



introduction

Government Goals and Linkages

The Department has strong links to local government, the community and voluntary sector, and a strengthened role in helping migrant communities engage in New Zealand's national life. It is well positioned to help the Government forge new partnerships and develop new ways of working with these sectors and institutions. The Department specifically contributes to the key government goals of:

- strengthen national identity and uphold the principles of the Treaty of Waitangi
- grow an inclusive, innovative economy for the benefit of all
- restore trust in government and provide strong social services.

The purpose of the Department is to serve and connect citizens, communities and government to build a strong safe nation. The Department set out in its first Statement of Intent (2002/03) three outcomes that will guide its work in the future and will assist the Department in fulfilling its purpose.

Outcome One

Active citizenship, democracy and community life are supported by enabling and encouraging **participation** in our society and communities, and by providing **access** to information, funding and services.

Outcome Two

The **stewardship and integrity** of New Zealanders' personal identity and official information is assured; citizens and international agencies are able to trust our documents and formal records.

Outcome Three

New Zealanders can trust that effective systems are in place for civil defence, emergency management, fire protection and safe buildings, so that **safety** is enhanced and the likelihood and effects of disasters are reduced and managed; and have **confidence** that their values and laws are upheld in the enforcement of censorship and gaming legislation.

The structure of this Annual Report reflects the introduction of these outcomes, and the year in review is reported so as to reflect achievements and contributions to these outcomes.



outcome one

*Ensure active citizenship, democracy and community life are supported by enabling and encouraging **participation** in our society and communities, and by providing **access** to information, funding and services.*

Achievement of this outcome is supported by activities in the Community Development Group, Policy Group, Office of Ethnic Affairs, Identity Services and Executive Government Support. In addition to the day-to-day activities, the following projects made a significant contribution to the outcome.

Local Government Act Review

The review of the Local Government Act 1974 was progressed through a joint policy development process involving a large number of central and local government representatives. This joint process formed the basis for the development of a consultation document on the review.

The Local Government Bill was drafted following a nationwide consultation process. The Bill is the first comprehensive revision of the general law relating to local government in New Zealand since the enactment of the current Local Government Act 1974. The new Bill provides the framework to ensure that local authorities are an effective local component of New Zealand's system of democratic government, and responsive to their communities.

The Bill is currently before the Local

Government and Environment Select Committee.

Community Policy Function

The Department's community policy function was enhanced through the establishment of a specific Community Policy Team within the Community Development Group. The Community Policy Team works collaboratively with the Community Employment Group, Department of Labour, the Ministry of Social Development, and Child Youth and Family on policy matters affecting the community and voluntary sector.

Support for Volunteers

During 2001/02, the Department provided funding and support to the newly established volunteering national body, Volunteering New Zealand.

In partnership with the Department, Volunteering New Zealand hosted a national conference of volunteering in Christchurch in March 2002. Approximately 200 delegates attended the conference from a wide range of organisations committed to volunteering.

Funding was provided to the six existing Volunteer Centres and to new and emerging centres in Whanganui, Gisborne and Tauranga.

After a series of small group discussions/hui/fono with relevant individuals and organisations, funding was also allocated to target Māori, Pacific peoples and ethnic volunteering initiatives.

Access to Grants Services

We developed a proposal to tighten the focus of the Community Organisation Grants Scheme (COGS) on outcomes, especially that of building strong communities. It will enable those making decisions about grants to link their decisions to this outcome.

The COGS online service has been operating since June 2001. Uptake has been greater than expected and showed that many community organisations are keen to take advantage of new technology. COGS online provided an opportunity to streamline grant processes and to support

community organisations in developing their ability to access the Internet. It became clear that some community organisations still needed help and encouragement from the local CDG advisory staff to become more proficient with computers and the Internet.

Indications from the current COGS funding rounds are that half of the applications this year will be received online.

With the successful introduction of the COGS online service, a scoping study has been commissioned for the expansion of the online service to include Lottery grants. Community groups that apply to both funding schemes will be able to apply for grants through one medium.

In addition to the online service, work has been completed on identifying opportunities to streamline funding processes for Lottery grants.

Community Project Workers - Social Entrepreneur Scheme

The Community Project Workers Scheme (CPWS) has been refocused as the Social Entrepreneur Scheme, which broadens the brief of existing CPWS projects. Twelve projects have been established under this new approach and seven are currently being developed. In addition, 10 projects continue to be funded under the CPWS

Last year community groups made almost 3500 applications to COGS for funding, 30% sent over the Internet.

scheme until they reach the end of their three-year terms.

Ultimately, 17 projects will be funded at an average of \$50,000 to \$60,000 each per annum. Although directed at youth, the projects will also have a wider community development focus. Projects funded through the new Social Entrepreneur approach employ a key person who can be a 'social entrepreneur' - an agent for change in their community - and who can create an environment for youth development by facilitating a wide set of youth-driven, community and government initiatives.

