

Working Paper 2026/02

List of GDSs archived or transferred by departments [57]

between the 2024 GDS Index and 2025 GDS Index

02

Title	<i>Working Paper 2026/02 – List of GDSs archived or transferred by departments between the 2024 GDS Index and 2025 GDS Index</i> This paper forms part of the Institute’s <i>ReportingNZ</i> and <i>CivicsNZ</i> projects.
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01

Crown Law Office –
Te Tari Ture
o te Karauna

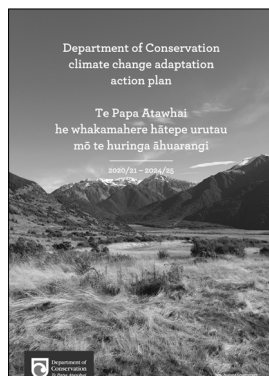
A decorative graphic consisting of a large circle. The top half of the circle is filled with many thin, concentric white circles that create a ripple effect. A solid white horizontal line extends from the center of the circle to the right edge of the page.

02

Department of
Conservation –
Te Papa Atawhai

GDS02–13

Climate Change Adaptation Plan | He Whakamahere Hātepe Urutau mō te Huringa Āhuarangi



Purpose

‘To guide DOC’s strategic planning and management activities for increased resilience to climate change impacts.’ (p.14)

Strategy (to achieve the purpose):

The approach is to implement short- and longer-term actions categorised by governance and management actions, evaluating and reporting actions and actions under other workstreams. These include:

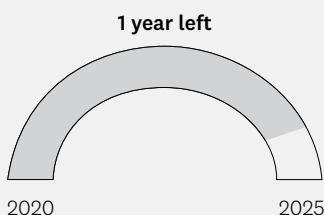
- Establishing a governance and resource programme and a programme management and risk assessment framework
- Developing frameworks for evaluating and reporting climate change impacts
- Identifying and filling information gaps. (p.26)

Key data

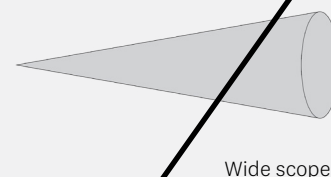
Publication date: June 2020
Duration: 2020–2025
Number of pages: 80
Signed by: Not signed
This GDS replaces: Not applicable
Jointly held with: Not applicable
Transferred from: Not applicable
Strategy map: Yes, p.26
Legislation: Not applicable

McGuinness Institute analysis

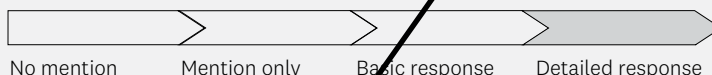
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

8= out of 195 GDSs

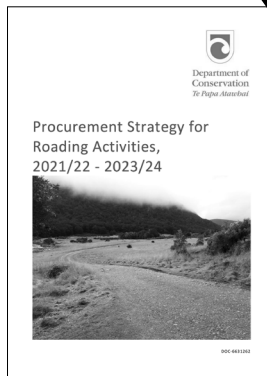
1 out of the 24 GDSs in DOC

3 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	8	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	8	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
Total		80	96

GDS02-18

Procurement Strategy for Roding Activities, 2021/22–2023/24



Purpose

This strategy seeks to maximise the value for money through the engagement of adjacent road controlling authorities or their contractors to maintain our roads.’ (p.6)

Strategy (to achieve the purpose):

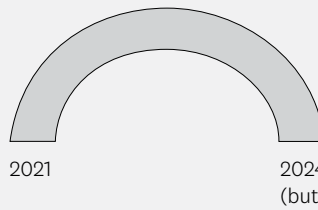
The approach, as with the 2018 Strategy, is to seek the integration of routine maintenance of roads into the maintenance regimes of adjacent road controlling authorities if it can be expected to lead to value for money outcomes for the department's dispersed and disconnected roading. (p.12)

Key data

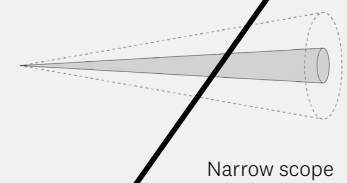
Publication date:	May 2022
Duration:	2021–NK (was initially 2024)
Number of pages:	19
Signed by:	CE and department staff (other than CE) (Director-General, Deputy Director-General Operations, Supplier Sourcing Manager, Director Operations Planning, Asset Planning Manager)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

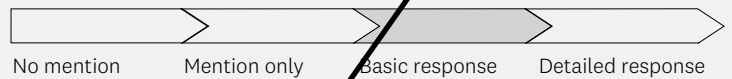
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

68= out of 195 GDSs
8 out of the 24 GDSs in DOC
16 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	6	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	1	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	2	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		51	96

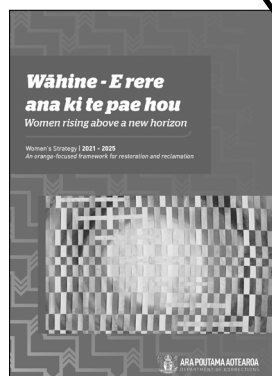
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03

Department of
Corrections –
Ara Poutama Aotearoa

GDS03-02

Wāhine – E Rere Ana ki te Pae Hou: Women's strategy 2021–2025



Purpose

'[H]elp break the cycle of reoffending and improve the wellbeing and safety of women, their whānau, and our wider communities as well as contribute to intergenerational transformation.' (p.8)

Strategy (to achieve the purpose):

The approach is to implement an action plan that focuses on eight key areas:

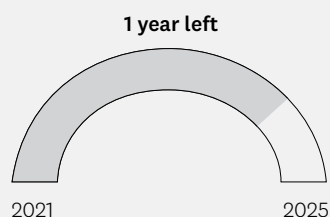
- Transitioning through the prison system
- Ensuring safe and humanised treatment while in prison
- Improving prison environments
- Improving the health and wellbeing of women
- Working with whānau to strengthen relationships
- Improving staff training and recruitment
- Monitoring the outcomes for effectiveness
- Implementing a more effective assurance framework. (pp.20–23)

Key data

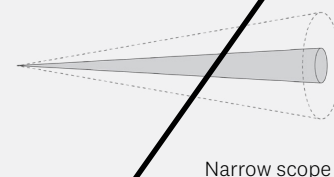
Publication date:	October 2021
Duration:	2021–2025
Number of pages:	24
Signed by:	Crown (Minister of Corrections) and CE
This GDS replaces:	Wahine – E rere ana ki te Pae Hou – Women's Strategy 2017–2021 (2017)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

52= out of 195 GDSs
5 out of the 7 GDSs in Corrections
6 out of the 8 GDSs in the Justice Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	1.5	4
1.2 Identifies potential threats	3.5	4
1.3 Contains a clear statement describing the problem	7	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	3.5	4
2.2 Identifies capabilities it does not have but needs	1	4
2.3 Identifies current and future resources	2.5	4
2.4 Identifies resources it does not have but needs	0.5	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	3.5	8
3.2 Identifies who the beneficiaries are	3	4
3.3 Describes how success will be measured	2.5	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2 Identifies a range of strategic options	2	4
4.3 Describes the chosen approach	2	4
4.4 Highlights the risks, costs and benefits	0	4
5: Implementation and Accountability		
5.1 Identifies who is responsible for implementation	3	4
5.2 Identifies who will report on its progress	0.5	4
5.3 Explains how progress will be reported	1.5	4
5.4 Discusses whether the GDS will undergo a review	1.5	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	3.5	4
6.2 Aligns with its department's SOI	6	6
6.3 Aligns with its department's annual report	6	6
Total	56.5	96

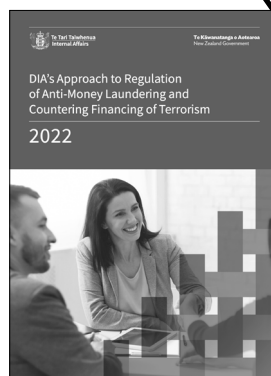


04

Department of
Internal Affairs –
Te Tari Taiwhenua

GDS04-05

DIA's Approach to Regulation of Anti-Money Laundering and Countering Financing of Terrorism



Purpose

'[B]uild the capability ... of reporting entities in detecting and preventing their businesses from being used by criminals and terrorists to hide or move money through the financial system, and support New Zealand and international efforts to make it difficult for criminals and terrorists to exploit financial systems.' (p.2)

Strategy (to achieve the purpose):

The approach is to:

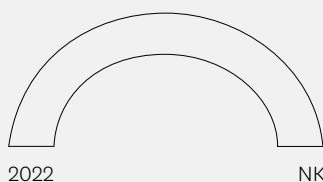
- Develop a comprehensive understanding of money laundering/terrorism financing (ML/TF) risks and typologies
- Build a culture of effective anti-money laundering/countering financing of terrorism compliance across the reporting entities the department supervises
- Identify reporting entities that are not adequately managing and mitigating their ML/TF risks and work with them
- Take action where there is serious or systemic non-compliance by reporting entities. (p.6)

Key data

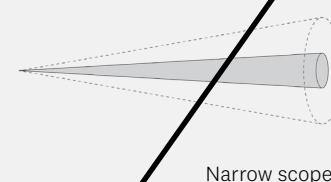
Publication date: July 2022
 Duration: 2022–NK
 Number of pages: 13
 Signed by: Not signed
 This GDS replaces: Not applicable
 Jointly held with: Not applicable
 Transferred from: Not applicable
 Strategy map: Not found
 Legislation: Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

131= out of 195 GDSs

5 out of the 8 GDSs in DIA

15= out of the 24 GDSs in the Finance and Government Administration Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	4	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	1	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	2	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		39	96

GDS04-07

Strategy 2022-2025: A pathway to an Aotearoa where ethnic communities feel at home



Purpose

'[S]ets out the actions the Ministry will prioritise to achieve better outcomes for ethnic communities ... an Aotearoa New Zealand where everyone feels welcome, safe, included, and valued.' (p.13)

Strategy (to achieve the purpose):

The approach is to continue on with a series of actions that are already under way, and implement a number of new actions. These focus on:

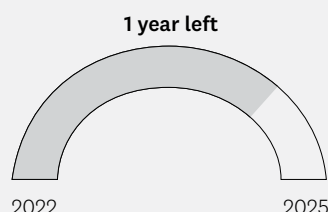
- Improving representation of ethnic communities on public sector boards and committees
- Building communication channels between ethnic communities and government
- Improving accessibility to funding, training and government services
- Addressing disparities in pay and education and job opportunities. (pp.42-49)

Key data

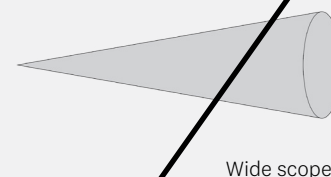
Publication date:	September 2022
Duration:	2022-2025
Number of pages:	29
Signed by:	Crown (Minister for Diversity, Inclusion and Ethnic Communities) and CE
This GDS replaces:	Office of Ethnic Communities – Strategic Framework (2020)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.51
Legislation:	Not applicable

McGuinness Institute analysis

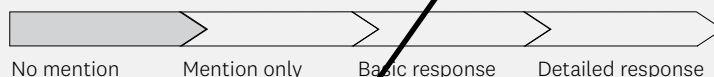
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

26= out of 195 GDSs

2 out of the 8 GDSs in DIA

3 out of the 24 GDSs in the Finance and Government Administration Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	0	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		68	96



05

Department of
the Prime Minister
and Cabinet –
Te Tari o te Pirimia
me te Komiti Matua

GDS05-03

New Zealand's Countering Terrorism and Violent Extremism Strategy



Purpose

'This strategy aims to secure Aotearoa New Zealand from the threat of terrorism and violent extremism, and to ensure that all communities, iwi, hapū, whānau and individuals feel secure.' (p.4)

Strategy (to achieve the purpose):

The approach is focused on reduction, through:

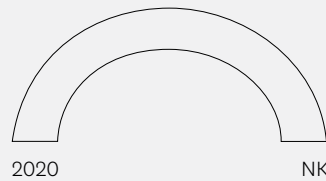
- Understanding the threat and being aware and informed
- Working together and prioritising partnerships to reduce the risk
- Focusing efforts and capabilities on effective, long-term prevention
- Being ready to respond and recover. (pp.10–11)

Key data

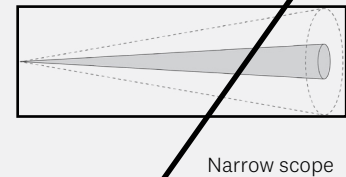
Publication date:	October 2022
Duration:	2020–NK
Number of pages:	15
Signed by:	Crown (Prime Minister)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

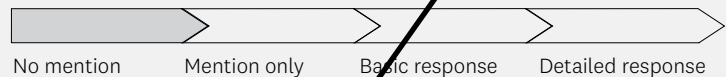
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

64 out of 195 GDSs

3 out of the 5 GDSs in DPME

7 out of the 24 GDSs in the Finance and Government Administration Sector

		Score	Out of
1: Opportunities and Threats			
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2: Capabilities and Resources			
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3: Vision and Benefits (Purpose)			
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	0	4
4: Approach and Focus (Strategy)			
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1	4
5: Implementation and Accountability			
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6: Alignment and Authority			
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI		6
6.3	Aligns with its department's annual report		6
Total			96

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06

Education
Review Office –
Te Tari Arotake
Mātauranga

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07

Government
Communications
Security Bureau –
Te Tira Tiaki



08

Inland Revenue
Department –
Te Tari Taake

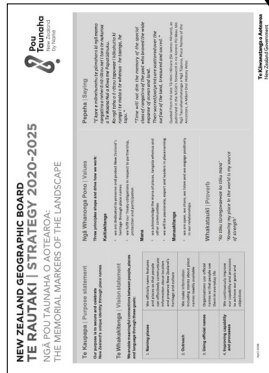
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09

Land Information New Zealand – Toitū Te Whenua

GDS09-04

New Zealand Geographic Board Strategy 2020–2025



Purpose

Our purpose is to secure and celebrate New Zealand's unique identity through place names. (p.1)

Strategy (to achieve the purpose):

The approach is to focus on four goals:

