

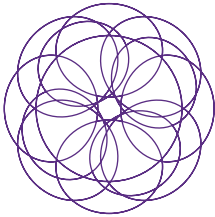


ministry for **Women**
minitātanga mō ngā
Wāhine

Statement of Intent

Our approach for 2018 - 2022





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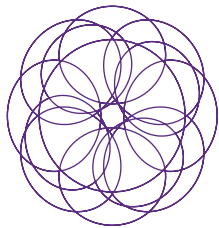
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Introduction

As the Government's principal advisor on improving the lives of New Zealand women and girls, we need to take a planned and thoughtful approach to what we can achieve over the next four years.

We take this responsibility very seriously. We are representing the views of over 2.3 million women and girls. We know that the range of views and what is needed to improve outcomes will be considerably different between ages, cultures, and the different levels of resources a woman has. We want to be known as the Ministry for all women, not just some women. To achieve this, we need to broaden the outcomes we are seeking. We need to broaden our evidence base, our impact, and our leadership. We need to engage consistently and strategically with key stakeholders so that our work is informed by the lives and experiences of diverse women and girls in Aotearoa.

For a small organisation, this is a big ask. It won't be fast and we will need to work smart and innovatively to achieve what we want to achieve. We need to lean on our partners to ensure we have those diverse views and work alongside and together on work that will make a visible difference to women. We have had success at influencing our stakeholders to do better for women. But this takes time, is not guaranteed, and gender is often considered too late in the development of policy. It is now time that we take the lead and drive the work that is needed for change because that is what is expected of us.

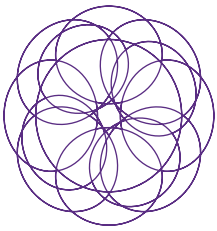
For the first time in recent years we have set ourselves a vision that encapsulates our thinking *"Aotearoa New Zealand is a great place to be a woman or girl, wāhine Māori succeed as Māori, and gender is not a barrier to wellbeing"*.

This vision reflects our stakeholders' views that we need to do more for our wāhine Māori. We started that this year by leading work on the Government's wāhine Māori claim, working with Te Puni Kōkiri on a joint action plan to change the nature of work for Māori wāhine, publishing case studies of wāhine going into trades training, and extending our Suffrage 125 narrative to acknowledge the significant input of wāhine Māori. The vision also reflects that social and cultural wellbeing are just as important to women as economic security, and we could do better at making the unpaid and community work women do more visible.

We want to continue what our predecessors started. The Ministry for Women was formed 30 years ago and the work that has been done over time has formed our foundation.

The framework set out in this document is built on our desire to better serve the women of this country and to continuously improve what we do and how we do it. We look forward to meeting this challenge and seeing improved outcomes for all New Zealand women and girls.

The Ministry for Women staff



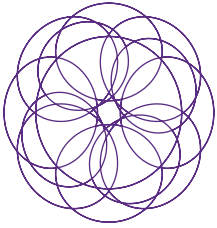
Statement of responsibility

Responsible Minister's statement

I am satisfied that the information in this Statement of Intent prepared by the Ministry for Women is consistent with the policies and performance expectations of the Government.

Hon Eugenie Sage
Acting Minister for Women
8 October 2018





Our role, purpose, and vision

We are the Government's principal advisor on improving the lives of New Zealand women and girls.

Our vision is that Aotearoa New Zealand is a great place to be a woman or girl, wāhine Māori succeed as Māori, and gender is not a barrier to wellbeing.

To achieve our vision we will focus on achieving three strategic outcomes:

- the contribution of all women and girls is valued
- all women and girls are financially secure and can fully participate and thrive
- all women and girls are free from all forms of violence and harassment.

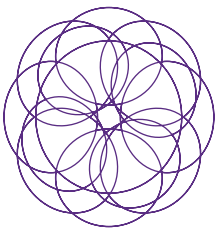
These outcomes are broader than our current focus which is on economic independence, leadership, and safety. While we will continue to work on these focus areas, the broader framework enables us to identify opportunities to serve a wider range of women and a wider range of issues than we are currently able to do. Importantly, they align with recommendations made by the United Nations Convention of the Elimination

of Discrimination Against Women (CEDAW) Committee. We are able to do this because of the significant traction we gained on issues such as closing the gender pay gap in the public service and enhanced targets for women on boards. The implementation of these significant programmes enables us to refocus our activities.

