsibility for managing a two-year research project to assess the attrition rate between reported offences and convictions, and to assess the adequacy of services for victims. The purpose of this work is to increase the conviction rate for sexual offences and improve the services and support provided to victims.

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### Working with other agencies on Action Plan activity

The work programme for the forthcoming year, contributing to each outcome under the Action Plan, is presented below.

Main intermediate outcome	Reference in Action Plan	Working with
<b>1. To improve the economic independence of women in New Zealand</b>		
1.1 Women have access to opportunities for paid work and employment	• Participation in employment including modern apprenticeships and industry training	Department of Labour Tertiary Education Commission
	• Employment quality	Department of Labour
	• Women in enterprise	Ministry of Economic Development
	• Māori women and collectively owned assets	Te Puni Kōkiri
1.2 Women are equitably rewarded for their work	• Pay and employment equity	Department of Labour
1.3 Women have access to an adequate minimum level of income	• Retirement savings	Retirement Commission
	• Support for tertiary students	Ministry of Education
	• Family Income Assistance	Ministry of Social Development
1.4 Women have optimal access to, and use of, their financial resources	• Women in enterprise	Ministry of Economic Development
	• Māori women and collectively owned assets	Te Puni Kōkiri

# THE CONTRIBUTION OF THE MINISTRY

Main intermediate outcome	Reference in Action Plan	Working with
<b>2. To improve work-life balance</b>		
2.1 Women can successfully integrate work into their personal and family lives	<ul style="list-style-type: none"> <li>Work-life balance project</li> </ul>	Department of Labour
2.2 Women can easily make the contribution they desire to their community	<ul style="list-style-type: none"> <li>Time-use survey/satellite accounts</li> </ul>	Statistics New Zealand
2.3 Women can access support and services to allow them to meet their responsibilities to others	<ul style="list-style-type: none"> <li>Child care including out of school care</li> </ul>	Ministry of Social Development Ministry of Education
	<ul style="list-style-type: none"> <li>Paid parental leave</li> </ul>	Department of Labour
<b>3. To improve the well-being of women</b>		
3.1 Women can meet their social and cultural needs	<ul style="list-style-type: none"> <li>Heartland Services</li> </ul>	Ministry of Social Development
	<ul style="list-style-type: none"> <li>New Zealand Disability Strategy</li> </ul>	Office for Disability Issues
	<ul style="list-style-type: none"> <li>Telephone interpreting services</li> </ul>	Department of Internal Affairs
3.2 Women are physically, mentally and emotionally healthy	<ul style="list-style-type: none"> <li>Health services: smoking, mental health, obesity, access to health services</li> </ul>	Ministry of Health
	<ul style="list-style-type: none"> <li>Sexual and reproductive health</li> </ul>	Ministry of Health
3.3 Women are safe at home and in their communities	<ul style="list-style-type: none"> <li><i>Te Rito</i> and the Taskforce for Action on Violence within Families</li> </ul>	Ministry of Social Development
	<ul style="list-style-type: none"> <li>Crime reduction strategy</li> </ul>	Ministry of Justice



The Ministry is the lead agency for managing New Zealand's international obligations on the status of women.

### We provide nominations for the appointment of women to governance bodies

There is increasing international awareness of the slow pace of advancement of women onto corporate boards. The publication of the *New Zealand Census of Women's Participation*<sup>21</sup> in 2004 and 2006 showed that New Zealand lags behind the countries against which it benchmarks itself.

There are three main reasons why women's participation on boards should increase:

- Increased economic performance through increased company performance – the business case. Corporate governance is a key element in providing economic efficiency and growth as well as enhancing investor confidence.
- Improving and advancing women's rights – women's empowerment and their full participation in the decision-making processes are fundamental for the achievement of equality.
- Fulfilment of international obligations – ensuring that women participate in decision-making is central to international instruments to which New Zealand has agreed or is a party. The report of the United Nations Committee on the Elimination of All Forms of Discrimination against Women (CEDAW)<sup>22</sup> recommended that New Zealand 'promote a comprehensive strategy to strengthen the number of women in policy and decision-making within the public sector and strengthen policies to support the private sector efforts'.

The Ministry of Women's Affairs is not solely accountable for successfully attaining the goal of increasing women's full and equal participation on statutory decision-making bodies, but contributes to its achievement. The Ministry is accountable for providing appointing agencies with nominations of suitable women.