Apology to Poll Tax Payers and their Descendants

In February 2002, the Prime Minister on behalf of the Government of New Zealand, apologised to Chinese people who had paid the poll tax, and their descendants, and asked the Office of Ethnic Affairs to work with the Chinese community to explore an appropriate form of reconciliation.

Since then, a series of meetings have been held with poll tax payers and their descendants in Dunedin, Christchurch, Wellington, Levin, Palmerston North, Napier, Hamilton and Auckland. Other government agencies have been included in the discussions because of their specific interests.

In June the Prime Minister announced the setting up of a pilot telephone interpreting service to begin in the first half of 2003.

The next stage of the process will be to check with community groups on what further steps are needed to conclude the consultation process. Officials will then work to develop proposals based on the themes and ideas that have been put forward. An advisory team, which will include representatives from all regions, will work with officials and assist with obtaining community feedback on the direction of any proposals to be presented to the government.

Ethnic Perspectives in Policy

The Office of Ethnic Affairs has developed a strategic approach to incorporate ethnic perspectives in government policy and services. The approach is based on:

- identifying ethnic groups likely to be affected by a policy or service
- applying high level policy values and priority outcomes
- fostering an aware and responsive public service
- requiring ethnic perspectives to be considered in policy advice
- improving the quality of ethnicity information available.

The Prime Minister, the Rt . Hon Helen Clark launched the Ethnic Affairs framework, "Ethnic Perspectives in Policy"

and indicated that it should be adopted. This marks a major milestone in government expectations.

Telephone Interpreting Service

There is a significant need for interpreting support in New Zealand. In June 2002 the Prime Minister announced the setting up of a pilot telephone interpreting service to begin in the first half of 2003 to support the language needs of those who have little or no English.

The pilot will cover the services provided by the Department and the New Zealand Immigration Service, Housing New Zealand, New Zealand Police, Ministry of Social Development and Accident Compensation Corporation. It will be free to ethnic people.

Funding Powers Review

The new Local Government (Rating) Act 2002 updates and simplifies existing rating powers to meet the needs of modern local authorities.

Following a review of the Rating Powers Act 1988, the Local Government (Rating) Act 2002 was enacted on 31 March 2002, and comes into force from 1 July 2003.

Local Government (Elected Member Remuneration and Trading Enterprises) Amendment Act 2001

This amendment to the Local Government Act 1974 has a dual purpose. Firstly, it increases the accountability of Local Authority Trading Enterprises to the wider community and secondly, provides for the Higher

Salaries Commission, as an independent professional remuneration setting body, to make determinations for local authority elected member remuneration. It was enacted on 14 December 2001.

Local Electoral Act (Stage 2)

Stage 1 of the Local Electoral Review involved passing the Local Electoral Act 2001 and the Local Electoral Regulations 2001. Stage 2 of the review involves possible amendments to the Act arising from the implementation of Single Transferable Vote (STV) and from a select committee inquiry into local electoral matters.

Representation provisions were reviewed as part of the Local Government Act Review and the new provisions were introduced to Parliament, together with other miscellaneous amendments, in the Local Government Bill.

Executive Government Support

Executive Government Support (EGS) continued to implement changes resulting from the findings of its 2001 capability review. The purpose of the review was to consider the management and operational structure of EGS and to determine what changes were required to enhance the effectiveness and efficiency of service delivery to ministers.

The review and subsequent consultation resulted in changes to the structure of EGS including an increase in human resources and financial capability, providing for greater centralisation of administrative support functions, as well as integrating

the management of direct service to Ministerial offices and the VIP Transport Service under one manager and integrating technology, telephony, media and communication functions.

EGS believes that it now has an operating structure that strongly supports flexibility for the business to operate effectively in times of high as well as low levels of work and risk management. The focus for 2002/03 will be to increase training and development within the group to provide even stronger support to ministers.

Royal Visit

The tour by Her Majesty The Queen and His Royal Highness the Duke of Edinburgh was logistically challenging. Initially planned for October 2001, the visit was postponed at short notice following the events of September 11, 2001. A

slightly shortened visit subsequently took place in February 2002, which was very successful.

Identity Services Customer Accessibility

Over the past 12 months Identity Services has enhanced the service provided by its Contact Centre. The hours have been extended until 7.00pm weekdays and offering a service from 8.00am to 1.00pm on Saturdays. Call management technology has also been upgraded.

The Contact Centre now manages all customer email enquiries. This reinforces the provision of high quality and consistent information to our customers.

The Births, Deaths and Marriages Central Registry was recently relocated to Wellington to achieve improved and more integrated customer service delivery.



outcome two

The stewardship and integrity of New Zealanders' personal identity and official information is assured; citizens and international agencies are able to trust our documents and formal records.

Achievement of this outcome is supported by activities in the Identity Services Group and Executive Government Support (New Zealand Gazette and Authentications Unit). In addition to the day-to-day activities the following projects made a significant contribution to the outcome.

Life Event Records Conversion

This year saw the completion of project work to convert 10 million birth, death and marriage records from paper to electronic formats. Conversion of the more recent paper records (births and deaths 1935 to 1997, marriages 1951 to 1997) was completed in June 2001. Conversion of the older historic records from the early 1840s to 1934 for births and deaths and pre-1950s for marriages was completed on schedule and within budget in June 2002.