We have identified three strategies that will drive our approach over the next four years. We will:

- lead work that improves outcomes for all women and girls
- increase our leadership and impact (in both government and wider society)
- deliver excellence and grow our reputation.

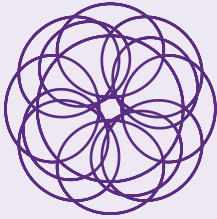
The first two strategies determine what we work on and how we do it. The third strategy is about building our capability for advice and enhancing the service we provide. Underpinning these strategies are our organisational behaviours and key principles. Our internal behaviours and principles complement our public service values set out in the State Services Act 1962.



Our approach

The Ministry's overall approach sets out our three outcomes, the strategies to achieve these outcomes, and the behaviours and principles that underpin how we work. We will use internal and external measures to measure our progress towards these outcomes.

Our strategies will enable us to grow our impact. Within each of these strategies we will develop a work programme for the areas of work where we can make the greatest difference for women.



Strategic Framework

Aotearoa New Zealand is a great place to be a **woman** or **girl**, **wāhine Māori** succeed as Māori, and gender is not a barrier to wellbeing.

Strategic outcomes

The **contribution** of all women and girls is **valued**.

All women and girls are **financially secure** and can fully participate and **thrive**.

All women and girls are **free from** all forms of **violence and harassment**.

Strategies

We will lead work that improves outcomes for all women and girls.

We will increase our leadership and impact.

We will deliver excellence and grow our reputation.

Key organisational behaviours

Planners

Agile

Collective

Innovative

Fast

Intelligent

Customer focused

These are underpinned by key principles

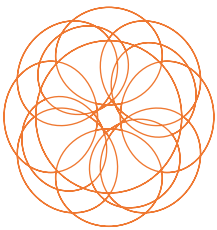
Integrity

Excellence

People at the centre

Courage

Sound judgement



Operating context

Background

Our suffragists campaigned for the right to vote 125 years ago. This set New Zealand internationally as a leader on women's right and equalities. Yet inequalities still exist for women and the Ministry exists to address those inequalities. Just like our suffragists, organised women and girls, like Kristine Bartlett, continue to voice their concerns about issues affecting them. We need to support those voices because history has taught us that this leads to change and change leads to better outcomes.

The United Nation's CEDAW Committee recently reviewed New Zealand's implementation of this Convention and made 78 recommendations for change, including combatting violence against women and a national action plan. This shows that we still have a long way to go to improve outcomes for New Zealand women and girls. Those recommendations are useful as they enable us collectively to focus on particular areas of concern and drive change in those areas. Equality for women is also a key component of the United Nations Sustainable Development Goals.

Social media and media today are important vehicles for debate. It enables a wide range of views to be considered and information and evidence to be disseminated. People today are more informed and aware about issues and inequalities facing women and girls, both here in New Zealand and also internationally.

The Ministry for Women is one of 31 government agencies and, while we are the principal advisor on achieving outcomes for women and girls, it is other government agencies that are responsible for legislation, funding, and implementing initiatives that benefit New Zealand women and girls and their whānau. For example, the Ministry of Education ensures that our policies support education outcomes for women and girls. The Ministry of Business, Innovation and Employment ensures that our labour laws support improved employment outcomes for women. The State Services Commission provides system-level oversight of gender pay matters and state sector pay equity claims. The Ministry of Social Development ensures the financial support for low-income families, many of whom are headed by women. This means the Ministry for Women is not the only agency that works to improve outcomes for women and girls. Working as a system together means more resources and more policies that benefit women and girls.