The Ministry contributes to this outcome by:

- *reporting on the progress of women's leadership participation on statutory boards*

It is essential to know what progress is being made toward full participation. The Ministry annually gathers and widely circulates a whole-of-government stocktake on the gender composition of existing board members and the gender breakdown of new appointments to boards.

- *close working relationships with the agencies that administer the appointment processes*

The Ministry maintains relationships so that nominations are provided to the highest possible number of boards, and targets its service to ensure that candidates who fit the criteria are nominated.

- *identifying and recruiting women who have high levels of senior corporate or the desired governance experience*

Introducing women to governance as a career possibility and extending the pool of women available for nomination to the range of statutory body boards for which the Ministry provides nominees.

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

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

- externally, on the role New Zealand plays as a good international citizen in international forums, in particular managing the process by which New Zealand reports on its obligations under the United Nations Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
- internally, on promoting the 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 2007/08 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 encourage an exchange of information and experience among those working in international forums to address issues relevant to the well-being of women.

# THE CONTRIBUTION OF THE MINISTRY

## 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 are largely the responsibility of agencies in the public sector other than the Ministry of Women's Affairs.

It is the role of the Ministry to monitor progress on the Action Plan. 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 is on reporting on an overall picture of the combined impact that actions of all relevant departments have made towards achieving the outcomes of the Action Plan.

The Ministry has worked with those agencies responsible for projects within the Action Plan to develop a monitoring framework.

It has created a hierarchy of intermediate outcomes and precedent outcomes that contribute to the Action Plan's overall outcomes.

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 is working closely with relevant agencies to agree on relevant indicators and also to identify the data necessary to support such indicators. The technical development of some was completed in 2006/07, and will continue in 2007/08. Further indicators will also be developed for intermediate outcomes that are currently not fully covered.

In addition, through its engagement with the community, the Ministry receives anecdotal feedback on progress and confirmation of priorities under the Action Plan. A series of regional visits by the Minister and the Chief Executive started in 2006/07 and will continue through 2007/08. One of the objectives of these visits is to gather such information.

## HOW DOES THE MINISTRY KNOW IF OUTCOMES ARE BEING ACHIEVED?

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 use of 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 needs to measure and assess its performance at several levels.

### Outcome measures – impact of the Ministry's nomination 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 nominations service has the usual challenges. The overall impact is seen in 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 was available for the first time last year. The Ministry monitors the number of new appointments, and the percentage that were women. To measure its own effectiveness, it also monitors, of the women appointed, how many were on the Ministry's database and how many were nominated by the Ministry.

### 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 on long-term outcomes, 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.

This year it will be able to report on:

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

During the coming year, the Ministry will be exploring a methodology for evaluating the impact of its policy advice, which can be repeated in subsequent years.

### 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.

## 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.

The Ministry has strong strategic planning and business planning processes. A key element of these is the consideration of capability – what is needed now and in the future to deliver the outputs and best contribute to the outcomes that are specified by government.

### What are the capability drivers?

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

A basic underlying capability of the Ministry is high-quality expertise in gender analysis of policy. The Ministry has rigorous recruitment processes, choosing from a large number of applicants. The engagement and development of staff are high priorities.

It will continue to invest strongly in ongoing professional training. The focus for the forthcoming year in the policy area is on training in quantitative analysis, and continuing to strengthen the growing

skill in coaching and mentoring. The recruitment and retention policies have been successful in ensuring good engagement in the last year; further refinement will occur in the next year. The policy output is reviewed each year, with a specific focus on learning and improvement.

Another underlying capability is the relationships with the widest possible groups of women in communities – particularly with Māori women. The Ministry has a comprehensive relationship management strategy and values both formal and tacit knowledge to inform its policy advice.

In the future, it is likely that co-ordinated delivery by state sector agencies and working with NGOs will increase. This prompts the Ministry to continue to focus on the quality of its policy advice and relationships, enabling the Ministry to work effectively with others and thereby enhance its impact. The Ministry also looks to improve its communication mechanisms, and incorporate the technological channels that young people use. Finally, the Ministry appreciates that the management of knowledge is increasingly complex and demanding, and will develop its systems and its people accordingly.