The successful completion of this project provides a more efficient process for the production of documents from the converted records and now provides the platform for the development of a range of online services to other government agencies and the public over the next few years. It also means that the original records can be placed into archival storage, thus preserving them for future generations.

e-government Authentication Policy

The Department played a leadership role in helping to develop policy for online authentication in e-government services this year. The Department and the State Services Commission e-government Unit have jointly managed a cross-government project to develop a policy framework for online authentication of identity, i.e. confirming the identity of the person you are dealing with online. This project was completed when Cabinet approved the policy framework and plans for future work on solutions development in April 2002. The Department will continue to be involved with the authentication solutions development project. More information about e-government can be found on the website www.e-government.govt.nz.

Transnational Organised Crime Bill

The Department, working with the Ministry of Foreign Affairs and Trade, the New Zealand Immigration Service and the Ministry of Justice, supported the passage of the Transnational Organised Crime Bill through the House. This new legislation enables New Zealand to meet its international obligations under the United Nations Convention on Transnational Crime.

Amendments to the Passports Act 1992 arising from the Transnational Organised Crime project recognised new offences and substantially increased the penalties for a range of passport offences linked to the crimes of people-smuggling and trafficking in persons. These changes are particularly timely given the increased incidence of international identity crime.

Consultation on Fees Review

The Department is required to recover the costs of providing its services to the public through its fees. New fees designed to move towards cost recovery were introduced for some birth, death, marriage and citizenship products on 1 October 2001.

In response to concerns raised by certain stakeholder groups and by the Regulations

Review Committee, the Department subsequently reviewed the fees structure. In April 2002 proposed changes to fees were published in a consultation document made available to stakeholders and the general public. Submissions were invited and the feedback received by the Department was then incorporated in the Department's report. This report will be considered by the new Government.

Identity Services Development Programme

In August 2001 the Government approved a major programme of development of Identity Services infrastructure and services over the next five years.

In August 2001, the Government approved a major programme of development of Identity Services infrastructure and services over the next five years. The overarching goal is to build capacity to a point where Identity Services is able to deliver its

products and services reliably, using modern service delivery modes and with appropriate levels of security and protection. Key areas of development include Internet access to birth, death and marriage information, online registration of births and deaths, online verification of identity information by other government agencies, a new passport production system, fraud prevention and detection and business continuance.

A Project Support Office has been

established that supports the operation of the programme processes and provides a centralised administration. The programme utilises a robust programme management methodology.

An important component of the overall programme is the commitment to partnership with the Public Service Association (PSA). The establishment of the Project/Partnership Officer in the Project Office is recognition of the partnership principles agreed between the Department and the PSA.



outcome three

*New Zealanders can trust that effective systems are in place for civil defence, emergency management, fire protection and safe buildings, so that **safety** is enhanced and the likelihood and effects of disasters are reduced and managed; and have **confidence** that their values and laws are upheld in the enforcement of censorship and gaming legislation.*

Achievement of this outcome is supported by activities in the Gaming and Censorship Regulation Group, Ministry of Civil Defence and Emergency Management and the Policy Group. In addition to the day-to-day activities the following projects made a significant contribution to the outcome.

Censorship Enforcement

Our Censorship Compliance Unit continued to be one of the world's leading enforcement agencies in detecting, monitoring and prosecuting offenders who possess and distribute objectionable material, particularly child pornography, via the Internet.

The unit was successful in detecting and prosecuting offenders in New Zealand, achieving 14 convictions, and providing information that led to enforcement action in many other countries, including Australia, the United States, Canada, the United Kingdom and Norway. It has also earned commendations from these countries' enforcement agencies and parliaments for the quality of the information provided.

The unit has a strong focus on international co-operation. Just as the Internet has improved communications and made the distribution of child pornography easier, it has also assisted enforcement agencies. Offenders leave an electronic trail that agencies can track, and the agencies, like the offenders, can share information in an instant.

The unit's primary concern is the safety of children. A child is debased or sexually abused to create every image. While few of the images originate in New Zealand, New Zealanders who choose to use child pornography help create a 'market' for the abuse of children. International action is vital, and New Zealand will continue to play

its part.

Gambling Reviews

The Department completed its review of gambling legislation, including the preparation of more than 30 further papers for Cabinet during the year.

By year-end the Racing Bill, which replaces the outdated Racing Act 1971 and rationalises racing industry structures, was awaiting its second reading. The Responsible Gambling Bill was with the Government Administration Committee awaiting final deliberation and report back.

The Responsible Gambling Bill combines the Casino Control Act 1990 and the Gaming and Lotteries Act 1977 into a single piece of legislation that is harmonised with the racing legislation. The Bill authorises some gambling and prohibits the rest, and creates different classes of gambling, for some of which licences are required; regulates casinos and restricts their expansion; contains measures to facilitate responsible gambling and to prevent and minimise the harm from gambling (including problem gambling); strengthens measures to limit opportunities for crime and dishonesty associated with gambling; ensures that money from non-casino gambling benefits the community, and facilitates community involvement in decisions about the provision of gambling.