In addition to the system of government agencies, New Zealand has a range of non-government organisations that also aim to improve outcomes for women and girls. These organisations complement the work that we do. They may possess skills and knowledge that we don't and work in areas we don't focus on. Therefore, it's sensible for us to work with them so that women and girls benefit and outcomes are maximised. The Minister for Women also has an international women's caucus that represents these groups, and we meet with them regularly.

Why gender matters

Societal expectations and norms around gender can shape aspects of women's experiences in powerful ways. They can shape what is expected of women and men and what they expect of others and themselves and the lives they lead. In many ways, gender stereotypes continue to hamper women's opportunities to achieve equality, and inequalities marginalise women and girls.

Given the major impacts of violence especially, there is a need to tackle underlying causes of violence, including poverty, stereotypes, gender attitudes, and norms. There may be a need to consider the role of education in this, including the role of consent education.

Women's careers are often different from men's, with significant differences in the kinds of work done by men and women in New Zealand. Women make up the majority of those in caring and administrative roles, while men make up the majority of technical, manual, and managerial roles. Occupational segregation is one of the major factors contributing to the pay gap between women and men. This is fuelled by the initial career choices made by young people.

Women are typically the primary caregivers for children, ageing relatives, and those with disabilities. They take more career breaks and are more likely to work flexibly

or part-time. Women experience decreased earnings after becoming mothers, and women on higher incomes experience higher decreases and experience slower income growth. This means that women's lifetime earnings, and their capacity for retirement savings, are substantially reduced in comparison to men.

There is further impact when gender and other factors such as ethnicity are considered together. Māori and Pacific women aged between 15 and 24 years are more likely than other women to not be in employment, education or training, start child bearing early, and receive a benefit. They are more likely to be both under-employed and over-employed (e.g. multiple jobs) than other women. Women with disabilities are also significantly under-employed in comparison to men with disabilities.

We need to acknowledge that women's and men's lives, experiences, needs, issues, and priorities are different. Women's lives are not all the same; the interests that women have in common may be determined as much by their social position or their ethnic or other identities, as by the fact they are women. Māori women's life experiences, needs, issues, and priorities may differ from those of non-Māori women. Similarly, the life experiences, needs, issues, and priorities may vary for Pacific women and other groups of women (dependent on age, ethnicity, disability, income levels, employment status, marital status, sexual orientation, and whether they have dependants). Different strategies may be necessary to achieve equitable outcomes for women and men and different groups of women.

Gender analysis examines the differences in women's and men's lives, including those that lead to social and economic inequity for women, and applies this understanding to policy development and service delivery. It is concerned with the underlying causes of these inequities and systematic differences in experience, and aims to achieve positive change for women. Achieving gender equality results in better outcomes for everyone.

Our key stakeholders

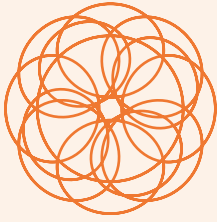
We work alongside, and collaborate with, other government agencies, not-for-profit organisations, businesses, community, and iwi groups to identify issues and improve outcomes for women and girls.

Domestic	International
<p>The public sector</p> <p>We work closely with other government agencies that have roles to improve lives for women. For example:</p> <ul style="list-style-type: none"> • Ministry of Education for education, training, and careers • Ministry of Business, Innovation and Employment for labour laws and employment • State Services Commission for public service gender pay gap and pay equity oversight • Ministry of Social Development for financial support for women on low incomes • Te Puni Kōkiri for policies and programmes that improve the lives of wāhine Māori and whānau • Ministry of Justice for safety policies • Ministry of Foreign Affairs and Trade for our international reporting commitments • The Human Rights Commission on championing women’s rights. 	<p>International reporting bodies</p> <p>We regularly report on New Zealand’s progress for women to the Commission on the Status of Women and to the Committee on the Elimination of Discrimination against Women.</p> <p>This ensures that New Zealand is fully compliant with our international obligations to improve the status of women.</p>
<p>National Advisory Council on the Employment of Women (NACEW)</p> <p>We support NACEW (an advisory committee to the Minister for Women) to provide advice on issues around women’s employment.</p>	<p>Women’s empowerment agencies</p> <p>We work with international organisations, such as the Asia-Pacific Economic Cooperation, Organisation for Economic Cooperation and Development and the Commonwealth Secretariat, to share knowledge and best practice on women’s empowerment.</p>
<p>Non-government agencies (NGOs)</p> <p>We seek to work closely with NGOs and are focused on building stronger working relationships with them and broadening the range of groups we work with.</p>	<p>Gender equality agencies</p> <p>We work closely with agencies in comparable countries to seek evidence, learn best practice, and create networks for learning.</p>
<p>Businesses and unions</p> <p>We work closely with organisations and individual businesses that are driving change within their organisation and within the business sector. Examples are those that are leading actions to reduce their gender pay gap and increase their numbers of women in leadership roles.</p> <p>We work closely with unions on actions that bring fairer pay and conditions for women in the workforce.</p>	
<p>Crown-Māori partnerships</p> <p>We are working towards a more consistent and strategic approach to engaging with iwi and wāhine Māori organisations across our work, to better support the partnership between the Crown and Māori.</p>	