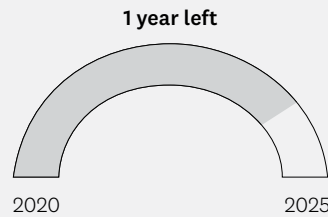
- Naming places: officially name features and places so people can effectively communicate information about location and preserve New Zealand's heritage and culture
- Outreach: make information, including stories about place names, readily available
- Using official names: have organisations use official names so people use them in everyday life
- Improving capability and processes: continuously improve capability and processes to achieve LINZ's goals and objectives. (p.1)

Key data

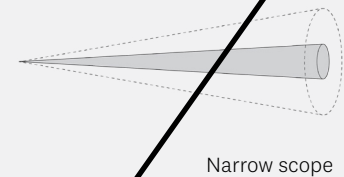
Publication date:	April 2020
Duration:	2020–2025
Number of pages:	2
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

175= out of 195 GDSs

5 out of the 5 GDSs in LINZ

52= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	0	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	1	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		25	96

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10

Ministry for Culture
and Heritage –
Manatū Taonga

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11

Ministry for
Pacific Peoples –
Te Manatū mō Ngā Iwi
o Te Moana-nui-a-kiwa

GDS11-02

Pacific Wellbeing Strategy



Purpose

'[F]undamentally modify New Zealand public sector system conditions so that we can turn the tide on some of the inequities for Pacific communities ... to improve wellbeing outcomes for Pacific peoples.' (p.11)

Strategy (to achieve the purpose):

The approach is to:

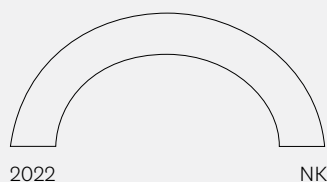
- Improve alignment and measurement of Pacific investment to drive enhanced delivery of Pacific wellbeing outcomes
- Improve Pacific cultural capability, responsiveness and engagement approaches across government
- Establish and embed a community advisory and/or partnership model that utilises existing networks for collective design and action through partnership. (pp.13-14)

Key data

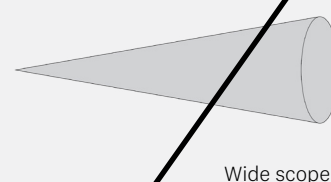
Publication date:	September 2022
Duration:	2022-NK
Number of pages:	43
Signed by:	Crown (Minister for Pacific Peoples) and CE (Secretary for Pacific Peoples)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.29-30
Legislation:	Not applicable

McGuinness Institute analysis

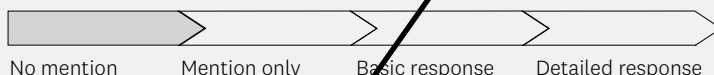
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

23= out of 195 GDSs

2 out of the 3 GDSs in MPF

7 out of the 29 GDSs in the Social Services and Community Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	3	4
1.2 Identifies potential threats	2	4
1.3 Contains a clear statement describing the problem	7	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	4	4
2.2 Identifies capabilities it does not have but needs	4	4
2.3 Identifies current and future resources	4	4
2.4 Identifies resources it does not have but needs	2	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	4	8
3.2 Identifies who the beneficiaries are	4	4
3.3 Describes how success will be measured	3	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2 Identifies a range of strategic options	3	4
4.3 Describes the chosen approach	2	4
4.4 Highlights the risks, costs and benefits	0	4
5: Implementation and Accountability		
5.1 Identifies who is responsible for implementation	4	4
5.2 Identifies who will report on its progress	4	4
5.3 Explains how progress will be reported	1	4
5.4 Discusses whether the GDS will undergo a review	0	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2 Aligns with its department's SOI	6	6
6.3 Aligns with its department's annual report	6	6
Total	69	96

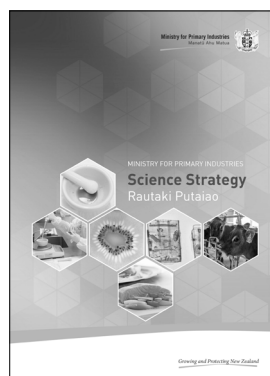
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12

Ministry for
Primary Industries –
Manatū Ahu Matua

GDS12-06

Science Strategy | Rautaki Putaiao



Purpose

'Policy, regulation-setting, and decision-making must be based on robust, fit-for-purpose, up to date and comprehensive science and science evidence to be effective and credible.' (p.5)

Strategy (to achieve the purpose):

The approach is to focus on seven priorities:

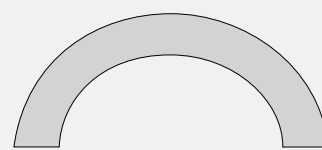
- Smart regulation
- Operational excellence
- International access
- Provenance and traceability
- Precision production and investment
- Enduring relationships
- Integrated information, insight and knowledge. (p.19)

Key data

Publication date:	October 2015
Duration:	2015–NK (was initially 2020)
Number of pages:	34
Signed by:	CE (Director-General) and department staff (other than CE) (Departmental Science Adviser)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.8
Legislation:	Not applicable

McGuinness Institute analysis

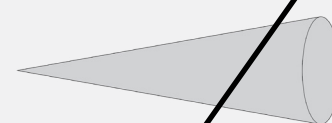
Duration



2015

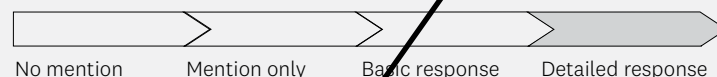
2020
(but still active)

Scope of subject matter



Wide scope

Climate intelligence



Transparency Scorecard

87 out of 195 GDSs

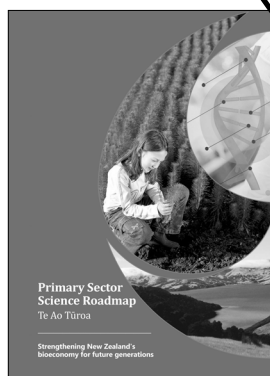
6 out of the 18 GDSs in MPI

20 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	5	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3.5	4
2.4	Identifies resources it does not have but needs	1.5	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	1	4
3.3	Describes how success will be measured	3	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2.5	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	2.5	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0.5	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		48.5	96

GDS12-07

Primary Sector Science Roadmap – Te Ao Tūroa



Purpose

Science and technology accelerates innovation and growth for intergenerational economic and environmental sustainability of the primary sector, leading to increased wellbeing for all New Zealanders.’ (p.9)

Strategy (to achieve the purpose):

The approach is to focus on eight priority areas:

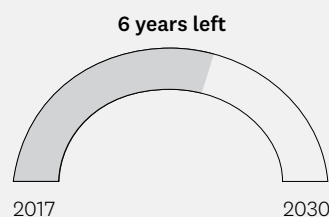
- Adding value
- Harnessing the value and power of data
- Innovating with advanced technology
- Innovating through genetics
- Innovating through Kaupapa Māori
- Protecting and sustaining resources
- Deriving value from complex systems
- Integrating people and values. (p.21)

Key data

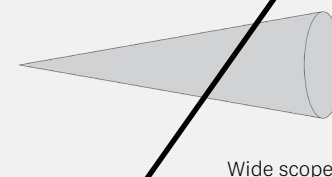
Publication date:	June 2017
Duration:	2017–2030
Number of pages:	60
Signed by:	Crown (Minister for Primary Industries and Minister of Science and Innovation)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

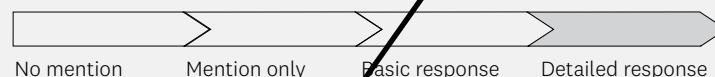
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

82= out of 195 GDSs
5 out of the 18 GDSs in MPI
19 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	7.5	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	1	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	5	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	1.5	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2.5	4
4.4	Highlights the risks, costs and benefits	3	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		49	96

GDS12-08

New Zealand Sea Lion/Rāpoka Threat Management Plan



Purpose

'[P]romote the recovery and ensure the long-term viability of New Zealand sea lions, with the ultimate goal of achieving "Not Threatened" status.' (p.4)

Strategy (to achieve the purpose):

The approach is to focus on four workstreams:

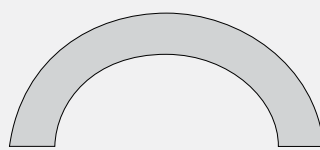
- Engagement (including the establishment of a New Zealand sea lion/rāpoka forum, advisory group, and community liaison role within DOC)
- Direct mitigation
- Targeted research (such as research to better understand adult female nutritional stress and diet)
- Evaluation (such as conducting annual pup counts and tag re-sighting on the Auckland Islands). (pp.15-16)

Key data

Publication date: July 2017
 Duration: 2017-NK
 (was initially 2022)
 Number of pages: 19
 Signed by: Not signed
 This GDS replaces: Not applicable
 Jointly held with: DOC
 Transferred from: Not applicable
 Strategy map: Yes, pp.13-14
 Legislation: Not applicable

McGuinness Institute analysis

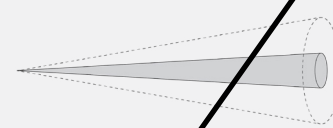
Duration



2017

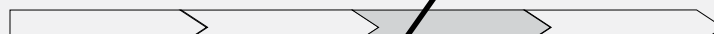
2022
(but still active)

Scope of subject matter



Narrow scope

Climate intelligence



No mention

Mention only

Basic response

Detailed response

Transparency Scorecard

94= out of 195 GDSs

8 out of the 18 GDSs in MPI

23= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	7	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	3.5	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	3.5	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		47	96

GDS12-12

Aquaculture Strategy



Purpose

New Zealand is globally recognised as a world-leader in sustainable and innovative aquaculture management across the value chain. (p.3)

Strategy (to achieve the purpose):

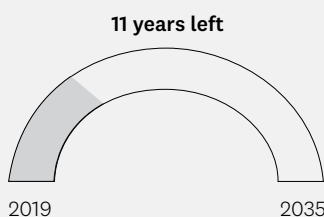
The approach is to maximise the value of existing farms through innovation, and then extend into high-value land-based aquaculture and/or extend aquaculture into the open ocean. (pp.4-5)

Key data

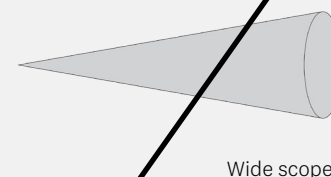
Publication date:	September 2019
Duration:	2019-2035
Number of pages:	20
Signed by:	Crown (Minister of Fisheries)
This GDS replaces:	<i>Aquaculture Strategy and Five-year Action Plan to Support Aquaculture</i> (2012)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.6
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

99 out of 195 GDSs

9 out of the 18 GDSs in MPI

27 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	5	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	2.5	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	3	6
Total		46.5	96



13

Ministry for Regulation –
Te Manatū Waeture



14

Ministry for the
Environment –
Manatū Mō Te Taiao

GDS14-02

Clean Healthy Air for All New Zealanders: The national air quality compliance to meet the PM₁₀ standard



Purpose

'[D]eliver clean healthy air for all New Zealanders.' (p.1)

Strategy (to achieve the purpose):

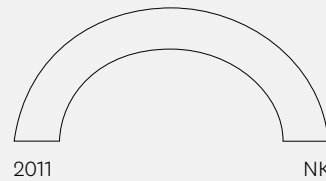
The approach is to promote a toolkit of 'compliance activities' to assist regional councils to meet the ambient PM₁₀ standard. It adopts a graduated approach, with activities ranging from education, assisted compliance, advice, reporting and review through to action. (pp.20-22)

Key data

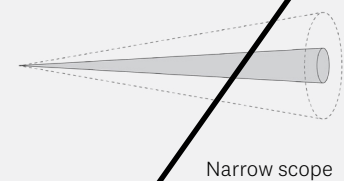
Publication date:	August 2011
Duration:	2011-NK
Number of pages:	68
Signed by:	Crown (Minister for the Environment)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

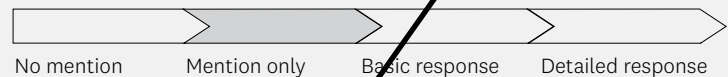
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

104= out of 195 GDSs

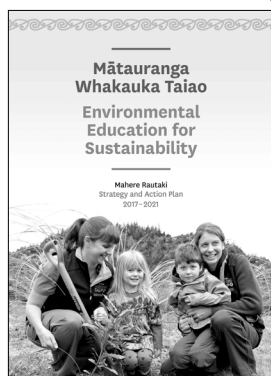
5= out of the 10 GDSs in MFE

31= out of the 57 GDSs in the Natural Resources Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	1.5	4
1.2 Identifies potential threats	4	4
1.3 Contains a clear statement describing the problem	5	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	4	4
2.2 Identifies capabilities it does not have but needs	0.5	4
2.3 Identifies current and future resources	2	4
2.4 Identifies resources it does not have but needs	0	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	2	8
3.2 Identifies who the beneficiaries are	2.5	4
3.3 Describes how success will be measured	3	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	0.5	4
4.2 Identifies a range of strategic options	3	4
4.3 Describes the chosen approach	2	4
4.4 Highlights the risks, costs and benefits	0	4
5: Implementation and Accountability		
5.1 Identifies who is responsible for implementation	3	4
5.2 Identifies who will report on its progress	3	4
5.3 Explains how progress will be reported	3	4
5.4 Discusses whether the GDS will undergo a review	3	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2 Aligns with its department's SOI	0	6
6.3 Aligns with its department's annual report	0	6
Total	45	96

GDS14-03

Mātauranga Whakauka Taiao | Environmental Education for Sustainability



Purpose

'All New Zealanders value a connection to our environment by actively working together for a sustainable future.' (p.7)

Strategy (to achieve the purpose):

The approach is to focus on three priority areas and implement an Environmental Education for Sustainability (EEfS) strategy to ensure Aotearoa New Zealand's environment remains healthy and sustainable in the future. (p.7)

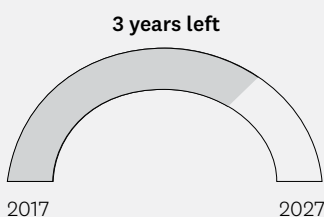
Key data

Publication date: July 2017
Duration: 2017-2027
Number of pages: 36
Signed by: Crown (Associate Minister of Conservation and Minister for the Environment)

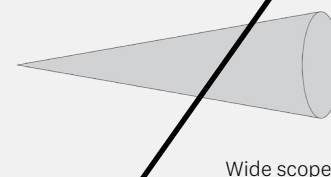
This GDS replaces: Not applicable
Jointly held with: DOC
Transferred from: Not applicable
Strategy map: Yes, p.15
Legislation: Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