A substantial amount of groundwork has been undertaken during the 2001/02 year,

in readiness for the enactment and implementation of the Responsible Gambling Bill.

This has resulted in significant preparation to ensure that the way our work is managed and conducted, and the focus of our people, will achieve the performance required under the new legislation.

Reviewing Fire Service Commission Funding

During the year the Department delivered a series of briefings to the Minister on alternatives to the current insurance-based Fire Service funding model. Further work examined how a property-based funding system could best satisfy the requirements for increased equity while achieving effective levy collection at acceptable cost.

Details of alternative property-based options have been discussed with the Minister, and the Department also consulted with various potential stakeholders. With the scheduling of the general election in mid 2002, major decisions on the project were deferred until a new government was formed.

Civil Defence and Emergency Management Framework

In developing the legislative framework the Ministry achieved a high degree of 'buy in' from local government and key stakeholders including the health sector and utilities. This was supported through the

development of best practice guidelines, professional development and public education activities.

National Crisis Management Centre

The events of September 11, 2001 brought into sharp focus New Zealand's own preparedness for national disasters.

The Government tasked the Ministry with leading a "whole of government" approach to the management of national disasters. The Ministry is doing this by building relationships across agencies and developing a National Crisis Management Centre to replace the National Emergency Operations Centre in the Beehive basement.

This work started during the year and will continue for the next two years. This year the Ministry made significant progress in upgrading the Centre's layout, technology hardware, and communication systems. In addition a major programme has been undertaken to consolidate procedures and skills for managing the Centre.

Urban Search and Rescue

In 2001/02 the Ministry, in collaboration with the New Zealand Fire Service, set up and trained two urban search and rescue (USAR) teams based in Palmerston North and Christchurch. One of these teams has

been equipped and is available for deployment. This programme is providing a significant increase in New Zealand's capability to rescue people from collapsed buildings. Programmes to support general reserve capability in the regions commenced development.

Response to Specific Hazards and Events

The Ministry was involved in a diverse range of emergency management activities including:

- completing a risk assessment of the Ruapehu lahar threat and facilitating the development of a response plan
- facilitating the arrangements for resolving claims for the residents of Waihi following the subsidence there
- continuing to facilitate discussions on the Waiho river risks at Franz Joseph
- reviewing the national civil defence arrangements for Tonga following the December 2001 cyclone
- organising and chairing the Asia/Pacific conference of the United Nations International Search and Rescue Advisory Group (INSARAG) conference in Christchurch in November 2001.



reducing inequalities

The Department of Internal Affairs contributes to the Government's key goal of addressing social disparities through the efficient and effective delivery of community funding and advisory services to those in need.

The Government's stated aim is to "reduce the inequalities that currently divide our society and offer a good future for all by better co-ordination of strategies across sectors and by supporting and strengthening the capacity of Māori and Pacific communities."

The Department's responsibility is aligned to the Government's goal of reducing inequalities for disadvantaged people by building their capacity and supporting on-going development of capability. It also contributes to government goals for a more inclusive society, growing stronger communities and strengthening national identity.

Through its regional delivery structure, the Department delivers advisory services and distributes government funding to community groups and other agencies to encourage the development of strong, safe and sustainable communities.

The disadvantage experienced by Māori and Pacific peoples reflects complex economic, political, cultural and historical

factors, the cumulative effect of which has created barriers to social participation. Furthermore, Māori and Pacific peoples are diverse groups, with both urban and rural populations, who experience social, health and well-being levels different to those of the general population.

People from ethnic communities other than Māori or Pacific people are also disadvantaged in participating fully in New Zealand's social, cultural, economic and political life. Some may be refugees who have experienced trauma before arriving in New Zealand.

Ethnic people may find that a lack of English is a barrier to getting access to the full range of government services. There is also evidence of high unemployment or under-employment within these groups. The Office of Ethnic Affairs has been established to contribute to the goal of "ensuring people from ethnic communities can fully participate in and contribute to New Zealand's social, cultural and economic life" (see page 20 for further information on the Office of Ethnic Affairs).

The Department's Approach for Reducing Inequalities

The Department is the Government's largest community funder, and operates a substantial programme of community development advice and activities. This is built on effective relationships with community organisations and close co-operation with other government organisations at both national and local levels.

Strong communities are essential for social stability, economic growth and environmental sustainability. In 2000 Cabinet approved a policy framework designed to guide the relationship between the Government and the community, which comprised the following:

- building strong communities by developing policy capacity and knowledge building
- encouraging co-operation and partnership
- encouraging citizenship and participation
- improving resourcing for community-based activities
- encouraging community leadership.