Engagement approach across both domestic and international

We work collaboratively with these organisations, to share knowledge, gather new insights, and further develop our evidence and policy advice.



Government priorities

The Ministry's strategic outcomes align with the Government's priorities.

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Wāhine

GOVERNMENT PRIORITIES

Building a productive, sustainable, and inclusive economy

- Grow and share New Zealand's prosperity.
- Deliver responsible governance with a broader measure of success.
- Support thriving and sustainable regions.
- Transition to a clean, green, and carbon neutral New Zealand.

Improving the wellbeing of New Zealanders and their families

- Ensure everyone is earning, learning, caring, or volunteering.
- Support healthier, safer, and more connected communities.
- Ensure everyone has a warm, dry home.
- Make New Zealand the best place in the world for children.

Providing new leadership by Government

- Deliver transparent, transformative, and compassionate government.
- Build closer partnerships with Māori.
- Value who we are as a country.
- Create an international reputation we can be proud of.

STRATEGIC OUTCOMES

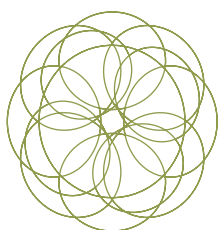
The **contribution** of all women and girls is **valued**.

All women and girls are **financially secure** and can fully participate and **thrive**.

All women and girls are **free from** all forms of **violence and harassment**.



*Our strategic
outcomes*



Strategic outcome 1: *The contribution of all women and girls is valued*

New Zealand's success as a country is dependent on unlocking the contribution of all our people, both women and men, across all aspects of society.

The New Zealand labour market is still highly segregated.

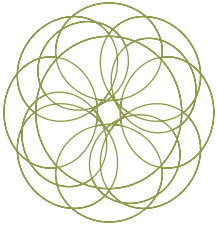
New Zealand women make a strong contribution to society through their leadership and governance. This is important as diversity of views and experiences helps avoid the pitfalls of group-think and it helps businesses tap into new ideas and markets, and improve performance.

However, New Zealand women are diverse. This outcome area recognises the diverse contribution of all women and girls in New Zealand, not just those in senior leadership positions or in paid work. Many women in leadership roles are in the community and voluntary sectors and they are not always recognised. We know that the unpaid work undertaken by women makes an important contribution to the economy, the results being shared by all genders. For example, women do 75 percent of childcare in the home and 60 percent of all volunteered hours. This contribution is important but is not widely understood, recognised, or acknowledged. We want to do more in this area so that, regardless of ability, skills, and experience, every woman has a strong inclusive place in society.

We particularly want to embed the principles of the Crown-Māori partnership. In the past we have had a strong focus on outcomes for Māori women through Te Ohu Whakatupu, the Māori Women's Group within the Ministry of Women's Affairs. Stakeholders have consistently identified this as an area we need to rebuild and focus on. Stakeholders have acknowledged the strengths of our wāhine Māori and the benefits and leadership that they contribute to their whānau, communities, and New Zealand. We need to acknowledge this more. The expectations set for us by the Government will be instrumental in guiding our work.