115= out of 195 GDSs

7= out of the 10 GDSs in MFE

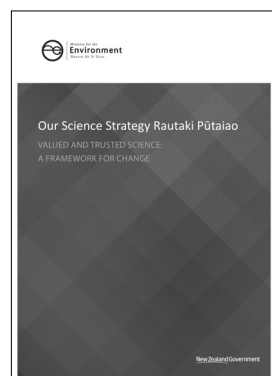
36= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	2	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1.5	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	2	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		43	96

GDS14-04

Our Science Strategy [Rautaki Pūtaiao: Valued and trusted science – a framework for change

[Note: MFE advise that in retrospect, it is an internal document and should not have been included in the Index]



Purpose

'[V]alued and trusted science for environmental stewardship.' (p.5)

Strategy (to achieve the purpose):

The approach is to focus on four themes (people, tools and processes, collaborations, and conversations), and, where appropriate, to work directly with the Department Science Advisor, the Information Directorate and the Engagement and Procurement teams. (pp.9-18)

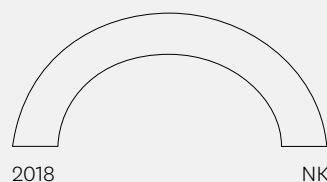
Key data

Publication date: May 2018
Duration: 2018–NK
Number of pages: 18
Signed by: CE and department staff (other than CE) (Department Science Advisor)

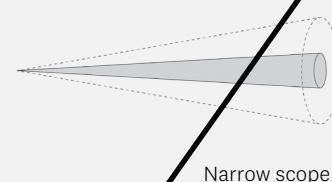
This GDS replaces: Not applicable
Jointly held with: Not applicable
Transferred from: Not applicable
Strategy map: Yes, p.9
Legislation: Not applicable

McGuinness Institute analysis

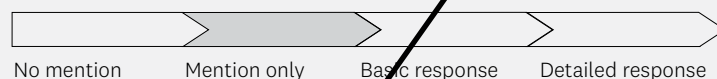
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

135= out of 195 GDSs

9 out of the 10 GDSs in MFE

42= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	2	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	1.5	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	3	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		38.5	96

GDS14-05

Aotearoa New Zealand's First Emissions Reduction Plan



Purpose

'[T]o contribute to global efforts to limit temperature rise to 1.5 °C above pre-industrial levels.' (p.31 [out of 361])

Strategy (to achieve the purpose):

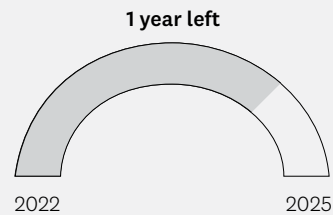
The approach sets out a series of actions under key areas of focus, such as empowering Māori, achieving an equitable transition, working with nature, emissions pricing, funding and finance. (pp.1, 15–22 [out of 361])

Key data

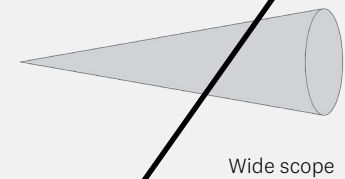
Publication date:	May 2022
Duration:	2022–2025
Number of pages:	361 (merged)
Signed by:	Crown (Prime Minister and Minister of Climate Change) and CE (Secretary for the Environment)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.14 (out of 361)
Legislation:	Required (see Climate Change Response Act 2002, ss 5ZG–5ZI) and cited in the GDS

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

1 out of 195 GDSs

1 out of the 10 GDSs in MfE

1 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	8	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	4	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	3	6
6.3	Aligns with its department's annual report	6	6
Total		90	96

GDS14-08

Te Rautaki Para | Waste Strategy



Purpose

'[O]ur government sets out a long-term path to achieve the vision of Aotearoa New Zealand in 2050 as a low-emissions, low-waste society, embedding circular economy principles' (p.6)

Strategy (to achieve the purpose):

The approach covers three areas:

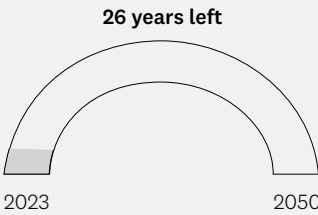
- Waste generation: reduce the amount of material entering the waste management system, by 10 per cent per person
- Waste disposal: reduce the amount of material that needs final disposal, by 30 per cent per person
- Waste emissions: reduce the biogenic methane emissions from waste, by at least 30 per cent. (p.25)

Key data

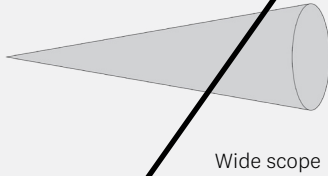
Publication date:	March 2023
Duration:	2023–2050
Number of pages:	56
Signed by:	Crown (Minister for the Environment)
This GDS replaces:	Waste Strategy (2010)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.20
Legislation:	Not applicable

McGuinness Institute analysis

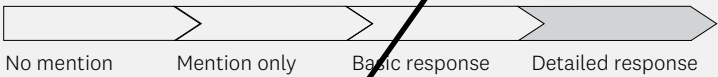
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

3 out of 195 GDSs
2 out of the 10 GDSs in MFE
2 out of the 57 GDSs in the Natural Resources Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	4	4
1.2 Identifies potential threats	2	4
1.3 Contains a clear statement describing the problem	8	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	4	4
2.2 Identifies capabilities it does not have but needs	4	4
2.3 Identifies current and future resources	4	4
2.4 Identifies resources it does not have but needs	4	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	8	8
3.2 Identifies who the beneficiaries are	4	4
3.3 Describes how success will be measured	4	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2 Identifies a range of strategic options	3	4
4.3 Describes the chosen approach	3	4
4.4 Highlights the risks, costs and benefits	3	4
5: Implementation and Accountability		
5.1 Identifies who is responsible for implementation	4	4
5.2 Identifies who will report on its progress	4	4
5.3 Explains how progress will be reported	4	4
5.4 Discusses whether the GDS will undergo a review	4	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2 Aligns with its department's SOI	0	6
6.3 Aligns with its department's annual report	6	6
Total	85	96



15

Ministry for Women –
Minitatanga mō
ngā Wāhine

A decorative graphic consisting of a large circle. The top half of the circle is filled with many thin, concentric white circles. A horizontal white line extends from the center of the circle to the right edge of the page.

16

Ministry of Business,
Innovation and
Employment –
Hīkina Whakatutuki

GDS16-02

He Kai Kei Aku Ringa: The Crown-Māori economic growth partnership



Purpose

'[W]hānau, hapū, iwi and enterprises are actively seeking opportunities to sustainably develop their own resources (human and natural) to improve Māori economic performance.' (p.6)

Strategy (to achieve the purpose):

The approach has three themes:

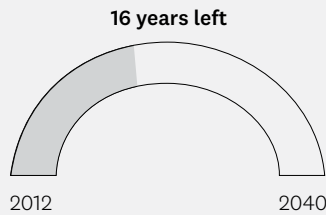
- Education (Government and Māori work together to consider new models of compulsory schooling that better meet Māori needs)
- Natural resources (Government and Māori accelerate discussions on the development of natural resources)
- Māori working together to drive growth (build relationships and manage logistics in export markets). (p.6)

Key data

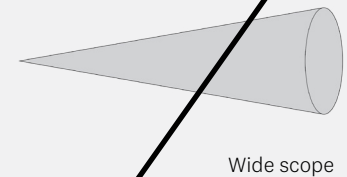
Publication date:	November 2012
Duration:	2012–2040
Number of pages:	20
Signed by:	Other (Māori Economic Development Panel Chair and Deputy Chair)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.5
Legislation:	Not applicable

McGuinness Institute analysis

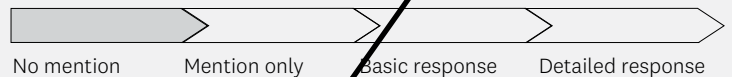
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

115= out of 195 GDSs

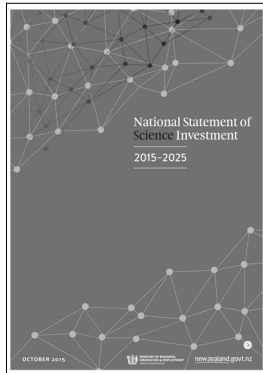
3 out of the 16 GDSs in MBIE

6= out of the 20 GDSs in the Economic Development and Infrastructure Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	4	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	3	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	2	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		43	96

GDS16-04

National Statement of Science Investment 2015–2025



Purpose

‘A highly dynamic science system that enriches New Zealand, making a more visible, measurable contribution to our productivity and wellbeing through excellent science.’ (p.7)

Strategy (to achieve the purpose):

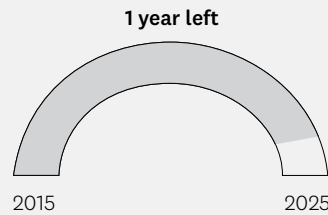
The approach is broad (e.g. helping ensure the national science challenges deliver), but contains some detail (e.g. making the contestable fund a single, more agile and responsive fund). Note: The NSSI will be refreshed every three years to reflect progress and the funding needs of the science system. (pp.58, 64)

Key data

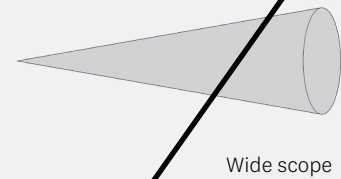
Publication date:	October 2015
Duration:	2015–2025
Number of pages:	66
Signed by:	Crown (Minister of Science and Innovation)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.7–8
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

50= out of 195 GDSs

1 out of the 16 GDSs in MBE

2 out of the 20 GDSs in the Economic Development and Infrastructure Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	5	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	1.5	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	7.5	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	3.5	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	2	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		57	96

GDS16-08

Technical Barriers to Trade (TBT) Strategy

Technical Barriers to Trade (TBT) Strategy

Goal: Reduce TBTs affecting New Zealand firms and increase international regulatory cooperation by maximising the outcomes of our TBT work programme.



Purpose

Reduce TBTs affecting New Zealand firms and increase international regulatory cooperation by maximising the outcomes of our TBT work programme.’ (p.1)

Strategy (to achieve the purpose):

The approach is to provide a more effective TBT work programme across five focus areas:

- Negotiating free trade agreements
- Implementing free trade agreements
- Participating in the World Trade Organization TBT Committee
- Operating the World Trade Organization TBT Enquiry Point
- Evaluating the work programme.

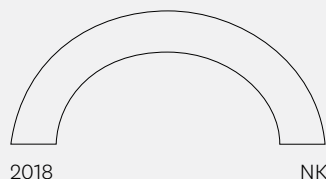
Each focus area lists a number of related action points. (pp.10–19)

Key data

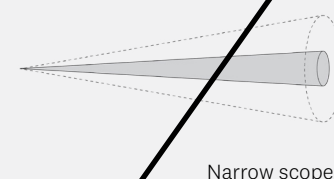
Publication date:	NK 2019
Duration:	2018–NK
Number of pages:	20
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

150= out of 195 GDSs

8 out of the 16 GDSs in MBIE

12= out of the 20 GDSs in the Economic Development and Infrastructure Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	7	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	0.5	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1.5	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0.5	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		33	96

GDS16-13

Employment Action Plan



Purpose

'[S]upport people ... to use their skills so that people can lead happier, healthier and more productive lives, contribute to the economy, support communities, businesses, industries and sectors and share in New Zealand's prosperity.' (p.5)

Strategy (to achieve the purpose):

The approach is to focus on three main goals:

- Help people get into and stay in work
- Support people to gain skills to succeed in work
- Improve employers' access to skills, employees' access to jobs, and enable students and employees to make informed decisions about investing in their skills.

These goals are supported by 12 actions including:

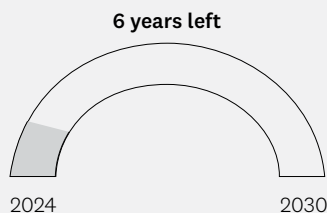
- Addressing persistent disadvantage
- Reforming the vocational education and training system
- Making changes to work visas. (pp.7-10)

Key data

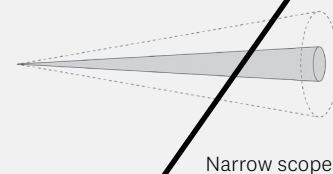
Publication date:	August 2024
Duration:	2024–2030
Number of pages:	18
Signed by:	Crown (Minister for Social Development and Employment)
This GDS replaces:	<i>Employment Strategy</i> (2022)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

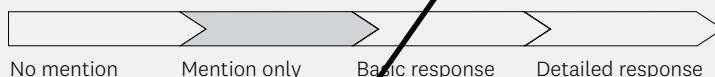
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

166= out of 195 GDSs

10= out of the 16 GDSs in MBIE

16= out of the 20 GDSs in the Economic Development and Infrastructure Sector

Note: *See Section 2.5 in Methodology

	Score	Out of
1. Opportunities and Threats		
1.1 Identifies potential opportunities	2	4
1.2 Identifies potential threats	1	4
1.3 Contains a clear statement describing the problem	6	8
2. Capabilities and Resources		
2.1 Identifies current and future capabilities	0	4
2.2 Identifies capabilities it does not have but needs	0	4
2.3 Identifies current and future resources	0	4
2.4 Identifies resources it does not have but needs	0	4
3. Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	6	8
3.2 Identifies who the beneficiaries are	2	4
3.3 Describes how success will be measured	2	4
4. Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2 Identifies a range of strategic options	0	4
4.3 Describes the chosen approach	0	4
4.4 Highlights the risks, costs and benefits	0	4
5. Implementation and Accountability		
5.1 Identifies who is responsible for implementation	4	4
5.2 Identifies who will report on its progress	0	4
5.3 Explains how progress will be reported	0	4
5.4 Discusses whether the GDS will undergo a review	0	4
6. Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2 Aligns with its department's SOI	0	6
6.3 Aligns with its department's annual report	*0	6
Total	28	96