# THE CONTRIBUTION OF THE MINISTRY

## How will we assess capability, and what is planned for next year?

	Measures	Development planned
Culture	<ul style="list-style-type: none"> <li>post-appointment and exit interviews</li> <li>Public Service Association feedback</li> </ul>	<ul style="list-style-type: none"> <li>continued response to all feedback received by a range of means</li> </ul>
People	<ul style="list-style-type: none"> <li>no personal grievances</li> <li>unplanned staff turnover</li> <li>quality performance review and development system</li> <li>ability to recruit</li> <li>individualised personal development plans for all staff</li> </ul>	<ul style="list-style-type: none"> <li>review of quality of policy advice and implementation of learnings</li> <li>implementation of review of structure of policy team</li> <li>continued improvement to human resources policies</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>strategic focus</li> <li>invitations to international forums</li> <li>significant whole-of-government action</li> <li>ministerial satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>seminars on leadership, strategy, and futures</li> <li>staff development priority put on leadership</li> </ul>
Relationships	<ul style="list-style-type: none"> <li>stakeholder feedback</li> <li>effective relationship management strategy</li> <li>feedback on events</li> </ul>	<ul style="list-style-type: none"> <li>implementation of findings from 2006 survey of relationship effectiveness</li> <li>extended communications strategy, including communication with Māori and expanded communication channels</li> <li>development of effective contacts database</li> </ul>
Processes and systems	<ul style="list-style-type: none"> <li>integrated organisational policies, aligned with strategies</li> <li>control environment</li> <li>contract management</li> <li>Māori women's relationship tool</li> </ul>	<ul style="list-style-type: none"> <li>risk management</li> <li>review of information systems strategic plan</li> <li>electronic document and records management system</li> <li>intranet</li> </ul>
Structure		<ul style="list-style-type: none"> <li>implementation of Policy review</li> <li>implementation of Treaty Relationship Unit (TRU) review</li> </ul>



Overall capability is assessed through a wide range of mechanisms, including:

- ministerial satisfaction with policy, communications, and nominations services
- 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
- regular stakeholder surveys building on a benchmark prepared in 2006, and repeated in either 2008 or 2009
- an internal culture survey that is undertaken regularly (consideration is now being given to whether or not an engagement survey is undertaken in either 2008 or 2009).

**How will we manage our risks?**

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 and opportunities
- the effective delivery of work programmes.

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

Strategic and operational risks are well managed through quarterly analysis of risk and opportunity as part of planning processes and unit reporting.

Prioritisation is given to those risks that are most likely, or would have the greatest impact on the Ministry, to meet its roles and responsibilities.

Risks are analysed using the following categories.

Risk category	Explanation
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 to operational obligations.
Resources/capability	Ability to manage resources effectively and maintain appropriate levels of capability now and into the future. This 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.
Reputation/credibility	Ability to maintain or strengthen the Ministry's reputation and credibility now and into the future with current and future stakeholders.

# THE CONTRIBUTION OF THE MINISTRY

## 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, the strength of its 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:

- |                                    |    |   |
|------------------------------------|----|---|
| <b>Employer of Choice</b>          | by | highly effective employment practices, strong commitment to a positive culture, the reputation of the Ministry, an excellent recruitment record, and coaching and development.          |
| <b>Excellent State Servants</b>    | by | the explicit development of a learning organisation, personal development plans, and group and individual training.   |
| <b>Co-ordinated State Services</b> | 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. |
| <b>Trusted State Services</b>      | by | high standards of ethical behaviour, strong performance management systems, and highly proactive, reliable and responsive external relationships, especially with women's networks.     |

### Capital expenditure

This section sets out the departmental capital expenditure to be incurred in accordance with section 24 of the Public Finance Act 1989 (as amended by the Public Finance Amendment Act 2004).

The forecast capital expenditure for the year ending 30 June 2008 is primarily the routine replacement and upgrade of the Ministry's

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 2007/08	Estimated Actual 2006/07	Budget 2006/07	Actual 2005/06	Actual 2004/05	Actual 2003/04	Actual 2002/03
Computer software	225,000	25,300	95,000	20,700	20,000	1,600	19,800
Computer equipment	55,000	21,000	26,000	3,900	19,000	25,100	90,600
Library and office equipment	15,000	13,300	15,000	9,800	7,000	49,400	12,600
Office furniture	35,000	2,000	35,000	20,600	8,000	0	25,300
Fit-out and leasehold improvements	0	0	0	119,000	0	0	0
<b>Total</b>	<b>330,000</b>	<b>61,600</b>	<b>171,000</b>	<b>174,000</b>	<b>54,000</b>	<b>76,100</b>	<b>148,300</b>

These figures have been prepared in accordance with New Zealand generally accepted accounting principles. They comply with New Zealand equivalents to the International Financial Reporting Standards (NZ IFRS) and other applicable Financial Reporting Standards, as appropriate for public benefit entities.