The outcomes we see in this area are:

- better understanding, recognition, and acknowledgement of the value of women's work; paid and unpaid
- increasing visibility of women's contribution in paid and unpaid work
- strengths of wāhine Māori and their role are recognised
- increasing the diversity of New Zealand women is recognised and catered for in government policies and services
- women's representation in leadership and government is increased
- New Zealand's international reputation is enhanced.



Strategic outcome 2:

All women and girls are financially secure and can fully participate and thrive

We want health and wellbeing opportunities and choice that is suited to the particular life stage a woman is at and the aspirations she has.

Women head up to 84 percent of sole parent families. Nearly a quarter of women have difficulty getting childcare in order to work. Income security is an important part of ensuring that women and girls are financially secure throughout their life course. Independence for women can be tied to financial security which means they have more choices. Financial security enables women and their families to participate fully in society.

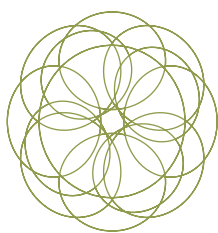
This is why we work on initiatives that value women in the labour market. Closing the gender pay gap and pay equity are important work to ensure that women are paid fairly and that gender is not a barrier to how women are perceived in work. There are multiple structural elements in work and policies that limit the choices women have. For example, 23 percent of mothers have difficulty finding childcare, and the parental leave parameters lead to women taking extended leave outside of work. Young girls are still encouraged into traditional, lower paid work and there is a need to ensure more choice is available for girls in non-traditional jobs. Women are doing their part through high qualifications and voicing concerns. We need to look at our policies and frameworks so they are not limiting the choices women have.

There are some women who are on low incomes and may face barriers to going into well-paying jobs. We need to support these women and their families to thrive, not just survive. Poverty is a significant issue and we need to be ambitious for people who aren't currently secure. Investing in women will help lift their families and communities out of poverty.

The health and wellbeing of women is an emerging area of concern. Women are over-represented in mental health statistics and access to services, particularly for rural women. The experiences of older women in regards to isolation, health, housing, and retirement income need to be more visible.

The outcomes in this area are:

- disparities of outcomes for and between women is reduced through:
 - contributing towards closing the gender pay gap
 - assisting with implementing changes to address pay equity
 - assisting with the introduction of a new pay transparency regime
- increased visibility of women's contribution in society through media and online channels
- dismantling stereotypes and barriers that discourage women and girls participating and thriving in non-traditional fields of work and study
- building understanding of working conditions for women, including wāhine Māori, Pacific women, women with disabilities, transgender women, migrant women, and young women in all areas of employment
- supporting increasing access to high-quality childcare
- contributing to measures that improve quality and accessibility of health services for women
- a stronger awareness of experiences of older women.



Strategic outcome 3:

All women and girls are free from all forms of violence and harassment

Despite a focused effort across government for a number of years in this outcome area, rates of family violence and sexual violence remain high and unacceptable. Safety is a fundamental driver of wellbeing and women's and girls' lives need to be free from all forms of violence and harassment (including online, in the home, in public places, and in the workplace). We support the collective efforts across agencies and government to address this area. We support the recommendations of the United Nations CEDAW Committee that we need to focus more effort in this area. Our position as an independent agency that works across the system is where we can add value.

The Ministry has led a number of targeted initiatives at the forefront of evidence and practice on family violence and sexual violence, including leading thinking on the importance of primary prevention. Our proposed focus under this outcome area is to continue to build evidence on:

- family violence and sexual violence issues that are not addressed by other agencies
- work that will benefit women and girls who continue to be disadvantaged or are at greater risk of harm.

Alongside these focus areas we will work on building our system leadership capability. We will also continue to provide advice to agencies responding to family violence and sexual violence policy to ensure the gendered nature of these forms of violence are understood and responded to in both policy and practice.