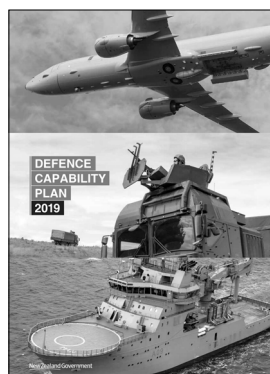


17

Ministry of Defence –
Manatū Kaupapa
Waonga

GDS17-01

Defence Capability Plan 2019



Purpose

'[P]rovides a vision for the capabilities that will deliver on the Policy Statement [2018], and for an enhanced and sustainable Defence Force.' (p.3)

Strategy (to achieve the purpose):

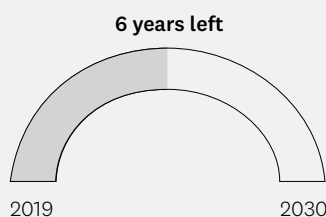
The approach is to provide an indicative investment plan for Defence Force capabilities to 2030, including planned investments in air, maritime, land and information capabilities. (pp.2-3)

Key data

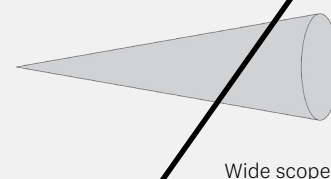
Publication date:	June 2019
Duration:	2019-2030
Number of pages:	44
Signed by:	Crown (Minister of Defence)
This GDS replaces:	Defence Capability Plan 2016 (2016)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

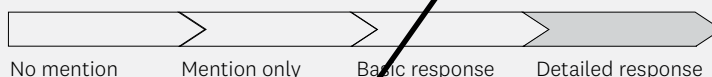
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

81 out of 195 GDSs

2 out of the 2 GDSs in MOD

5 out of the 11 GDSs in the External Sector

		Score	Out of
1: Opportunities and Threats			
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	4	8
2: Capabilities and Resources			
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	2	4
3: Vision and Benefits (Purpose)			
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1	4
4: Approach and Focus (Strategy)			
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	3.5	4
5: Implementation and Accountability			
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
6: Alignment and Authority			
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	3	6
6.3	Aligns with its department's annual report	6	6
Total		49.5	96



18

Ministry of
Disabled People –
Whaikaha

GDS18-01

Disability Strategy 2016–2026



Purpose

'New Zealand is a non-disabling society – a place where disabled people have an equal opportunity to achieve their goals and aspirations, and all of New Zealand works together to make this happen.' (p.6)

Strategy (to achieve the purpose):

The approach is structured around eight desired outcomes, summarised as: education; employment and economic security; health and wellbeing; rights protection and justice; accessibility; attitudes; choice and control; and leadership.

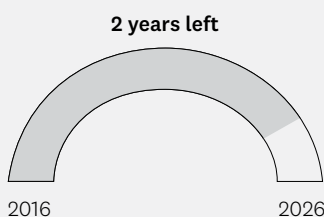
Each outcome has two parts: a vision of the future which sets the aspiration, and how this future will be attained. (pp.22–39, 46–47)

Key data

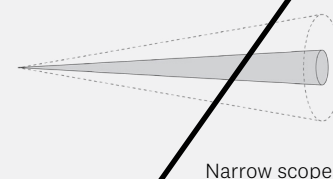
Publication date:	November 2016
Duration:	2016–2026
Number of pages:	52
Signed by:	Crown (Minister for Disability Issues)
This GDS replaces:	<i>Disability Strategy 2001</i> (2001), originally held by MOH
Jointly held with:	Not applicable
Transferred from:	MOH and MSD
Strategy map:	Yes, pp.8, 22
Legislation:	Not applicable

McGuinness Institute analysis

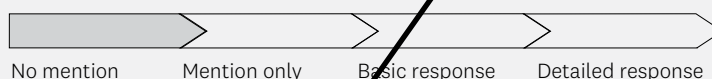
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

72= out of 195 GDSs

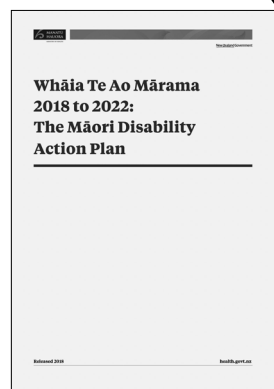
1= out of the 4 GDSs in MPP

10= out of the 29 GDSs in the Social Services and Community Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	2.5	4
1.2 Identifies potential threats	2.5	4
1.3 Contains a clear statement describing the problem	4	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	1.5	4
2.2 Identifies capabilities it does not have but needs	0.5	4
2.3 Identifies current and future resources	0	4
2.4 Identifies resources it does not have but needs	0	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	6	8
3.2 Identifies who the beneficiaries are	2.5	4
3.3 Describes how success will be measured	2.5	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2 Identifies a range of strategic options	2	4
4.3 Describes the chosen approach	2	4
4.4 Highlights the risks, costs and benefits	0	4
5: Implementation and Accountability		
5.1 Identifies who is responsible for implementation	2.5	4
5.2 Identifies who will report on its progress	3.5	4
5.3 Explains how progress will be reported	3.5	4
5.4 Discusses whether the GDS will undergo a review	2.5	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2 Aligns with its department's SOI	0	6
6.3 Aligns with its department's annual report	6	6
Total	50	96

GDS18-02

Whāia Te Ao Mārama 2018 to 2022 – The Māori Disability Action Plan



Purpose

‘[T]āngata whaikaha pursue a good life with support ... Whāia Te Ao Mārama is aligned with the vision and principles of enabling good lives and transforming the disability support system, which offer disabled people greater choice and control over the supports they receive, so that they can plan for the lives they want.’ (p.1)

Strategy (to achieve the purpose):

The approach is to work with tāngata whaikaha (Māori with disabilities) to achieve six goals. These are that by 2022, tāngata whaikaha will:

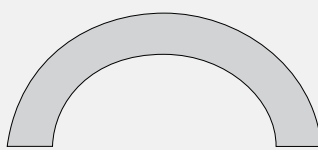
- Participate in the development of health and disability services
- Have control over their disability support
- Participate in te ao Māori
- Participate in their community
- Receive disability support services that are responsive to te ao Māori
- Have informed and responsive communities. (p.8)

Key data

Publication date:	March 2018
Duration:	2018–NK (was initially 2022)
Number of pages:	18
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	MOH
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

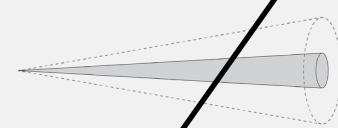
Duration



2018

2022
(but still active)

Scope of subject matter



Narrow scope

Climate intelligence



Transparency Scorecard

159 out of 195 GDSs

4 out of the 4 GDSs in MDP

28 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	0.5	4
1.3	Contains a clear statement describing the problem	4.5	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	5	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	0	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	1.5	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		30	96

GDS18-03

Sign Language Strategy 2018–2023



Purpose

‘[T]o enable Deaf and other NZSL users to learn and use NZSL naturally within a community of users, contributing significantly to its survival, sustainability and vitality.’ (p.5)

Strategy (to achieve the purpose):

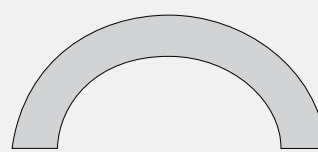
The approach is to focus on five internationally recognised language planning priorities: acquisition (the learning of a language by children and adults); use/access (the ability to use a language in any or all domains of society, including within whānau); attitude (the beliefs and opinions of language users and others towards that language); documentation (the systematic recording of language use for research and reference); and status (how a language is regarded by its users and others). (pp.10–16)

Key data

Publication date:	October 2018
Duration:	2018–NK (was initially 2023)
Number of pages:	25
Signed by:	Crown (Minister for Disability Issues)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	MSD
Strategy map:	Not found
Legislation:	Not applicable

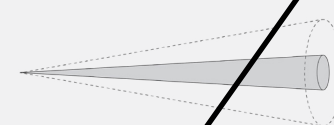
McGuinness Institute analysis

Duration



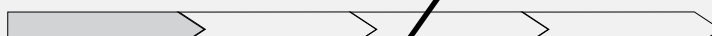
2018 2023
(but still active)

Scope of subject matter



Narrow scope

Climate intelligence



No mention Mention only Basic response Detailed response

Transparency Scorecard

72= out of 195 GDSs

1= out of the 4 GDSs in MDP

10= out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1: Opportunities and Threats			
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	4	8
2: Capabilities and Resources			
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	1.5	4
3: Vision and Benefits (Purpose)			
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	3.5	4
4: Approach and Focus (Strategy)			
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	0	4
5: Implementation and Accountability			
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	3.5	4
6: Alignment and Authority			
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		50	96

GDS18-04

Disability Action Plan 2019–2023



Purpose

To deliver the eight outcomes in the New Zealand Disability Strategy 2016–2026.² (p.3)

Strategy (to achieve the purpose):

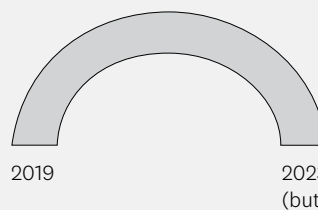
The approach involves 25 work programmes, to be delivered by 14 government agencies and their partners. These programmes are expected to be responsive to the needs and potential of all disabled people, including Māori, Pacific peoples, women and girls, disabled people with complex needs, and whānau. (p.5)

Key data

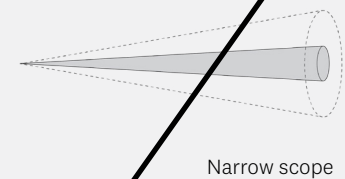
Publication date:	November 2019
Duration:	2019–NK (was initially 2023)
Number of pages:	12
Signed by:	Not signed
This GDS replaces:	Disability Action Plan 2014–2018 (2014)
Jointly held with:	Not applicable
Transferred from:	MSD
Strategy map:	Yes, pp.8–9
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



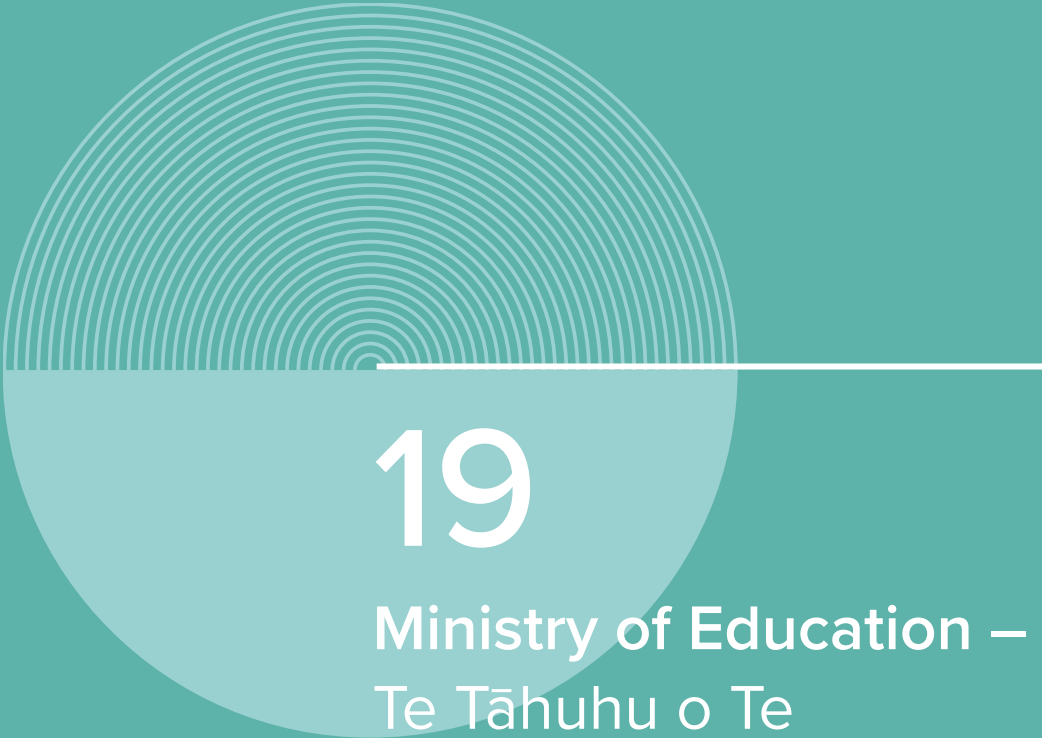
Transparency Scorecard

157= out of 195 GDSs

3 out of the 4 GDSs in MDP

27 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	2	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	1.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	1.5	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	1	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	1	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	1.5	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		31	96

A decorative graphic consisting of a large circle. The top half of the circle is filled with many thin, concentric white circles. A horizontal white line extends from the right edge of the circle, passing through the center of the concentric circles.