The approach to reduce inequalities contains the following components:

- services for Māori are increasingly determined by Māori and delivered by Māori

- Māori capacity building is boosted through the Department's work with whanau, hapu, iwi, runanga and Māori groups and in national and regional relationships with key government agencies e.g. Te Puni Kokiri and Ministry of Social Development
- services for Pacific people are identified by consultation with Pacific communities through the Pacific Island Consultation and Advisory Group
- capacity building strategies for Pacific and ethnic communities, and both regional and national relationships with the Ministry of Pacific Island Affairs
- the Office of Ethnic Affairs providing a community advisory service for ethnic communities, and policy advice about the implications for ethnic communities.

Effectiveness For Māori Strategic Plan

In February 2002, the Department released its Effectiveness for Māori (EfM) Strategic Plan 2002-2005. The Department's goal is to be recognised as one of the EfM leaders in the public service. This strategy is supported by the business groups' annual action plans, which detail the actions that will be undertaken in each financial year. Business groups will report progress against the identified milestones on a quarterly basis.

Internal Capability

During the year, staff from the Department undertook te reo, tikanga and Treaty of Waitangi awareness training to enhance their interactions with Māori.

The management team of the Department's Community Development Group continued to work with Te Atamira to improve the responsiveness of community development services, particularly the lottery distribution network to Māori. The team also worked with the Pacific Island Consultation and Advisory Group.

The Community Development Group's performance management framework includes effectiveness for Māori objectives. Staff also undertook Pacific Island cultural awareness training to enhance their interactions with Pacific peoples, community groups and development providers.

Effectiveness of Initiatives

Projects funded through Lottery grants and Community Organisation Grants Scheme are not formally evaluated. However, they are monitored by the completion of a compliance-type certificate of expenditure and an accountability report. COGS grantees must also attend a public forum to discuss the outcome of the projects funded within their local community.

A sample of COGS was funded projects evaluated in 2001, in the project "Communities Building Fences"².

The majority of Crown-funded initiatives have an evaluation process built into the initiatives. Many of the initiatives the Department is funding are still in their early stages and tend to be multi-year initiatives. Consequently not all have been formally evaluated.

Initiatives Aimed At Reducing Inequalities

Community Organisation Grants Scheme

The Community Organisation Grants Scheme (COGS) was established in 1986 and represents an important partnership between the Government and the voluntary sector. The Department provides administrative support for 41 locally elected volunteer community committees. Those committees distributed \$10.295 million in grants to provide community and social services to Māori, women, Pacific peoples and socially disadvantaged people.

It was not possible to identify specified target groups (e.g. Māori, Pacific peoples, women) for all of the grants provided. All target groups will benefit in whole and/or in part from the grants awarded to many of the other broad priority categories that have

² Bond, N (2001) 'Communities Building Fences' A selection of case studies of COGS funded community projects and the volunteers who staff them. Department of Internal Affairs, Wellington.

enabled community-driven development and sustained capability through greater skills and self-help.

COGS approved 80 percent of the applications received (i.e. 259 of 320) that identified Māori as the group that would primarily benefit from the grant. The resources that went specifically to Māori were \$1.163 million, which represented 11 percent of the \$10.295 million that was distributed.

Example: Te Runanga o Ngā Maata Waka is an urban authority based in Christchurch that primarily targets 'at risk' Māori youth who do not identify as Ngai Tahu. This group offers a range of educational and life skill courses and operates a food bank service. In the latter area, the group targets children in schools and kohanga reo and relies on local businesses to provide food for distribution by volunteers. COGS grants provide funding to cover the transport costs to deliver the food parcels.²

Of the 141 applications received identifying Pacific people as the main beneficiary of the grant 89 percent (125) were approved. This represented 5 percent of the \$10.295 million distributed.

Women were identified as the primary beneficiary in 156 of the grants representing 6% of the total \$10.295 million allocated. Grants to family services numbered 375, and 704 were to general community.

Example: The Auckland Women's Centre provides a range of affordable, accessible services for women in a safe environment. The Centre promotes health and well-being for women. The Centre provides information, counselling, health checks, a library and a range of courses, support groups and workshops. A COGS grant provided funding to assist with salaries and volunteers' expenses.

Community Internship Programme

This is a new organisational capacity-building programme involving twenty initiatives that places experienced people from the public, private or community sectors on six-month internships with host community organisations. The internships are aimed at strengthening the organisational capacity of the host group and at facilitating cross-fertilisation of ideas and experience.

Currently, seven of the 20 internships focus on Māori, which include four placed with Māori providers. Each host agency receives \$22,500 to cover salaries and resource costs associated with the placement.

Four Pacific organisations also received grants for interns.

Community Project Worker Scheme: Crime Prevention

This scheme provided salary and programme funding to support five youth development initiatives to reduce youth

offending, at \$41,400 each per annum. The projects aimed at reducing youth offending by strengthening community support and services for youth. The funding targeted areas of high youth crime with projects located in Kaikohe, Otara, Gisborne, Hamilton and Christchurch.

Example: In early 1998 a funding proposal from Te Hauora o Tūrangānui-ā-Kiwa was accepted. The funding continued during the 2001/02 year. Although the agency's primary focus is on Māori rangatahi under 20 years old, it provides services to all youth. The results of the 2000 evaluation showed that despite the lack of statistical evidence of reduced crime since the introduction of the CPWS worker, the project had contributed to a number of outcomes. For example, a large number of project participants left the service to become involved in alternative employment, training and/or educational activities.