Under NZ IFRS, expenditure previously capitalised for the Ministry's website has been expensed and written off to equity (2005/06 \$63,500).



MINISTRY OF WOMEN'S AFFAIRS - STATEMENT OF INTENT 2007 - 2010

# **PART 3**

# **FORECAST FINANCIAL STATEMENTS**

## Statement of responsibility

The forecast financial statements for the Ministry of Women's Affairs for the year ending 30 June 2008 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 report.

The financial performance forecast for the Ministry of Women's Affairs in the forecast financial statements for the year ending 30 June 2008 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 2008 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 2008 that are being laid before the House.



**Shenagh Gleisner**  
Chief Executive  
24 April 2007



**Martin Sebire**  
Corporate Support Manager  
24 April 2007

# FORECAST FINANCIAL STATEMENTS

## Statement of significant underlying assumptions

### For the year ended 30 June 2008

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 1989 (as amended by the Public Finance Amendment Act 2004) 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 forecasts. 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 2008

### 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 1989 (as amended by the Public Finance Amendment Act 2004). For the purposes of financial reporting the Ministry of Women's Affairs is a public benefit entity.

The forecast financial statements comprise the services produced by the Chief Executive, Policy, Te Kaihautū, Nominations, and Corporate Support units of the Ministry of Women's Affairs.

### Statement of compliance

These financial statements have been prepared in accordance with New Zealand generally accepted accounting principles. They comply with New Zealand equivalents to International Financial Reporting Standards (NZ IFRS) and other applicable Financial Reporting Standards, as appropriate for public benefit entities.

These are the Ministry of Women's Affairs' first financial statements that comply with NZ IFRS and NZ IFRS 1.

An explanation of how the transition to NZ IFRS has affected the reported financial performance, financial position and cash flows is provided below.

### Accounting policies

The accounting policies set out below have been applied consistently to all periods presented in the forecast financial statements and in preparing an opening NZ IFRS balance sheet as at 1 July 2006 for the purpose of the transition to NZ IFRS.

The measurement base applied is historical cost unless otherwise stated.

The accrual basis of accounting has been used unless otherwise stated. These financial statements are presented in New Zealand dollars rounded to the nearest thousand.

### Judgements and estimates

The preparation of forecast financial statements in conformity with NZ IFRS requires judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

### 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.

# FORECAST FINANCIAL STATEMENTS

## 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 forecast financial 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 2004. Accordingly, no charge for income tax has been made.

## Debtors and receivables

Debtors and other receivables are initially measured at fair value less any provision for impairment.

A provision for impairment of receivables is established when there is objective evidence that the Ministry will not be able to collect all amounts due according to the original terms of receivables.

## Property, plant and equipment

Fixed assets are recorded at cost less accumulated depreciation and accumulated impairment losses. Artwork is stated at cost.

The carrying amounts of fixed assets are reviewed annually to determine if there is any indication of impairment. Where an asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. Losses resulting from impairment are reported in the Statement of Forecast Financial Performance.

## Depreciation

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

Asset class	Years
Computer equipment	3
Office equipment	5
Furniture	5 - 10
Fit-out and leasehold improvements	over the term of the lease
Library - legal reference	2-10
- non-fiction and reference	10

**Intangible assets**

Intangible assets are recorded at cost less accumulated amortisation and accumulated impairment losses.

The carrying amounts of intangible assets are reviewed annually to determine if there is any indication of impairment. Where an intangible asset's recoverable amount is less than its carrying amount, it will be reported at its recoverable amount and an impairment loss will be recognised. Losses resulting from impairment are reported in the Statement of Forecast Financial Performance.

**Amortisation**

Intangible assets with finite lives are amortised on a straight-line basis over the useful life of the asset. The estimated life of the various classes of intangible assets is as follows:

Asset class	Years
Computer software	3

**Financial instruments**

Financial assets and liabilities are initially measured at fair value plus transaction costs, unless they are carried at fair value through profit and loss, in which case the transaction costs are recognised in the Statement of Forecast Financial Performance.

**Employee entitlements**

Employee benefits that the Ministry expects to be settled within 12 months of balance date are measured at nominal values based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned to, but not yet taken at, balance date, and sick leave.