19

Ministry of Education –
Te Tāhuhu o Te
Mātauranga

GDS19-03

Learning Support Action Plan 2019–2025



Purpose

'[I]n inclusive education system where every child feels a sense of belonging, is present, makes progress, where their wellbeing is safeguarded and promoted, where learning is a lifelong journey, and where children and young people with learning support needs get the right support at the right time.' (p.4)

Strategy (to achieve the purpose):

The approach is to target specialist learners' educational needs through six priority areas:

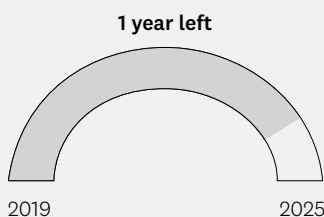
- Introducing Learning Support Coordinators in schools and kura
- Screening to enable teachers and other educators to identify and respond to children's learning support needs earlier
- Strengthening early intervention
- Providing additional, more flexible supports for neurodiverse children and young people
- Increasing access to supports for gifted children and young people
- Improving education for children and young people at risk of disengaging. (p.6)

Key data

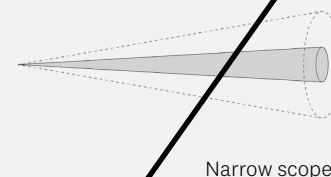
Publication date:	July 2019
Duration:	2019–2025
Number of pages:	48
Signed by:	Crown (Minister and Associate Minister of Education)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.14–15
Legislation:	Not applicable

McGuinness Institute analysis

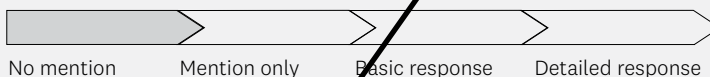
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

100= out of 195 GDSs

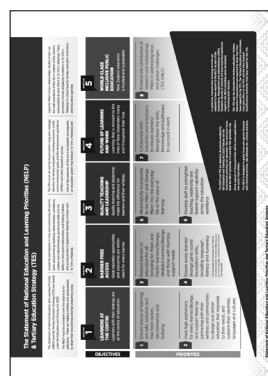
8 out of the 14 GDSs in MOE

8 out of the 16 GDSs in the Education and Workforce Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	5	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	1	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0.5	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		46	96

GDS19-07

Statement of National Education and Learning Priorities



Purpose

'[Helping children and young people to attain their educational potential; preparing young people for participation in civic and community life and for work, and promoting resilience, determination, confidence, creative and critical thinking, good social skills and the ability to form good relationships; [and appreciate] ... Te Tiriti o Waitangi.' (p.1)

Strategy (to achieve the purpose):

The approach focuses on seven priority areas:

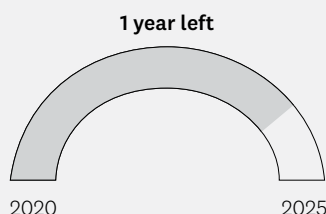
- Ensure places of learning are safe and inclusive
- Have high aspirations for every learner and support these aspirations
- Reduce barriers to education for all
- Ensure all learners have a strong foundation in literacy, language and numeracy
- Incorporate tikanga Māori and te reo Māori
- Strengthen staff teaching and leadership capabilities to support diverse students
- Collaborate with partners to support learners on their journey from education to work. (p.1)

Key data

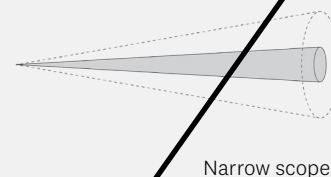
Publication date:	November 2020
Duration:	2020–2025
Number of pages:	5
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.1
Legislation:	May issue a strategy (see Education and Training Act 2020, s 5) and cited in the GDS

McGuinness Institute analysis

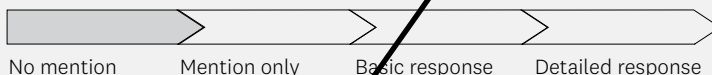
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

177 out of 195 GDSs

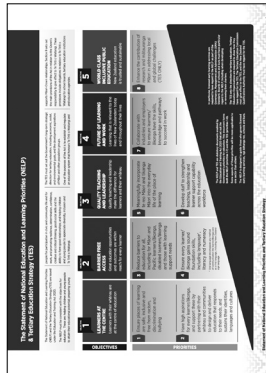
11 out of the 14 GDSs in MōE

11 out of the 16 GDSs in the Education and Workforce Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	1	4
1.2 Identifies potential threats	1	4
1.3 Contains a clear statement describing the problem	2	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	2.5	4
2.2 Identifies capabilities it does not have but needs	0.5	4
2.3 Identifies current and future resources	3	4
2.4 Identifies resources it does not have but needs	0	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	2	8
3.2 Identifies who the beneficiaries are	3	4
3.3 Describes how success will be measured	0.5	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2 Identifies a range of strategic options	0.5	4
4.3 Describes the chosen approach	2	4
4.4 Highlights the risks, costs and benefits	0	4
5: Implementation and Accountability		
5.1 Identifies who is responsible for implementation	1	4
5.2 Identifies who will report on its progress	0.5	4
5.3 Explains how progress will be reported	0.5	4
5.4 Discusses whether the GDS will undergo a review	0	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2 Aligns with its department's SOI	0	6
6.3 Aligns with its department's annual report	0	6
Total	24.5	96

GDS19–08

Tertiary Education Strategy



Purpose

Sets out the 'long-term strategic direction for tertiary education, including economic, social, and environmental goals, and the development aspirations of Māori and other population groups'. (p.1)

Strategy (to achieve the purpose):

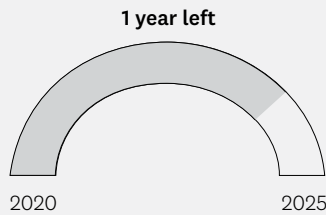
The approach focuses on eight priority areas to support tertiary students: ensure places of learning are safe and inclusive; have high aspirations for every learner and support these aspirations; reduce barriers to education for all; ensure all learners have a strong foundation in literacy, language and numeracy; incorporate tikanga Māori and te reo Māori; strengthen staff teaching and leadership capabilities to support diverse students; collaborate with partners to support learners on their journey from education to work; and enhance the contribution of research and mātauranga Māori in addressing local and global challenges. (p.1)

Key data

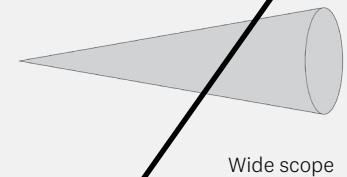
Publication date:	November 2020
Duration:	2020–2025
Number of pages:	3
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.1
Legislation:	Required (see Education and Training Act 2020, s 7) and cited in the GDS

McGuinness Institute analysis

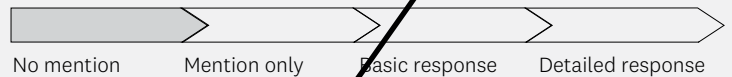
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

180= out of 195 GDSs

12= out of the 14 GDSs in MOE

13= out of the 16 GDSs in the Education and Workforce Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	1	4
1.2 Identifies potential threats	1	4
1.3 Contains a clear statement describing the problem	2	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	2.5	4
2.2 Identifies capabilities it does not have but needs	0.5	4
2.3 Identifies current and future resources	2	4
2.4 Identifies resources it does not have but needs	0	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	2	8
3.2 Identifies who the beneficiaries are	3	4
3.3 Describes how success will be measured	0.5	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2 Identifies a range of strategic options	0.5	4
4.3 Describes the chosen approach	2	4
4.4 Highlights the risks, costs and benefits	0	4
5: Implementation and Accountability		
5.1 Identifies who is responsible for implementation	1	4
5.2 Identifies who will report on its progress	0	4
5.3 Explains how progress will be reported	0	4
5.4 Discusses whether the GDS will undergo a review	0	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2 Aligns with its department's SOI	0	6
6.3 Aligns with its department's annual report	0	6
Total	22.5	96

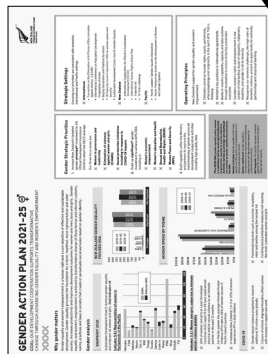
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20

Ministry of Foreign
Affairs and Trade –
Manatū Aorere

GDS20-02

Gender Action Plan 2021-25



Purpose

'[A]dvancing gender equality and women's empowerment.' (p.1)

Strategy (to achieve the purpose):

The approach focuses on three areas:

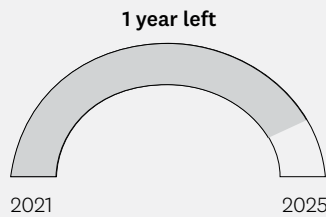
- Women in governance and leadership
- Eliminating violence against women and girls
- Social protection. (p.1)

Key data

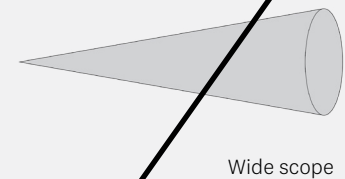
Publication date: January 2021
Duration: 2021-2025
Number of pages: 2
Signed by: Not signed
This GDS replaces: Not applicable
Jointly held with: Not applicable
Transferred from: Not applicable
Strategy map: Yes, p.2
Legislation: Not applicable

McGuinness Institute analysis

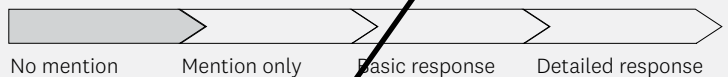
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

163= out of 195 GDSs

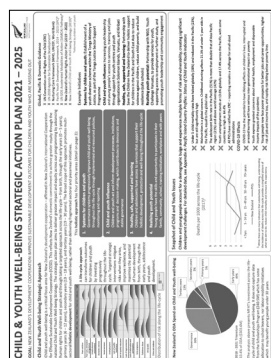
3= out of the 7 GDSs in MFAT

7= out of the 11 GDSs in the External Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	6	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		28.5	96

GDS20-03

Child & Youth Well-Being Strategic Action Plan 2021-2025



Purpose

'[S]ustainable development outcomes for children and youth who are missing out.' (p.1)

Strategy (to achieve the purpose):

The approach is for MFAT to invest in four areas:

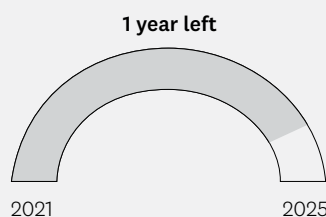
- Improving governance systems for children and youth
- Empowering children and youth to participate in and inform development
- Providing health and learning services
- Realising youth potential. (p.1)

Key data

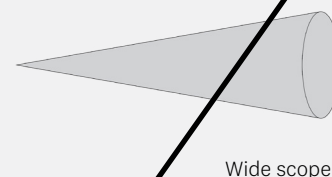
Publication date:	May 2021
Duration:	2021-2025
Number of pages:	2
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.1
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

163= out of 195 GDSs

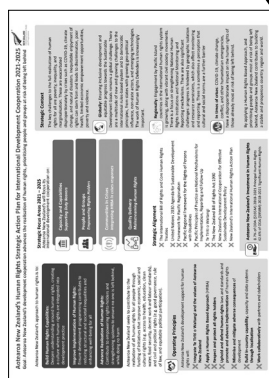
3= out of the 7 GDSs in MFAT

7= out of the 11 GDSs in the External Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	1	4
1.2 Identifies potential threats	1	4
1.3 Contains a clear statement describing the problem	5	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	2.5	4
2.2 Identifies capabilities it does not have but needs	0	4
2.3 Identifies current and future resources	2	4
2.4 Identifies resources it does not have but needs	0	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	4	8
3.2 Identifies who the beneficiaries are	2.5	4
3.3 Describes how success will be measured	1.5	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2 Identifies a range of strategic options	1	4
4.3 Describes the chosen approach	1	4
4.4 Highlights the risks, costs and benefits	0	4
5: Implementation and Accountability		
5.1 Identifies who is responsible for implementation	2	4
5.2 Identifies who will report on its progress	1	4
5.3 Explains how progress will be reported	0.5	4
5.4 Discusses whether the GDS will undergo a review	0	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2 Aligns with its department's SOI	0	6
6.3 Aligns with its department's annual report	0	6
Total	28.5	96

GDS20-04

Human Rights Strategic Action Plan for International Development Cooperation 2021–2025



Purpose

'[A]dvancing the realisation of human rights, prioritising people and groups at risk of being left behind.' (p.1)

Strategy (to achieve the purpose):

The approach has four strategic focus areas:

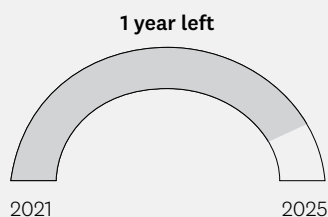
- Capacity and capability: duty bearers are supported to improve human rights monitoring and implementation
- People and groups: rights holders are empowered through inclusive development
- Communities in crises: this human rights-based approach is integrated in crises responses
- Quality delivery: human rights are mainstreamed throughout policy and programming. (p.2)

Key data

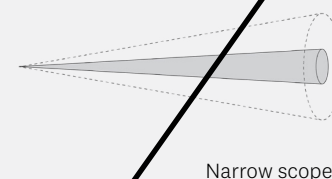
Publication date: October 2021
Duration: 2021–2025
Number of pages: 2
Signed by: Not signed
This GDS replaces: Not applicable
Jointly held with: Not applicable
Transferred from: Not applicable
Strategy map: Yes, p.2
Legislation: Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

163= out of 195 GDSs

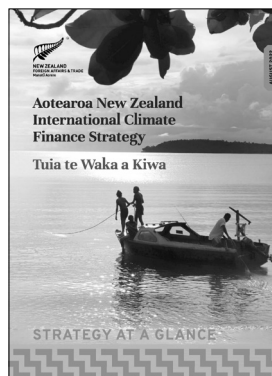
3= out of the 7 GDSs in MFAT

7= out of the 11 GDSs in the External Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	1.5	4
1.3	Contains a clear statement describing the problem	4	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	1.5	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		28.5	96

GDS20-06

International Climate Finance Strategy: Tuia te Waka a Kiwa



Purpose

'[Provide] a high-level, flexible framework to inform our climate finance investments for the 2022-2025 commitment period and beyond ... It also seeks to provide a common understanding of Aotearoa New Zealand's climate finance preferences to support discussions with a wide range of partners.' (p.12)

Strategy (to achieve the purpose):

The approach is to focus on four goals:

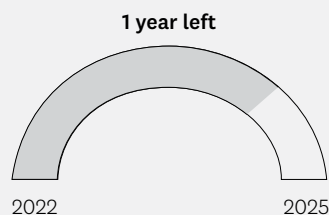
- Accelerated climate change mitigation
- Enhanced resilience and adaptation to the impacts of climate change
- Improved institutional capability and evidence-based decision making
- Leveraged investment to achieve greater climate impact. (pp.18-19)

Key data

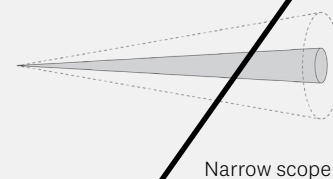
Publication date:	August 2022
Duration:	2022-2025
Number of pages:	19
Signed by:	Crown (Minister of Foreign Affairs and Minister for Climate Change)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

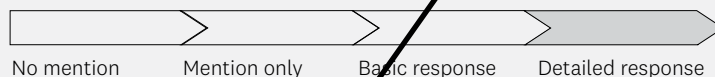
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