Also, the CPWS worker has contributed to increased capacity by providing an early referral system for rangatahi needing to access other government agencies.³

One project was supported during the year that targeted Pacific people within a Pacific organisation.

Community Project Worker Scheme: Social Entrepreneur Scheme

A scheme for youth and community development. The new Social Entrepreneur Scheme, realigns and broadens the former CPWS. The number of projects to be funded in the future will be approximately 17. The amounts for such projects have been increased to an average of \$50-60,000 each. Although directed at youth, the projects will have a wider community development focus. The increase in funding provides assistance with operational, programme and administrative costs.

The 30 three-year salaries for youth development workers reported last year has been changed as the social entrepreneurs scheme is being phased in to take its place.

The Department's strategy is to ensure that approximately four Pacific organisations receive funding for projects out of the total of available projects. Three projects targeting Pacific youth were funded during 2001/02 and a fourth project will be developed during 2002/03.

Example: Waipuna Youth and Community Trust, Christchurch, was funded to work towards the development of a Pacific Young Parents Support Service in partnership with the Christchurch Pacific People's Community Reference Group and the Ministry of Pacific Island Affairs.

³ Department of Internal Affairs Research Unit, Community Project Workers Scheme Crime Prevention Projects Evaluation Report, 2000.

Community Based Youth Development Fund

As indicated last year, four of the seven community agencies that were approved for funding over three years to provide youth development projects targeted at-risk Māori youth to the value of \$270,000 per annum. In June 2002 an inter-agency panel selected one of the four providers that targeted Māori and one that targeted Pacific youth to receive ongoing funding for the next three years (Opotiki and Papakura) plus four new projects (Rotorua, Christchurch and other South Island centres, Manukau and a national project).

Example: Te Ha o te Whānau provides an extensive range of programmes through the Community Based Youth Development Fund. The programmes are aimed at promoting the well-being and development of rangatahi across five key dimensions – spiritual, physical, emotional, relationships and environment, in Opotiki and the surrounding districts. The programme includes wananga, leadership training, the development of self-esteem, cultural awareness, and an 0800 Helpline. Parental training programmes are also aimed at enhancing the motivation and skills of rangatahi who are parents. The early indications from the 2002 evaluation of this project show that it has been very successful in achieving all of its objectives.⁴

Two projects were supported during the year that targeted youth suicide prevention for Pacific youth. The total funding allocated to these projects during 2001/02 was \$142,000.

Māori Community Development Workers

Two project pilots were developed as a government capacity-building initiative designed to transfer social and economic development skills to enable Māori communities to increase their self-reliance. Funding is for up to three years and provides for salary and operating costs such as travel and administrative overheads. The workers will aim to build up the capacity of the communities through the transfer of skills.

This scheme is funded through a total appropriation of \$200,000. Given that these two pilot projects have been in existence for less than a year, it is too early to determine any reliable trends from the initial evaluation reports that have been received.

Anticipated outcomes from the two pilot projects are:

- facilitating the mobilisation of whānau, hapū and Māori communities to identify, agree and implement their own development strategies and plans

⁴ Draft Community Based Youth Development Fund, Youth Development Evaluation Report, 2002

- providing new skills and training and development programmes (e.g. specific projects delivered)
- improved access to resources e.g. seed funding for development initiatives or new structures, business and enterprise development and infrastructure.
- contribute to a sense of nationhood by developing and conserving New Zealand's unique cultural heritage
- are responsive to the aspirations and priorities of whānau, hapū, iwi and Māori by acting responsibly in fulfilling Treaty of Waitangi obligations to the best of their ability.

Youth Worker Training Fund

This fund is designed to encourage training opportunities for youth workers and is distributed equally between five regions (Auckland, Rotorua, Wellington, Christchurch and Dunedin). It is not possible to isolate the grants that specifically target Māori.

This scheme is funded through a total appropriation of \$200,000.

Lottery Grants – Marae Heritage and Facilities Committee

In 2001/02 the Lottery Marae Heritage and Facilities Committee distributed \$5.28 million to whānau, hapū, iwi and Māori organisations, compared to \$5.81 million distributed the previous year. The reduction is due to a decline in Lottery Commission profits. This resulted in less lottery money available to distribute to the community.

The Lottery Marae Heritage and Facilities Committee specifically funds projects which:

- support the development and wellbeing of whānau, hapū, iwi and Māori in their community context

In addition, Māori have benefited directly and indirectly from the grants distributed by other lottery committees.

Lottery Grants – Pacific Islands Provider Development Sub-Committee

The Lottery Grants Board recognised that Pacific communities have not in the past received an equitable share of lottery proceeds. To address this issue, a new Pacific Islands Provider Development Sub-Committee was established to distribute funding to assist the development of organisational capability of Pacific groups and organisations. In its first year of operation, the sub-committee allocated a total of \$332,000.