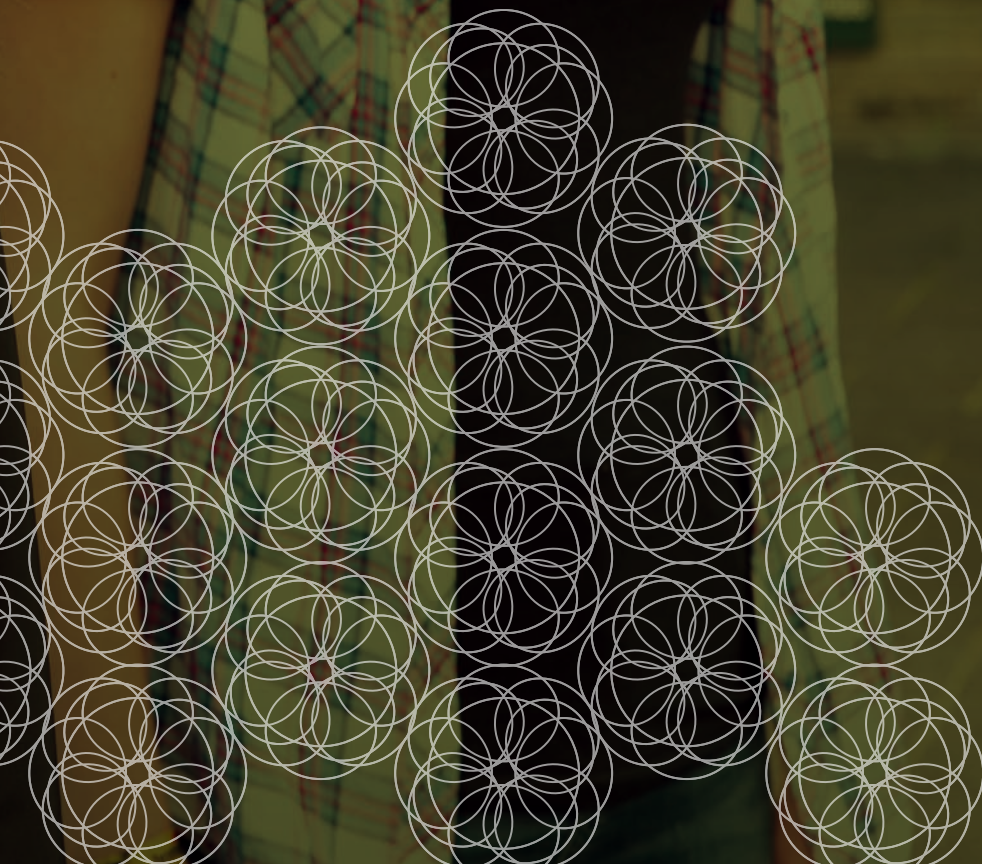
The outcomes in this area are:

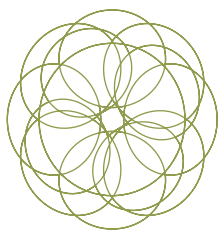
- all women and girls feel safer and there is a reduction in gender-based violence
- increased awareness of those disadvantaged or at greater risk of harm.



Our strategies

We have three strategies to deliver on our strategic outcomes. The first two strategies are about what we will do and point to our operating model. The last strategy is related to how we will do it.





Strategy 1:

We will lead work that improves outcomes for all women and girls

Our operating model of the past has been one of being an influencer. This model recognised that policy and operational levers sat in other organisations and that we are not the experts on everything. We focused on influencing policy development so that the gendered aspect of issues and responses was considered by decision makers. While we had some success with this approach, it takes time, success is not guaranteed, and the gender analysis comes too late in the development of policy. More recently we have led or co-led work and this has had more success in improving outcomes for women and girls. We want to invest more of our time leading work and catalysing the work of others, to reduce the amount of time we are spending giving second-opinion advice. In doing so we need to support the valuable work of others when we cannot lead and ensure that they have the skills and knowledge to get the best outcomes for women.

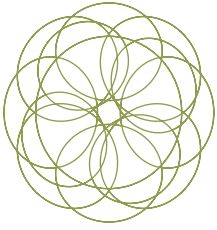
Our size means we need to prioritise when and what we work on. As a guide, we will focus on initiatives that:

- have the strongest impact
- improve equity between women and men
- reduce disparities among women.