The Ministry recognises a liability for sick leave to the extent that absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent that the Ministry anticipates it will be used by staff to cover those future absences.

The Ministry recognises a liability and an expense for bonuses where contractually obliged or where there is a past practice that has created a constructive obligation.

**Comparative figures**

When presentation or classification of items in the forecast financial statements is amended or accounting policies are changed voluntarily, comparative figures are restated to ensure consistency with the current period, unless it is impracticable to do so.

# FORECAST FINANCIAL STATEMENTS

## **Segment reporting**

The Ministry of Women's Affairs is not required to prepare segment reporting as it is a public benefit entity.

## **Changes in accounting policy**

Accounting policies were changed only if the change was required by a standard or interpretation or otherwise provides more reliable and more relevant information.

## **NZ IFRS implementation**

These are the Ministry of Women's Affairs' first financial statements complying with NZ IFRS. The comparative figures for the year ending 30 June 2007 and an opening balance sheet at 1 July 2006 were restated in accordance with NZ IFRS for the purpose of the transition to NZ IFRS.

An explanation of how the transition to NZ IFRS has affected the reported forecast financial performance, financial position and cash flows is provided below:

## **Intangible assets**

Under *NZ IAS 38 – intangible assets* the Ministry was required to classify software as an intangible asset and test for impairment on an annual basis.

Under *NZ IAS 38 – intangible assets* the Ministry's expenditure on an external website was no longer allowed to be capitalised and was expensed.

## **Employee benefits**

Under *NZ IAS 19 – employee benefits* the Ministry was required to recognise a provision for accumulating compensated absences such as sick leave.

Under *NZ IFRS 1* transition changes are recognised directly to general funds.

## Statement of forecast financial performance

For the year ending 30 June 2008<sup>23</sup>

	Budget 2006/07 \$000	Estimated Actual 2006/07 \$000	Budget 2007/08 \$000
<b>REVENUE</b>			
Crown	4,107	4,107	4,456
Other departments	176	176	135
<b>TOTAL REVENUE</b>	<b>4,283</b>	<b>4,283</b>	<b>4,591</b>
<b>OUTPUT EXPENSES</b>			
Personnel expenses	2,612	2,612	2,802
Operating costs	1,323	1,323	1,406
Rent and outgoings	209	209	209
Audit fees	35	35	35
Capital charge	30	30	25
Depreciation on property, plant and equipment	66	66	72
Amortisation on intangible assets	8	8	42
<b>TOTAL OUTPUT EXPENSES</b>	<b>4,283</b>	<b>4,283</b>	<b>4,591</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>0</b>	<b>0</b>	<b>0</b>

# FORECAST FINANCIAL STATEMENTS

## Statement of estimated financial position

As at 30 June 2007 and forecast financial position as at 30 June 2008

	Budget Position As at 30 June 2007 \$000	Estimated Position As at 30 June 2007 \$000	Forecast Position As at 30 June 2008 \$000
<b>ASSETS</b>			
CURRENT ASSETS			
Cash and bank balances	603	603	387
Receivables and advances	22	22	22
<b>TOTAL CURRENT ASSETS</b>	<b>625</b>	<b>625</b>	<b>409</b>
NON-CURRENT ASSETS			
Property, plant and equipment	234	234	267
Intangible assets	48	48	231
<b>TOTAL NON-CURRENT ASSETS</b>	<b>282</b>	<b>282</b>	<b>498</b>
<b>TOTAL ASSETS</b>	<b>907</b>	<b>907</b>	<b>907</b>
<b>LIABILITIES</b>			
CURRENT LIABILITIES			
Payables and provisions	387	387	387
Provision for repayment of surplus	0	0	0
Provision for employee entitlements	184	184	184
<b>TOTAL CURRENT LIABILITIES</b>	<b>571</b>	<b>571</b>	<b>571</b>
<b>TOTAL TERM LIABILITIES</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL LIABILITIES</b>	<b>571</b>	<b>571</b>	<b>571</b>
<b>TAXPAYERS' FUNDS</b>			
General funds	336	336	336
<b>TOTAL TAXPAYERS' FUNDS</b>	<b>336</b>	<b>336</b>	<b>336</b>
<b>TOTAL LIABILITIES &amp; TAXPAYERS' FUNDS</b>	<b>907</b>	<b>907</b>	<b>907</b>