Example: The Pacific Island Women's Refuge Inc was established in 1989 to provide a temporary safe haven and culturally appropriate services for Pacific women and children who are victims of domestic and family violence abuse in the Auckland region. The refuge received a grant in 2001/02 for training in the areas of corporate governance, financial management and general business management skills.

Lottery Grants - Other distribution committees

The remaining lottery grant distribution committees allocate funding to projects that assist with community development and to disadvantaged groups including Māori, Pacific peoples, women, the elderly, people with disabilities and other ethnic groups. While groups cannot be specified as targeted, all groups have benefited in whole and/or in part from the grants awarded.

Example: Bochhasaswasi Shri Akshar Purushottam Swaminarayan Sanstha NZ Inc (BAPSS) is an organisation that

serves the community, in particular the Indian community through the provision of social services and support. BAPSS provides language and cultural classes, social activities, guidance and counselling and special cultural and festival events. BAPSS has strong links to the community, with the Waikowhai Intermediate School using BAPSS facilities as a school hall. Lottery Community Facilities funding is contributing towards the construction and furnishing of facilities that will be utilised for social, cultural and community events.

Summary Table - Projects targeted at Māori

Initiatives	Total Funding	Targeted Funding	Outcome
<i>Community Internship Fund</i> 7 of the 20 focus on Māori 4 of the 20 target Māori	\$451,000	\$90,000	Evaluation completed. Due to be released by Cabinet in October 2002.
<i>Community Project Worker Scheme – Crime Prevention</i> 4 of the 5 projects target Māori	\$207,000	\$165,600	Evaluation completed. Positive behavioural changes were indicated.
<i>Community Project Worker Scheme – Social Entrepreneur Scheme</i> 10 of the 23 projects target Māori	\$980,000	\$477,250	New project, will be evaluated as project progresses.
<i>Community Based Youth Development Fund</i> 2 of the 6 projects target Māori	\$473,000	\$138,750	Draft evaluation report completed, September 2002. Due to be released in October 2002.
<i>Maori Community Development Workers</i> All targeted at Māori	\$200,000	\$200,000	Evaluation underway.
<i>Youth Worker Training Fund</i> Unable to specify proportion targeted at Māori	\$200,000	Unable to determine	Not evaluated.
<i>Lottery Grants Board - Marae Heritage and Facilities Committee</i> All targeted at Māori	\$5.28m	\$5.28m	Not evaluated.
<i>Community Organisation Grants Scheme</i> Unable to specify proportion targeted at Māori	\$10.295m	Unable to determine	Not evaluated.

Summary Table - Initiatives targeted at Pacific peoples

Initiatives	Total Funding	Targeted Funding	Outcome
<i>Community Internship Fund</i> 4 of the 20 projects target Pacific peoples	\$451,000	\$90,000	Evaluation completed. Due to be released by Cabinet in October 2002.
<i>Community Project Worker Scheme – Crime Prevention</i> 1 of the 5 projects target Pacific peoples	\$207,000	\$41,400	Evaluation completed. Positive behavioural changes were indicated.
<i>Community Project Worker Scheme – Social Entrepreneur Scheme</i> 3 of the 23 projects target Pacific peoples	\$980,000	\$163,600	New project.
<i>Community Based Youth Development Fund</i> 2 of the 6 projects target Pacific peoples	\$473,000	\$142,000	Draft evaluation report completed, September 2002.
<i>Lottery Grants Board – Pacific Islands Provider Development Committee</i> All targeted at Pacific peoples	\$332,000	\$332,000	Not evaluated.
<i>Community Organisation Grants Scheme</i> Unable to specify proportion targeted at Pacific peoples	\$10.295m	Unable to determine	Not evaluated.

Summary Table - Initiatives targeted at other groups

Initiatives	Total Funding	Targeted Funding	Outcome
<i>Ethnic Link Newsletter</i> 3 issues were produced and circulated	\$19,394	\$19,394	Informed ethnic committees.
<i>Ethnic Calendar of dates</i> 14,000 copies were distributed	\$4,170	\$4,170	Informed ethnic communities.
<i>Chinese reconciliation process</i> Targets people who paid or descendants of Chinese people who paid the poll tax			Apology made over the imposition of the poll tax.



capability initiatives

Human Resources

This year was a very positive one for the Department with a number of new human resource initiatives and policies established.

Employment Relationships

Based on the Partnership for Quality Agreement signed in April 2000 between the Department and the PSA, a principle-based collective employment agreement was developed and agreed in September 2001. Principle-based individual employment agreements were also offered to all other staff who are not part of the collective agreement. Of the total people in the Department, 73 percent are now on principle-based employment agreements. Of the total number not covered by the collective agreement 52 percent are on principle-based individual employment agreements.

As part of this process all of the Department's managers received training in how to establish and maintain good employment relationships using the Department's employment problem resolution procedure also introduced this year.