12= out of 195 GDSs

1 out of the 7 GDSs in MFA

1 out of the 11 GDSs in the External Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	2	4
1.2 Identifies potential threats	2	4
1.3 Contains a clear statement describing the problem	8	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	4	4
2.2 Identifies capabilities it does not have but needs	3	4
2.3 Identifies current and future resources	4	4
2.4 Identifies resources it does not have but needs	3	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	8	8
3.2 Identifies who the beneficiaries are	4	4
3.3 Describes how success will be measured	2	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2 Identifies a range of strategic options	3	4
4.3 Describes the chosen approach	2	4
4.4 Highlights the risks, costs and benefits	3	4
5: Implementation and Accountability		
5.1 Identifies who is responsible for implementation	4	4
5.2 Identifies who will report on its progress	4	4
5.3 Explains how progress will be reported	4	4
5.4 Discusses whether the GDS will undergo a review	4	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2 Aligns with its department's SOI	0	6
6.3 Aligns with its department's annual report	6	6
Total	78	96

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21

Ministry of Health –
Manatū Hauora

GDS21-02

Cancer Plan: Better, faster cancer care 2015–2018

New Zealand Cancer Plan
Better, Faster Cancer Care
2015–2018

Purpose

‘[T]o ensure all people have timely access to excellent cancer services that will enable them to live better and longer.’ (p.8)

Strategy (to achieve the purpose):

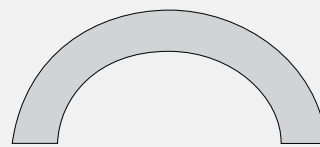
The approach is a patient pathway that focuses on prevention and early detection, diagnosis and treatment, and follow-up care. (p.8)

Key data

Publication date: December 2014
Duration: 2015–NK (was initially 2018)
Number of pages: 40
Signed by: Crown (Minister of Health)
This GDS replaces: Not applicable
Jointly held with: Not applicable
Transferred from: Not applicable
Strategy map: Yes, p.8
Legislation: Not applicable

McGuinness Institute analysis

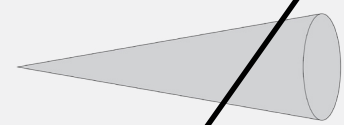
Duration



2015

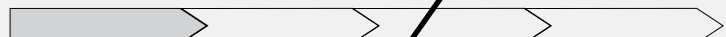
2018
(but still active)

Scope of subject matter



Wide scope

Climate intelligence



No mention

Mention only

Basic response

Detailed response

Transparency Scorecard

115= out of 195 GDSs

19= out of the 27 GDSs in MOH

19= out of the 27 GDSs in the Health Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	5.5	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	1	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	3.5	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	1	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		43	96

GDS21-03

Implementing Medicines New Zealand 2015 to 2020



Purpose

'We want New Zealanders, regardless of their ability to pay, to have access to safe, high-quality, effective medicines, and we want those medicines to be used in the best possible way. ... Implementing Medicines New Zealand (the Plan) is about the changes required to deliver on Medicines New Zealand [2007] (the Strategy).'' (pp.iii, 1)

Strategy (to achieve the purpose):

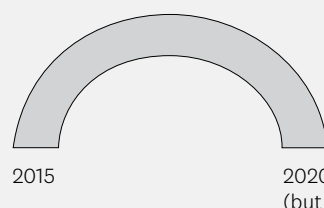
The approach is to focus on advancing seven impact areas. Impact areas include enabling shared care through an integrated health care team; optimal use of antimicrobials; and competent and responsive prescribers. The aim is to implement a range of actions but be open to continuously changing priorities and actions as new ideas emerge. (pp.2-11)

Key data

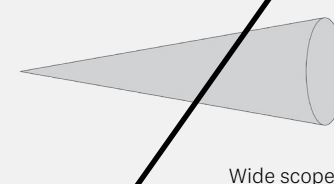
Publication date:	June 2015
Duration:	2015-NK (was initially 2020)
Number of pages:	20
Signed by:	Crown (Associate Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

140= out of 195 GDSs

23= out of the 27 GDSs in MOH

23= out of the 27 GDSs in the Health Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	3	4
1.2 Identifies potential threats	2.5	4
1.3 Contains a clear statement describing the problem	4	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	3	4
2.2 Identifies capabilities it does not have but needs	1.5	4
2.3 Identifies current and future resources	1	4
2.4 Identifies resources it does not have but needs	0	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	4	8
3.2 Identifies who the beneficiaries are	1	4
3.3 Describes how success will be measured	2.5	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2 Identifies a range of strategic options	1.5	4
4.3 Describes the chosen approach	2	4
4.4 Highlights the risks, costs and benefits	0.5	4
5: Implementation and Accountability		
5.1 Identifies who is responsible for implementation	2.5	4
5.2 Identifies who will report on its progress	1	4
5.3 Explains how progress will be reported	1	4
5.4 Discusses whether the GDS will undergo a review	0	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2 Aligns with its department's SOI	0	6
6.3 Aligns with its department's annual report	0	6
Total	36	96

GDS21-04

Cancer Health Information Strategy



Purpose

'[T]o deliver comprehensive, accessible and accurate information to support the delivery of quality care across the cancer patient pathway' and to 'align with the National Health IT Plan and enable the New Zealand Cancer Plan 2015–2018'. (pp.1, 6)

Strategy (to achieve the purpose):

The approach is to focus on four interventions:

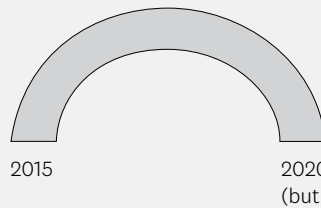
- To establish a national framework for managing cancer data
- To standardise, digitise and make accessible cancer data at point of care
- To aggregate relevant patient and cancer service data into cancer information
- To analyse, produce and communicate cancer intelligence to stakeholders. (p.7)

Key data

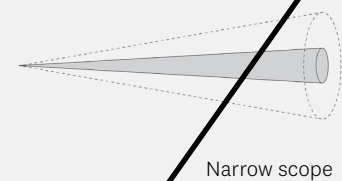
Publication date:	July 2015
Duration:	2015–NK (was initially 2020)
Number of pages:	21
Signed by:	Department staff (other than CE) (National Clinical Director Cancer and Director of National Health IT Board and Information Group)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.9
Legislation:	Not applicable

McGuinness Institute analysis

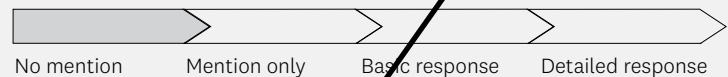
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

140= out of 195 GDSs

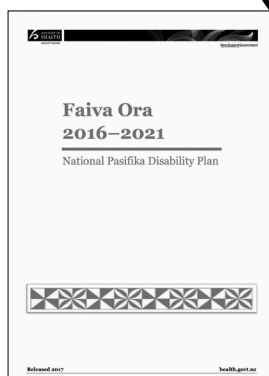
23= out of the 27 GDSs in MOH

23= out of the 27 GDSs in the Health Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	2	4
1.2 Identifies potential threats	2	4
1.3 Contains a clear statement describing the problem	4	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	2	4
2.2 Identifies capabilities it does not have but needs	1.5	4
2.3 Identifies current and future resources	0	4
2.4 Identifies resources it does not have but needs	1.5	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	5.5	8
3.2 Identifies who the beneficiaries are	2.5	4
3.3 Describes how success will be measured	2	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2 Identifies a range of strategic options	0	4
4.3 Describes the chosen approach	2.5	4
4.4 Highlights the risks, costs and benefits	0	4
5: Implementation and Accountability		
5.1 Identifies who is responsible for implementation	2.5	4
5.2 Identifies who will report on its progress	2	4
5.3 Explains how progress will be reported	2	4
5.4 Discusses whether the GDS will undergo a review	0	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2 Aligns with its department's SOI	0	6
6.3 Aligns with its department's annual report	0	6
Total	36	96

GDS21-06

Faiva Ora 2016–2021 – National Pasifika Disability Plan



Purpose

Pasifika disabled people and their families are supported to live the lives they choose.’ (p.1)

Strategy (to achieve the purpose):

The approach is to focus on four priorities:

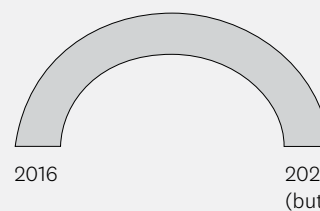
- Outcomes improve for Pasifika disabled children, youth and their families
- Pasifika communities are able to better engage with and support individuals with disabilities and their families to participate in their communities
- Disability services and supports meet the needs of Pasifika disabled people and their families
- Stakeholders work in partnership to address challenges experienced by Pasifika disabled people and their families. (pp.15–19)

Key data

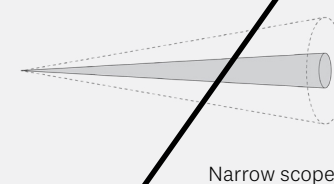
Publication date:	August 2017
Duration:	2016–NK (was initially 2021)
Number of pages:	27
Signed by:	Not signed
This GDS replaces:	<i>Faiva Ora National Pasifika Disability Plan (2014)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

63 out of 195 GDSs

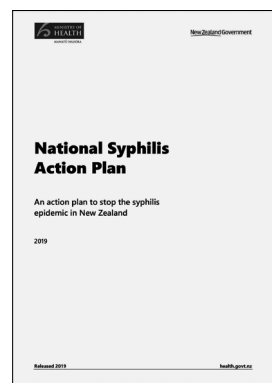
14 out of the 27 GDSs in MOH

14 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	6	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	3.5	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	3.5	4
5.3	Explains how progress will be reported	2.5	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		52.5	96

GDS21-07

National Syphilis Action Plan: An action plan to stop the syphilis epidemic in New Zealand



Purpose

'[G]uide a coordinated and systematic response to interrupt ongoing transmission of infectious syphilis and to prevent congenital syphilis.' (p.4)

Strategy (to achieve the purpose):

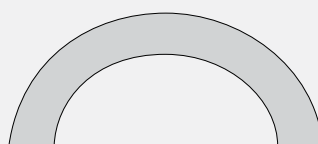
The approach is to collaborate with stakeholders across the health sector to respond to a syphilis epidemic through a combination of national actions led by MOH, and regional actions led by DHBs and specialist sexual health services. (p.5)

Key data

Publication date:	June 2019
Duration:	2019–NK (was initially 2024)
Number of pages:	16
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

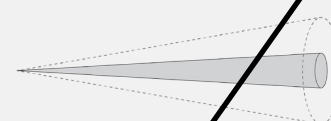
McGuinness Institute analysis

Duration



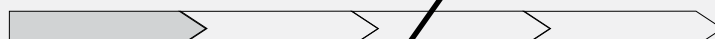
2019 2024
(but still active)

Scope of subject matter



Narrow scope

Climate intelligence



No mention Mention only Basic response Detailed response

Transparency Scorecard

150= out of 195 GDSs

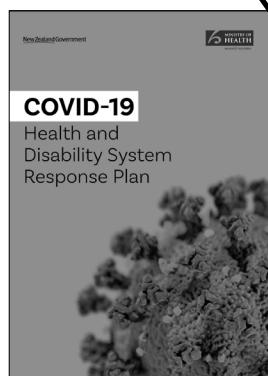
26 out of the 27 GDSs in MOH

26 out of the 27 GDSs in the Health Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	1.5	4
1.2 Identifies potential threats	2.5	4
1.3 Contains a clear statement describing the problem	7	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	1.5	4
2.2 Identifies capabilities it does not have but needs	0.5	4
2.3 Identifies current and future resources	1	4
2.4 Identifies resources it does not have but needs	1	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	2	8
3.2 Identifies who the beneficiaries are	2.5	4
3.3 Describes how success will be measured	2	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2 Identifies a range of strategic options	0.5	4
4.3 Describes the chosen approach	2	4
4.4 Highlights the risks, costs and benefits	0.5	4
5: Implementation and Accountability		
5.1 Identifies who is responsible for implementation	2	4
5.2 Identifies who will report on its progress	0.5	4
5.3 Explains how progress will be reported	1	4
5.4 Discusses whether the GDS will undergo a review	0	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2 Aligns with its department's SOI	0	6
6.3 Aligns with its department's annual report	0	6
Total	33	96

GDS21-09

COVID-19 Health and Disability System Response Plan



Purpose

'Success under this strategy means that COVID-19 is eliminated in New Zealand or reduced to a small number of cases, the large majority of which are "imported" and linked to international travel.' (p.2)

Strategy (to achieve the purpose):

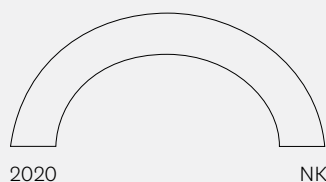
The approach is to focus on eight priority populations (including Māori, Pacific peoples, older people, people with long-term conditions, people with disabilities, people with mental health conditions, people living in residential facilities and refugees and migrant community members) and eight planning areas (workforce, public health, hospitals, care in the community, laboratories, infection prevention and control, health and disability supply chain, and support for priority population) in accordance with the Government's COVID-19 elimination strategy. (pp.2, 12, 19)

Key data

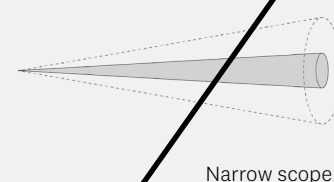
Publication date:	April 2020
Duration:	2020-NK
Number of pages:	37
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

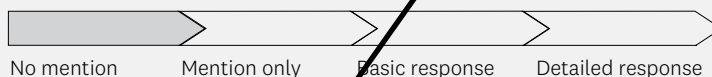
Duration



Scope of subject matter



Climate intelligence



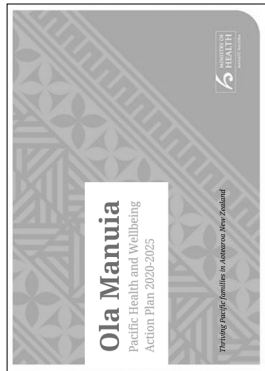
Transparency Scorecard

140= out of 195 GDSs
23= out of the 27 GDSs in MOH
23= out of the 27 GDSs in the Health Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	6	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	0.5	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		36	96

GDS21-10

Ola Manuia – Pacific Health and Wellbeing Action Plan 2020–2025



Purpose

‘Pacific people lead independent and resilient lives ... live longer in good health ... [and] have equitable health outcomes.’ (p.17)

Strategy (to achieve the purpose):

The approach is threefold:

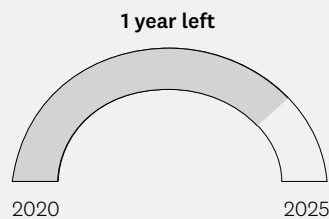
- To strengthen health knowledge and skills of Pacific people to support informed choices about their health and wellbeing
- To change the health and disability system to deliver more responsive, more accessible and high-quality services for Pacific families
- To strengthen actions to create environments that improve health equity for Pacific families. (p.18)

Key data

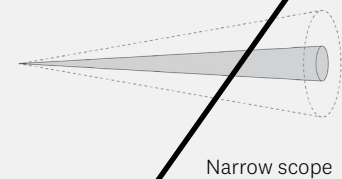
Publication date:	June 2020
Duration:	2020–2025
Number of pages:	48
Signed by:	Crown (Associate Minister of Health) and CE (Director-General of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.18
Legislation:	Not applicable

McGuinness Institute analysis

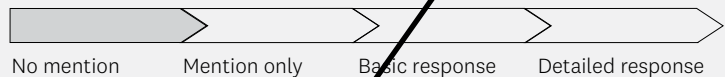
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

68= out of 195 GDSs

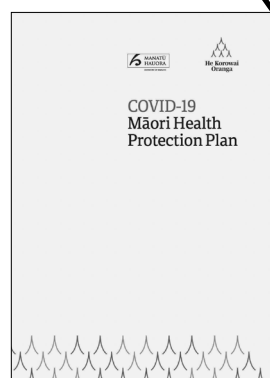
15 out of the 27 GDSs in MOH

15 out of the 27 GDSs in the Health Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	2.5	4
1.2 Identifies potential threats	3.5	4
1.3 Contains a clear statement describing the problem	7	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	3	4
2.2 Identifies capabilities it does not have but needs	2	4
2.3 Identifies current and future resources	2.5	4
2.4 Identifies resources it does not have but needs	1.5	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	7	8
3.2 Identifies who the beneficiaries are	3.5	4
3.3 Describes how success will be measured	2.5	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2 Identifies a range of strategic options	1	4
4.3 Describes the chosen approach	1	4
4.4 Highlights the risks, costs and benefits	0.5	4
5: Implementation and Accountability		
5.1 Identifies who is responsible for implementation	3	4
5.2 Identifies who will report on its progress	1.5	4
5.3 Explains how progress will be reported	3	4
5.4 Discusses whether the GDS will undergo a review	0	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2 Aligns with its department's SOI	0	6
6.3 Aligns with its department's annual report	0	6
Total	51	96

GDS21-13

COVID-19 Māori Health Protection Plan



Purpose

[T]o protect the health and wellbeing of whānau, hapū, iwi, and hapori Māori by preventing and mitigating the impacts of COVID-19 on their health and wellbeing (p.13)*

Strategy (to achieve the purpose):

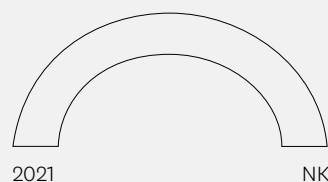
The approach is to focus on increasing vaccination coverage among Māori, and building resilience of Māori health and disability service providers to respond to the Delta variant and manage ongoing impacts of COVID-19. (p.2)

Key data

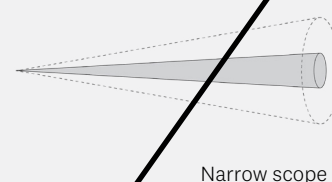
Publication date: December 2021
Duration: 2021-NK
Number of pages: 48
Signed by: Not signed
This GDS replaces: Not applicable
Jointly held with: Not applicable
Transferred from: Not applicable
Strategy map: Not found
Legislation: Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

82= out of 195 GDSs
16 out of the 27 GDSs in MOH
16 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	6	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	3.5	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	1	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2.5	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	3.5	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		49	96

GDS21-14

Smokefree Aotearoa 2025 Action Plan



Purpose

'By 2025, daily smoking prevalence is less than five percent for all population groups in New Zealand.' (p.6)

Strategy (to achieve the purpose):

The approach is to focus on six areas:

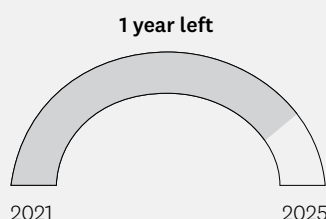
- Ensuring Māori leadership and decision-making at all levels
- Increasing health promotion and community mobilisation
- Increasing evidence-based stop-smoking services
- Reducing the addictiveness and appeal of smoked tobacco products
- Reducing the availability of smoked tobacco products
- Ensuring manufacturers, importers and retailers meet their legal obligations. (pp16–27)

Key data

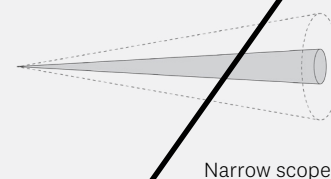
Publication date:	December 2021
Duration:	2021–2025
Number of pages:	36
Signed by:	Crown (Associate Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.6
Legislation:	Not applicable

McGuinness Institute analysis

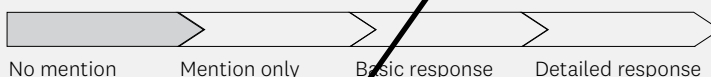
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

49 out of 195 GDSs

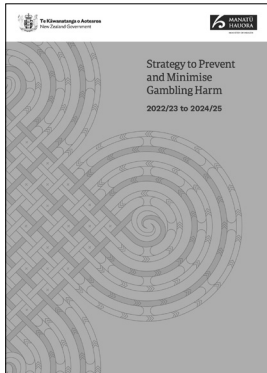
11 out of the 27 GDSs in MOH

11 out of the 27 GDSs in the Health Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	2.5	4
1.2 Identifies potential threats	4	4
1.3 Contains a clear statement describing the problem	8	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	2	4
2.2 Identifies capabilities it does not have but needs	2.5	4
2.3 Identifies current and future resources	3	4
2.4 Identifies resources it does not have but needs	0	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	6	8
3.2 Identifies who the beneficiaries are	2	4
3.3 Describes how success will be measured	3	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2 Identifies a range of strategic options	2.5	4
4.3 Describes the chosen approach	2	4
4.4 Highlights the risks, costs and benefits	2.5	4
5: Implementation and Accountability		
5.1 Identifies who is responsible for implementation	4	4
5.2 Identifies who will report on its progress	1	4
5.3 Explains how progress will be reported	2	4
5.4 Discusses whether the GDS will undergo a review	0.5	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2 Aligns with its department's SOI	0	6
6.3 Aligns with its department's annual report	6	6
Total	57.5	96

GDS21-16

Strategy to Prevent and Minimise Gambling Harm 2022/23 to 2024/25



Purpose

'[T]o reduce health inequities attributable to gambling harm for priority populations (Māori, Pacific peoples, Asian peoples and young people/rangatahi), and to better meet their needs.' (p.5)

Strategy (to achieve the purpose):

The approach is to focus on four objectives:

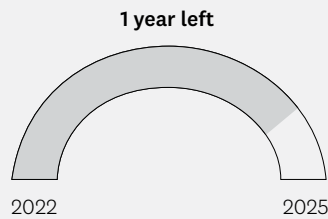
- Creating a full spectrum of services and supports
- Shifting cultural and social norms
- Strengthening leadership and accountability to achieve equity
- Strengthening the health and health equity of Māori, Pacific peoples, Asian peoples and young people/rangatahi. (p.41)

Key data

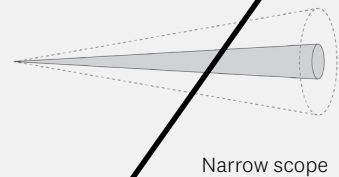
Publication date:	June 2022
Duration:	2022–2025
Number of pages:	99
Signed by:	Not signed
This GDS replaces:	<i>Strategy to Prevent and Minimise Gambling Harm 2019/20 to 2021/22 (2019)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.41, 53
Legislation:	May issue a strategy (see Gambling Act 2003, s 317) and cited in the GDS

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

20= out of 195 GDSs

5= out of the 27 GDSs in MOH

5= out of the 27 GDSs in the Health Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	2	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	3	6
6.3	Aligns with its department's annual report	6	6
Total		73	96

GDS21-17

National HIV Action Plan for Aotearoa New Zealand 2023-2030



Purpose

'An Aotearoa New Zealand where HIV transmission is eliminated and all people living with HIV have healthy lives free from stigma and discrimination.' (p.12)

Strategy (to achieve the purpose):

The approach is to focus on four areas:

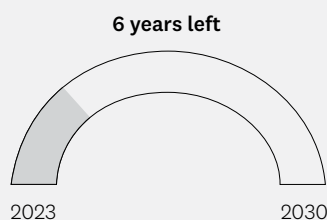
- Surveillance, information and knowledge systems
- Combination prevention and health promotion
- Testing and linkage to care
- Support for people living with HIV, including addressing stigma and discrimination. (p.19)

Key data

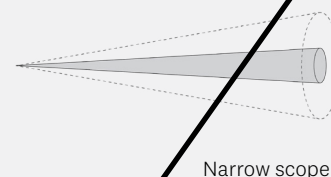
Publication date:	March 2023
Duration:	2023-2030
Number of pages:	44
Signed by:	Crown (Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.20
Legislation:	Not applicable

McGuinness Institute analysis

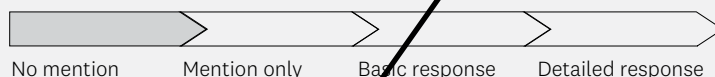
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

38 out of 195 GDSs

9 out of the 27 GDSs in MOH

9 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	3	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		64	96

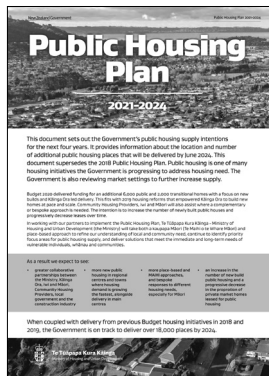
A decorative graphic consisting of a large circle. The top half of the circle is filled with many thin, concentric white lines that create a ripple effect. A solid white horizontal line cuts across the middle of the circle, passing behind the number 22.

22

Ministry of Housing and
Urban Development –
Te Tūāpapa Kura Kāinga

GDS22-01

Public Housing Plan 2021-2024 [Updated to 2025]



Purpose

'[T]o increase the number of newly built public houses and progressively decrease leases over time.' (p.1 [out of 8])

Strategy (to achieve the purpose):

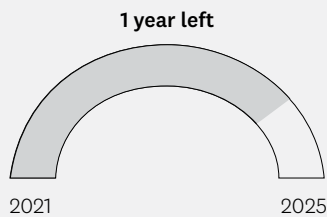
The approach is to identify areas where population growth has exceeded new housing development, leading to rising rents and housing shortfalls. Focus area factors include: the sharp rise in housing costs; reliance on motels for emergency housing; overcrowding; population increases that have outpaced construction; infrastructure not able to support development; and housing deprivation. (p.5 [out of 8])

Key data

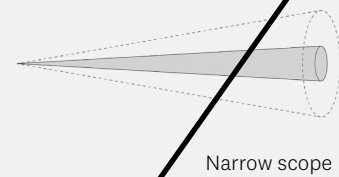
Publication date:	January 2021
Duration:	2021-2025
Number of pages:	8 (merged)
Signed by:	Not signed
This GDS replaces:	Public Housing Plan 2018-2022 (2018)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

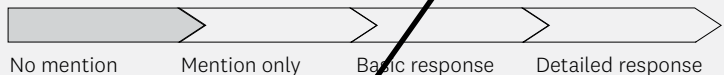
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

145= out of 195 GDSs

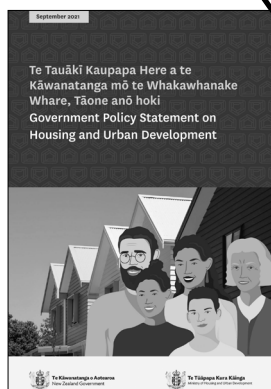
4 out of the 4 GDSs in MHUD

23= out of the 29 GDSs in the Social Services and Community Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	2	4
1.2 Identifies potential threats	1	4
1.3 Contains a clear statement describing the problem	4	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	3	4
2.2 Identifies capabilities it does not have but needs	0	4
2.3 Identifies current and future resources	2	4
2.4 Identifies resources it does not have but needs	0	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	2	8
3.2 Identifies who the beneficiaries are	2.5	4
3.3 Describes how success will be measured	3	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2 Identifies a range of strategic options	0.5	4
4.3 Describes the chosen approach	2	4
4.4 Highlights the risks, costs and benefits	0	4
5: Implementation and Accountability		
5.1 Identifies who is responsible for implementation	2	4
5.2 Identifies who will report on its progress	0	4
5.3 Explains how progress will be reported	0	4
5.4 Discusses whether the GDS will undergo a review	0	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2 Aligns with its department's SOI	0	6
6.3 Aligns with its department's annual report	6	6
Total	34	96

GDS22-02

Te Tauākī Kaupapa Here a te Kāwanatanga mō te Whakawhanake Whare, Tāone Anō Hoki | Government Policy Statement on Housing and Urban Development



Purpose

'[A] multi-decade system strategy for housing and urban development. It will inform, influence and align activity across the system to respond to the challenges we face ... Everyone in Aotearoa New Zealand lives in a home, and within a community that meets their needs and aspirations.' (pp.5, 6)

Strategy (to achieve the purpose):

The approach is to focus on six areas:

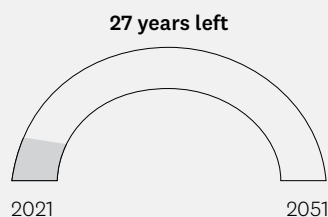
- Ensure more affordable homes are built
- Ensure houses meet needs
- Ensure people can live in stable, affordable homes
- Support whānau to have safe, healthy affordable homes with secure tenure
- Re-establish housing's primary role as a home rather than a financial asset
- Plan and invest in our places. (p.24)

Key data

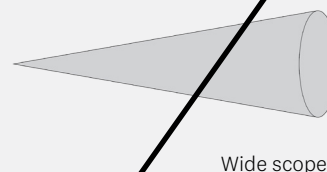
Publication date:	September 2021
Duration:	2021–2051
Number of pages:	58
Signed by:	Crown (Minister of Finance and Minister of Housing)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.4–5
Legislation:	Required (see Kāinga Ora–Homes and Communities Act 2019, s 22) and cited in the GDS