## Statement of forecast cash flows

For the year ending 30 June 2008<sup>24</sup>

	Budget 2006/07 \$000	Estimated Actual 2006/07 \$000	Budget 2007/08 \$000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
CASH PROVIDED FROM			
Supply of outputs to			
Crown	4,107	4,107	4,456
Other departments	178	178	135
CASH DISBURSED TO			
Cost of producing outputs			
Output expenses	(4,161)	(4,161)	(4,452)
Capital charge	(30)	(30)	(25)
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>94</b>	<b>94</b>	<b>114</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
CASH DISBURSED TO			
Purchase of physical assets	(37)	(37)	(105)
Purchase of intangible assets	(25)	(25)	(225)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>	<b>(62)</b>	<b>(62)</b>	<b>(330)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
CASH DISBURSED TO			
Payment of surplus to the Crown	(51)	(51)	0
<b>NET CASH FLOWS FROM FINANCING ACTIVITIES</b>	<b>(51)</b>	<b>(51)</b>	<b>0</b>
Net increase/(decrease) in cash held	(19)	(19)	(216)
Opening total cash balances at 1 July	622	622	603
<b>CLOSING TOTAL CASH BALANCES AT 30 JUNE</b>	<b>603</b>	<b>603</b>	<b>387</b>

# FORECAST FINANCIAL STATEMENTS

## 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 2008<sup>25</sup>

	Budget 2006/07 \$000	Estimated Actual 2006/07 \$000	Budget 2007/08 \$000
Operating surplus/(deficit)	0	0	0
ADD/(DEDUCT) NON-CASH EXPENSES/ (REVENUES) FROM OPERATING STATEMENT			
Depreciation and amortisation	74	74	114
ADD/(DEDUCT) NON-CASH WORKING CAPITAL REDUCTIONS/(INCREASES) FROM BALANCE SHEET			
(Increase)/decrease in receivables	20	20	0
Increase/(decrease) in payables and provisions	0	0	0
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	<b>94</b>	<b>94</b>	<b>114</b>

## Statement of forecast movements in taxpayers' funds (equity)

As at 30 June 2008

	Budget Position As at 30 June 2007 \$000	Estimated Position As at 30 June 2007 \$000	Forecast Position As at 30 June 2008 \$000
<b>TAXPAYERS' FUNDS AT START OF PERIOD</b>	<b>336</b>	<b>336</b>	<b>336</b>
MOVEMENTS DURING THE YEAR (OTHER THAN FLOWS TO AND FROM THE CROWN)			
Add/(deduct) net surplus/(deficit)	0	0	0
TOTAL RECOGNISED REVENUES AND EXPENSES FOR THE PERIOD	0	0	0
ADJUSTMENT FOR FLOWS TO AND FROM THE CROWN			
Provision for payment of surplus to the Crown	0	0	0
TOTAL ADJUSTMENTS FOR FLOWS TO AND FROM THE CROWN	0	0	0
<b>TAXPAYERS' FUNDS AT THE END OF THE PERIOD</b>	<b>336</b>	<b>336</b>	<b>336</b>

# FORECAST FINANCIAL STATEMENTS

## Statement of forecast financial performance indicators

For the year ending 30 June 2008<sup>26</sup>

	Unit of measure	Budget 2006/07	Estimated Actual 2006/07	Budget 2007/08
<b>OPERATING RESULTS</b>				
Output expenses	\$000	4,283	4,283	4,591
<b>COSTS AS A PERCENTAGE OF OUTPUT EXPENSES</b>				
Personnel and pension expense	%	61	61	61
Operating costs	%	30	30	30
Rent and outgoings	%	5	5	5
Audit fee	%	1	1	1
Capital charge	%	1	1	1
Depreciation and amortisation	%	2	2	2
Net surplus/(deficit)	\$000	0	0	0
<b>WORKING CAPITAL</b>				
Net current assets <sup>27</sup>	\$000	54	54	(162)
Current ratio <sup>28</sup>	%	109	109	72
Average debtors outstanding	days	30	30	30
Average creditors outstanding	days	30	30	30
<b>RESOURCE UTILISATION</b>				
<b>PROPERTY, PLANT AND EQUIPMENT</b>				
Net book value at year end	\$000	234	234	267
<b>INTANGIBLE ASSETS</b>				
Net book value at year end	\$000	48	48	231
<b>TAXPAYERS' FUNDS</b>				
Balance at year end	\$000	336	336	336

## Statement of forecast service performance

For the year ending 30 June 2008

The Ministry of Women's Affairs has agreed to provide output services in 2007/08 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 associated revenue, expenses and surplus or deficit, are summarised below:

Departmental output expense	Description	Revenue Crown \$000	Revenue dept \$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.	4,456	135	4,591	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.