Flexible Leave Trial

Within the context of the negotiations for a

collective employment agreement it was agreed to put in place a flexible leave trial. This trial was designed as a way to help ensure that the Department's people are healthy, well and able to maintain a balanced life, while contributing productively to departmental outcomes. The leave trial was designed to ensure that leave systems are fair, promote a high standard of conduct and are not onerous for people, their colleagues or managers. This trial will be evaluated over the next two years to assess if the system achieves these objectives.

Performance Management

To facilitate good employment relationships and departmental performance, a new performance management system has been developed to begin operation from 1 July 2002. This system is competency and objectives based. The system links the performance of individuals directly to departmental outcomes. It allows for the clear identification of departmental expectations, while identifying individual development needs in relation to their competencies and longer term career and professional development goals. Competency and career development provide the basis for a systematic approach to building the capability of the Department.

Remuneration

The Department has developed and introduced a new remuneration system. This was designed to attract and retain the people needed to achieve departmental outcomes. The system clearly outlines the remuneration a person can expect based on the achievement of specific levels of performance and competence. It also provides some flexibility in terms of how packages can be structured.

IT Capability

Document Management System

Implementation of this major system was completed this year, with all staff now able to locate documents easily and take advantage of past documents to reduce repetition of work. The security of documents has been increased significantly.

IT Infrastructure Improvements

A range of projects to improve or protect the IT networks and equipment from failure or attack were completed. These included refitting the computer room, upgrading desktop software to latest versions, recabling the State Insurance Building to handle heavier traffic generated by modern technology, implementing changes to both voice and data telecommunications networks to improve service and reduce costs, and introducing tightened information security measures and policies. As a result business continuity has been enhanced, and the networks are ready to cope with

more traffic, increased security threats and greater business dependency.

e-government

The Department has been a leader in piloting the State Services Commission system for the collection and management of information about agency services and functions.

Website Guidelines

The Department was first to implement a website that is compliant with the State Services Commission guidelines and received much praise of its accessibility features.

Other Initiatives

- renewal of gaming licensing functions are now available online through the Department's website
- the Community Development Group was and still is active on the "Connecting Communities"
- an inter agency working party looking at the "digital divide"
- the Department has implemented secure electronic mail systems.

Corporate Capability

New Corporate Purpose and Vision

During the year the Department developed its first Statement of Intent. Part of the process involved developing new purpose and vision statements.

This resulted in a significant shift for the

organisation from a focus on the diverse nature of the business to an emphasis on identification of the opportunities possible through co-ordination of business groups to achieve common outcomes.

Enhanced Financial Management

Further development of budgeting and forecasting processes has enhanced financial management and assisted the reprioritisation of funds to achieve departmental outcomes.



equal employment opportunities

As part of the Department's EEO Strategy to 2005, the Department of Internal Affairs has continued to focus on its baseline strategies and targets in the areas of leadership, organisational culture and strategic human resource management, employment of EEO groups, and monitoring and evaluation.

EEO Initiatives

The Department undertook several key EEO initiatives during 2001/02.

EfM Strategy

The Department launched and implemented an Effectiveness for Māori Strategy, Te Kaupapa Whakatikanga Rautaki Māori. This five year strategic plan has four objectives designed to enable the Department to put in place the required planning, capability and capacity to assist it to deliver quality, effective services.

The Effectiveness for Māori Team has been strengthened from two staff to five.

Disability Strategy

A new Disability Strategy for the Department was developed. This will be implemented from July 2002.

Tikanga Guidelines

Tikanga guidelines for managers have been developed to enable them to operate the performance management system in a way that will meet the needs of Māori staff.

Pacific Peoples Network

The Department's Executive Management Team agreed to the Pacific Peoples Network hold the Department's first fono in 2002/03.

Harassment Policy

The Department developed and implemented a harassment policy and procedure designed to prevent and deal with harassment.

This has included training all managers and contact persons. The training of staff in the harassment procedure is underway and will be completed in 2002/03.

Human Rights Training Kit

The Identity Services business group piloted the new Human Rights training kit for the Human Rights Commission. All employees within this group have been trained.

School Holiday Programme

The Department reviewed and strengthened its School Holiday programme

to establish it on a more professional footing. A management committee was established to oversee the programme and experienced staff employed to run the holiday programmes. Feedback has been extremely positive.

EEO Targets

The targets set for 2005 for the employment

of Pacific people in the Department have been exceeded and we are well on our way to meeting our 2010 target. Further attention is required to increase the number of Pacific people in senior management positions. We have also exceeded the 2005 milestone for the overall employment of women within the Department. Currently 41% of second and third tier managers are women.

EEO Group	Senior Management (2nd/3rd Tier) %	Overall Representation within the Department %
Māori		
June 2002	4.0	14.4
2005 Milestone	12.0	16.0
2010 Target	17.5	17.5
Pacific peoples		
June 2002	1.0	8.0
2005 Milestone	4.0	7.0
2010 Target	8.5	8.5
Women		
June 2002	41.0	55.0
2005 Milestone	45.0	54.0
2010 Target	56.0	56.0
People with disabilities		
June 2002	7.0	6.4
2005 Milestone	9.0	9.0
2010 Target	11.0	11.0