In prioritising our work, we need to ensure that we are responsive to government priorities while also being stewards for the future. We need to acknowledge the diversity of women and girls through a focus on improving outcomes for wāhine Māori, Pacific, and other diverse cultures, those who identify as lesbian, gay, bisexual, transgender, and intersex (LGBTI), and those with disabilities. In particular, we need to focus on improving outcomes for Māori women and respecting the mana of wāhine Māori. We need to ensure that, as much as possible, we reflect the views and experiences of New Zealand women.

We will measure this through:

- high ratings for quality of advice from our stakeholder survey
- the number of diversity reports we create
- the amount of work carried out in other agencies that improves outcomes for women and girls.



Strategy 2:

We will increase our leadership and impact

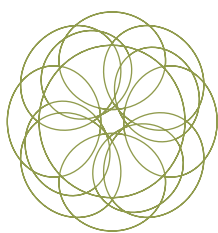
We will take opportunities to identify what policies are needed across the system and lead analysis and cross-sector initiatives to drive system changes that benefit women. This may involve undertaking a deeper dive on a particular issue that we know will be a catalyst for change.

Partnering with other organisations means we can contribute to broader government priorities and outcomes and utilise the expertise other agencies bring (experience, knowledge, and diversity). Because other government agencies are also responsible for improving outcomes for women, we need to ensure they have the tools and knowledge, to undertake gender analysis and understand and integrate gender responsiveness and analysis into their work. In doing so, we expect that gender analysis will become better embedded into analysis and implementation of government policies.

To do so, we need to be aware of the environment and the context in which we are working. We need to be more externally facing and have strong network relationships so we can leverage the opportunities to make a difference. This includes being aware of the international context to ensure New Zealand is leading by example in complying with its international obligations to eliminate discrimination against women and enhance the role of women in our society. We have the opportunity to drive change for women and girls through the recommendations made by the United Nations CEDAW Committee.

We will measure this through:

- high ratings for quality of advice from our stakeholder and ministerial surveys
- improved quality ratings for policy advice and contribution to other agencies' processes
- our reputation for leading on women's issues internationally
- increased capability and commitment to addressing gender issues in policy across government.



Strategy 3:

*We will deliver excellence
and grow our reputation*

In order to lead work and improve our impact, we need to have the capability, demand, and mandate to carry out these functions. This involves a focus on growing our reputation and delivering an excellent service to our stakeholders, partners, and women of New Zealand.

We will build our capability for advice which is innovative and creative. We need new ideas and new ways of looking at problems so that they resonate with decision makers and those who will benefit from the solutions. We need to be credible and have advice based on strong evidence and analysis. We need to be experts in our field, or have access to those experts to inform our advice. We need to let people know what we are doing, what our views are, and how we are delivering on our promises. This means being more visible and transparent, and seeing women's experiences and perspectives reflected in issues and solutions. Importantly, we need a capable Ministry that reflects different cultures and the Crown-Māori partnership.

We provide services through the Nominations Service. This service has not had a strong focus in the past but we want to be known for a service that is responsive and agile and respects and supports women's development and their life journey.

We need to be supportive of the Government's international commitments.

To deliver on our strategic priorities, we need a highly capable and engaged workforce. Our people are core to the current and future delivery of results and the ongoing development of the Ministry.

Our People Plan will enable the Ministry to be more future-orientated about our workforce. It will assist us to make planned and deliberate people-related decisions and ensure we have the right capacity (numbers and mix of staff) and capability (skills, knowledge, and behaviours) to deliver what is expected of us now and in the future. It sets out what we need from our workforce, addresses gaps between our current and future workforce, and identifies specific actions to achieve this workforce.

We will measure this through:

- high ratings for quality of advice from our stakeholder and ministerial surveys
- an increased candidate pool and uptake for nominations from boards towards the government target
- improved staff engagement
- action taken to address gender pay gap
- improved engagement with women's issues on social media and via the Ministry's website.

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