A detailed work programme is recommended annually with the Minister that:

- is based on a prioritisation framework
- identifies the specific policy projects to be completed
- details the milestones and timeframes for particular work.

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

# FORECAST FINANCIAL STATEMENTS

## Quantity, quality, timeliness and cost

### Quantity

Performance measure	Target
Briefings will be provided on all policy issues as requested by the Minister and other policy issues as appropriate.	Estimated 60
Briefings or responses will be provided on all requests for nominations for statutory bodies.	Estimated 150
Ministerial support services will be provided as required: <ul style="list-style-type: none"> <li>• draft replies to ministerial correspondence</li> <li>• draft responses to parliamentary questions</li> <li>• speech notes and background material.</li> </ul>	Estimated 50 Estimated 35 Estimated 40
Responses will be provided to requests under the Official Information Act.	Estimated 10
Responses will be provided to information requests including email, telephone and written correspondence.	Estimated 500
Reports on upcoming cabinet papers will be completed each week.	Estimated 40
Status reports on progress and emerging issues will be completed each fortnight.	Estimated 20

### Quality

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

Performance measure	Target
A comprehensive service will be provided with: <ul style="list-style-type: none"> <li>• the capacity to react urgently</li> <li>• briefings on significant issues that are timely, relevant, and clear and succinct</li> <li>• support for the Minister as required in Cabinet Committees, Select Committees, and in the House.</li> </ul>	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)].

Performance measure	Target
<p>Policy advice will include:</p> <ul style="list-style-type: none"> <li>• a clear purpose</li> <li>• a context for the issues, including appropriate policy objectives</li> <li>• relevant, accurate and up-to-date evidence, including data and research findings</li> <li>• a clear problem definition, including gender analysis, and based on the available evidence</li> <li>• where appropriate, analysis of possible options using explicit criteria</li> <li>• where possible, differential impacts and issues for different groups of women, particularly Māori women</li> <li>• a proposed way forward that is both practicable and consistent with the policy objectives and problem definition.</li> </ul> <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:</p> <ul style="list-style-type: none"> <li>• be targeted to the vacancy [i.e. all nominees will broadly meet the criteria required for membership of that particular board or committee]</li> <li>• include a profile summary for each nominee written in clear and simple language</li> <li>• contain information that is accurately translated from the nominees' CV.</li> </ul>	<p>A score of 3 (meets requirements) in all the key appointing agencies' annual questionnaires [on a scale of 1 (does not meet requirements) to 5 (exceeds requirements)].</p>
<p>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:</p> <ul style="list-style-type: none"> <li>• percentage of first drafts provided to the Minister of responses to ministerial correspondence that are free of grammatical and factual errors</li> <li>• percentage of first drafts provided to the Minister of responses to parliamentary questions that are free of grammatical and factual errors</li> <li>• speech notes and background material meeting requirements.</li> </ul>	<p>100%</p> <p>100%</p> <p>A score of 3 (meets requirements) in all the Minister's quarterly questionnaires.</p>

# FORECAST FINANCIAL STATEMENTS

## 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%
Nominations will meet the deadlines agreed at the time of request with the originating agency or Minister.	100%
Draft responses to ministerial correspondence will be provided within 20 working days of receipt of the correspondence.	100%
Draft responses to parliamentary questions will be provided within specified reporting deadlines.	100%
Speech notes and background material will be provided within specified reporting deadlines.	100%

## Cost

Outputs will be provided within the appropriated sum of \$4,591,000, funded by \$4,456,000 from the Crown and \$135,000 from other departments.

## ENDNOTES

- <sup>1</sup> Statistics New Zealand (2006) *New Zealand Income Survey (June 2006 quarter)*. Wellington, Statistics New Zealand.
- <sup>2</sup> Statistics New Zealand (2005) *New Zealand Income Survey (June 2005 quarter)*. Wellington, Statistics New Zealand.
- <sup>3</sup> Statistics New Zealand (2001) *Around the Clock: Findings from the New Zealand Time Use Survey 1998-1999*. Wellington, Statistics New Zealand.
- <sup>4</sup> 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>
- <sup>5</sup> Ministry of Social Development (2006) *Work, Family and Parenting Study: Research Findings*. Wellington, Ministry of Social Development.
- <sup>6</sup> Ministry of Social Development (2004) Unpublished results of the *Living Standards Survey*. Published report available at: [www.msd.govt.nz/documents/publications/csre/living-standard-2004/living-standards-report.pdf](http://www.msd.govt.nz/documents/publications/csre/living-standard-2004/living-standards-report.pdf)
- <sup>7</sup> Ministry of Social Development (2006) *The Social Report 2006*. Wellington, Ministry of Social Development.
- <sup>8</sup> Ministry of Health (2006) *Unequal Impact: Māori and Non-Māori Cancer Statistics 1996-2001*. Wellington, Ministry of Health.
- <sup>9</sup> STI Surveillance Team, Population and Environmental Health Group, Institute of Environmental Science and Research Limited, for the Ministry of Health (April 2006) *Sexually Transmitted Infections in New Zealand: Annual Surveillance Report 2005*. Wellington.
- <sup>10</sup> Statistics New Zealand (2003) *Teenage Fertility in New Zealand*. <http://www.stats.govt.nz/products-and-services/Articles/teen-Sep03.htm>
- <sup>11</sup> Heymann, DL (ed) (2004) *Control of Communicable Diseases Manual* (18th edition). Washington DC, American Public Health Association.
- <sup>12</sup> Ministry of Social Development (2006) *The Social Report 2006*. Wellington, Ministry of Social Development.
- <sup>13</sup> Ministry of Health (2006) *Tobacco Trends 2006: Monitoring Tobacco Use in New Zealand*. Wellington, Ministry of Health.
- <sup>14</sup> Morris, A, Reilly, J, Berry, S and Ransom, R (2003) *New Zealand National Survey of Crime Victims 2001*. Wellington, Ministry of Justice.
- <sup>15</sup> Ministry of Social Development (2006) *Taskforce for Action on Violence within Families – the First Report*, p.32. Wellington, Ministry of Social Development. These statistics were obtained from a provisional database relating to cases investigated as homicide and are not official New Zealand Police statistics.
- <sup>16</sup> *New Zealand National Survey of Crime Victims 2001*.
- <sup>17</sup> *New Zealand National Survey of Crime Victims 2001*.
- <sup>18</sup> *New Zealand National Survey of Crime Victims 2001*.
- <sup>19</sup> *New Zealand National Survey of Crime Victims 2001*.
- <sup>20</sup> Roper, Tim & Thompson, Andrew (2006) *‘Estimating the costs of crime in New Zealand in 2003/04’*, *New Zealand Treasury Working Paper 06/04*. Wellington, New Zealand Treasury.
- <sup>21</sup> Human Rights Commission & New Zealand Centre for Women and Leadership, Massey University (2006) *New Zealand Census of Women's Participation 2006*.
- <sup>22</sup> United Nations Committee on the Elimination of All Forms of Discrimination against Women, *Report of the Committee on the Elimination of Discrimination against Women, Twenty-eighth session (13-31 January 2003) and Twenty-ninth session (30 June-18 July 2003)* [A/58/38 (Supplement No. 38)].
- <sup>23</sup> This statement incorporates both Supplementary Estimates Appropriations for 2006/07 and Main Estimates for 2007/08.
- <sup>24</sup> This statement incorporates both Supplementary Estimates Appropriations for 2006/07 and Main Estimates for 2007/08.
- <sup>25</sup> This statement incorporates both Supplementary Estimates Appropriations for 2006/07 and Main Estimates for 2007/08.
- <sup>26</sup> This statement incorporates both Supplementary Estimates Appropriations for 2006/07 and Main Estimates for 2007/08.
- <sup>27</sup> Current assets minus current liabilities.
- <sup>28</sup> Current assets as a proportion of current liabilities.

### Photo credits

Page 3 (left to right): Playcentre Association; Justine Hall (Mother & Baby Show, Wellington); Multicultural women Wanganui;

Page 5 (left to right): Playcentre Association; NZ Defence Force; Rural Women NZ;

Page 9 (left to right): NZ Defence Force; Department of Conservation; Rural Women NZ;

Page 10 (left to right): Justine Hall (Mother & Baby Show, Wellington); Alex Hubert; Rural Women NZ;

Page 15 (left to right): File; Department of Conservation; NZ Defence Force;

Page 16 (left to right): Nursing New Zealand; NZ Defence Force; Nursing New Zealand;

Page 27 (left to right): File; File; NZ Defence Force.

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