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

14 out of 195 GDSs

2 out of the 4 GDSs in MHUD

4 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	6	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	2.5	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	2.5	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	4	4
4.4	Highlights the risks, costs and benefits	1	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	3	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		75.5	96

GDS22-03

MAIHI Ka Ora: The national Māori housing strategy



Purpose

'[Drive] a whole of system approach. ... [Set] an expectation of cohesion across government agencies to accelerate Māori housing and wellbeing outcomes.'
(p.11 [out of 84])

Strategy (to achieve the purpose):

The approach is to break up the Māori housing problem into six main components to focus on:

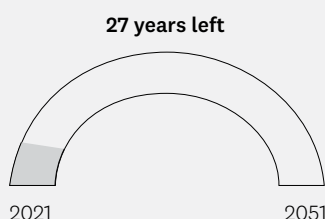
- Māori-Crown partnerships
- Māori-led local solutions
- Māori housing supply
- Māori housing support
- Māori housing system
- Māori housing sustainability. (p.19 [out of 84])

Key data

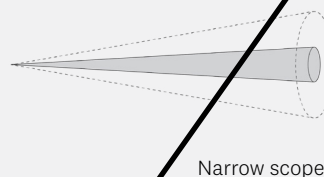
Publication date:	December 2021
Duration:	2021-2051
Number of pages:	84 (merged)
Signed by:	Crown (Associate Minister of Housing – Māori Housing)
This GDS replaces:	Not applicable
Jointly held with:	TPK
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

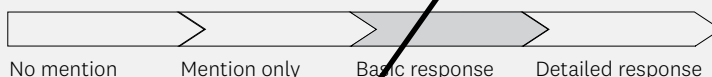
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

8= out of 195 GDSs

1 out of the 4 GDSs in MHUD

2= out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1: Opportunities and Threats			
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	8	8
2: Capabilities and Resources			
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	2	4
3: Vision and Benefits (Purpose)			
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
4: Approach and Focus (Strategy)			
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	0	4
5: Implementation and Accountability			
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
6: Alignment and Authority			
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		80	96

GDS22-04

Fale mo Aiga – Pacific Housing Strategy 2030

[Note: MHUD have advised the strategy is no longer jointly held, just solely held by MPP. Given it is not signed by a Minister or CE, we have gone back to MPP to clarify they are happy to have the strategy being led by them in isolation. If both parties agree, we strongly recommend that they remove the MHUD logo.]



Purpose

Pacific peoples own and live in affordable, quality, fit-for-purpose, healthy homes that enhance their wellbeing. (p.2 [out of 4])

Strategy (to achieve the purpose):

The approach is to focus on four key priorities:

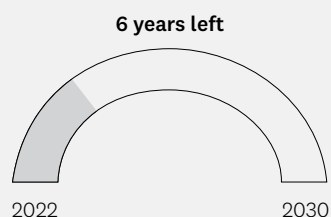
- Demand – build intergenerational Pacific wealth through home ownership
- Supply – build affordable, quality, healthy, fit-for-purpose homes for Pacific peoples
- Pacific housing sector – develop and grow the Pacific housing sector
- Housing system – influence and strengthen the housing system to improve housing outcomes for Pacific peoples. (p.2 [out of 4])

Key data

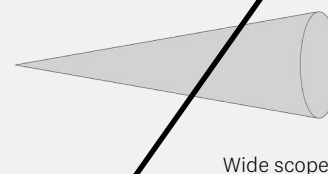
Publication date:	November 2022
Duration:	2022–2030
Number of pages:	4 (merged)
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	MPP
Transferred from:	Not applicable
Strategy map:	Yes, p.2 (out of 4)
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

111= out of 195 GDSs

3 out of the 4 GDSs in MHUD

17 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		44	96



23

Ministry of Justice –
Tāhū o te Ture



24

Ministry of Māori
Development –
Te Puni Kōkiri

GDS24-03

MAIHI Ka Ora: The national Māori housing strategy



Purpose

'[Drive] a whole of system approach. ... [Set] an expectation of cohesion across government agencies to accelerate Māori housing and wellbeing outcomes.' (p.11 [out of 84])

Strategy (to achieve the purpose):

The approach is to break up the Māori housing problem into six main components to focus on:

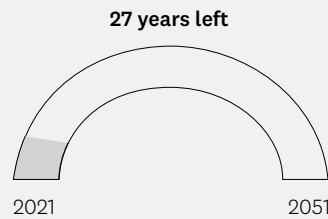
- Māori-Crown partnerships
- Māori-led local solutions
- Māori housing supply
- Māori housing support
- Māori housing system
- Māori housing sustainability. (p.19 [out of 84])

Key data

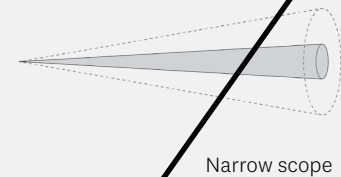
Publication date:	December 2021
Duration:	2021-2051
Number of pages:	84 (merged)
Signed by:	Crown (Associate Minister of Housing – Māori Housing)
This GDS replaces:	Not applicable
Jointly held with:	MHUD
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

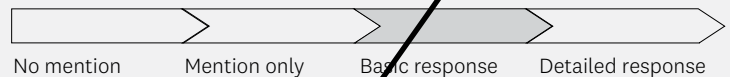
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

26= out of 195 GDSs

1= out of the 3 GDSs in TPK

1= out of the 3 GDSs in the Māori Affairs Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	8	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	2	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	0	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		68	96

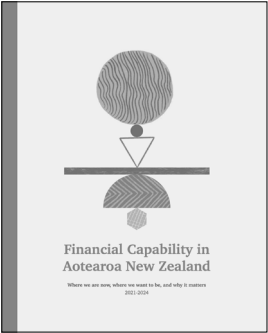


25

Ministry of Social
Development –
Te Manatū
Whakahiato Ora

GDS25-10

Financial Capability in Aotearoa New Zealand



Purpose

'Financial capability services need to be:
• *accessible for all*
• *sustainably funded*
• *delivered in the right way at the right time.'*
(p.4)

Strategy (to achieve the purpose):

The approach is to identify three strategic priorities that inform the desired future state:

- Client and whānau-centred services
- Support systems and frameworks
- Cross-sector relationships.

Three phases have been developed to implement the future state:

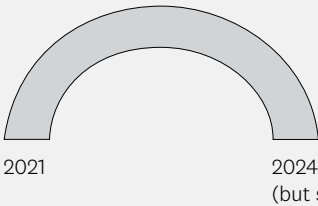
- Shape – preparing for change
- Stretch – building relationships, capability, and a sustainable delivery model
- Strive – a cohesive community working together for clients. (pp.16, 20–21)

Key data

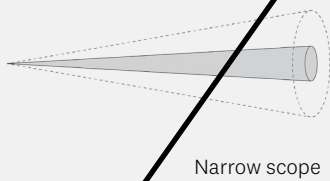
Publication date:	December 2021
Duration:	2021–NK (was initially 2024)
Number of pages:	24
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.18
Legislation:	Not applicable

McGuinness Institute analysis

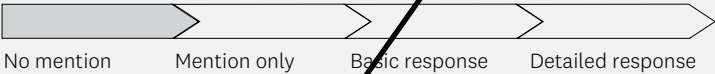
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

88= out of 195 GDSs

5= out of the 14 GDSs in MSD

14= out of the 29 GDSs in the Social Services and Community Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	2	4
1.2 Identifies potential threats	2	4
1.3 Contains a clear statement describing the problem	8	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	4	4
2.2 Identifies capabilities it does not have but needs	4	4
2.3 Identifies current and future resources	4	4
2.4 Identifies resources it does not have but needs	4	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	7	8
3.2 Identifies who the beneficiaries are	3	4
3.3 Describes how success will be measured	3	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2 Identifies a range of strategic options	2	4
4.3 Describes the chosen approach	2	4
4.4 Highlights the risks, costs and benefits	0	4
5: Implementation and Accountability		
5.1 Identifies who is responsible for implementation	0	4
5.2 Identifies who will report on its progress	0	4
5.3 Explains how progress will be reported	0	4
5.4 Discusses whether the GDS will undergo a review	0	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2 Aligns with its department's SOI	0	6
6.3 Aligns with its department's annual report	0	6
Total	48	96

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26

Ministry of Transport –
Te Manatū Waka

GDS26–03

Search and Rescue Strategic Plan 2021–2024



Purpose

‘[E]nsure New Zealand provides effective search and rescue services for people in distress throughout New Zealand’s search and rescue region in order to save lives.’ (p.7)

Strategy (to achieve the purpose):

The approach is to focus on four goals:

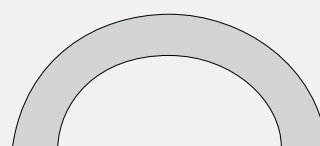
- A robust and integrated SAR (Search and Rescue) system
- Efficient and sustainable SAR organisations
- Capable SAR people
- SAR prevention. (pp.18–19)

Key data

Publication date:	August 2023
Duration:	2021–NK (was initially 2024)
Number of pages:	24
Signed by:	Department staff (other than CE) (Chair of New Zealand Search and Rescue Council)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration

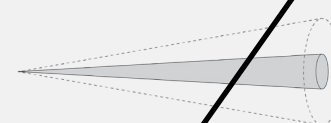


2021

2024

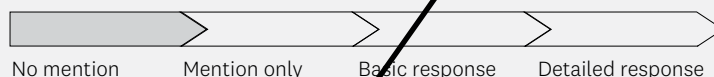
(but still active)

Scope of subject matter



Narrow scope

Climate intelligence



Transparency Scorecard

150= out of 195 GDSs

5 out of the 6 GDSs in MOT

12= out of the 20 GDSs in the Economic Development and Infrastructure Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	2	4
1.2 Identifies potential threats	2	4
1.3 Contains a clear statement describing the problem	4	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	4	4
2.2 Identifies capabilities it does not have but needs	2	4
2.3 Identifies current and future resources	4	4
2.4 Identifies resources it does not have but needs	2	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	4	8
3.2 Identifies who the beneficiaries are	4	4
3.3 Describes how success will be measured	0	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2 Identifies a range of strategic options	0	4
4.3 Describes the chosen approach	0	4
4.4 Highlights the risks, costs and benefits	0	4
5: Implementation and Accountability		
5.1 Identifies who is responsible for implementation	2	4
5.2 Identifies who will report on its progress	0	4
5.3 Explains how progress will be reported	0	4
5.4 Discusses whether the GDS will undergo a review	0	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2 Aligns with its department’s SOI	0	8
6.3 Aligns with its department’s annual report	0	6
Total	33	96

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27

New Zealand
Customs Service –
Te Mana Ārai o Aotearoa



28

New Zealand Security
Intelligence Service –
Te Pā Whakamarumarū

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29

Oranga Tamariki –
Ministry for Children



30

Public Service
Commission –
Te Kawa Mataaho

GDS30-01

Kia Toipoto – Public Service Action Plan 2021–24



Purpose

Making substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps ... Accelerating progress for wāhine Māori, Pacific women, and women from ethnic communities ... Creating fairer workplaces for all, including disabled people and members of rainbow communities.’ (p.3)

Strategy (to achieve the purpose):

The approach is to:

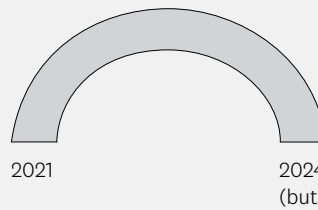
- Prioritise transparency in agencies
- Ensure equal pay through monitoring
- Encourage gender and ethnic representation and leadership in the workplace
- Support career pathways and equitable progression opportunities
- Eliminate all forms of bias and discrimination in human resource systems
- Allow access to flexible-by-default working without affecting pay or progression. (p.4)

Key data

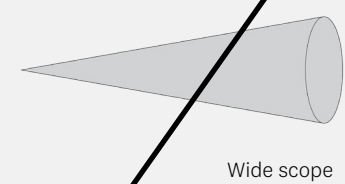
Publication date: November 2021
 Duration: 2021–NK (was initially 2024)
 Number of pages: 5
 Signed by: Not signed
 This GDS replaces: Not applicable
 Jointly held with: Not applicable
 Transferred from: Not applicable
 Strategy map: Not found
 Legislation: Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

171= out of 195 GDSs

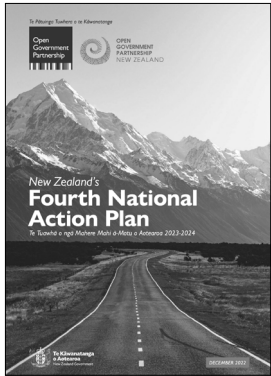
3 out of the 3 GDSs in PSC

18= out of the 24 GDSs in the Finance and Government Administration Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	0.5	4
1.3	Contains a clear statement describing the problem	4	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	0	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	0	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		26	96

GDS30-02

Fourth National Action Plan 2023–2024



Purpose

'[Maintain New Zealand's] high transparency, politically-neutral Public Service, and low levels of corruption ... [and support] reforms to increase openness, transparency, democratic participation, and government accountability.' (p.5)

Strategy (to achieve the purpose):

The approach is to focus on delivering on eight commitments, including:

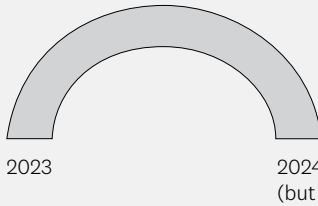
- Adopting a community engagement tool
- Researching deliberative processes for community engagement
- Establishing an inclusive, multi-channel approach to the delivery of government information and services
- Designing and implementing a National Counter Fraud and Corruption Strategy. (pp.14–31)

Key data

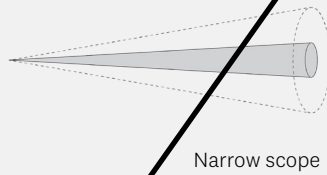
Publication date:	December 2022
Duration:	2023–NK (was initially 2024)
Number of pages:	33
Signed by:	Crown (Minister for the Public Service)
This GDS replaces:	<i>Open Government Partnership: National Action Plan 2016–18</i> (2016)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

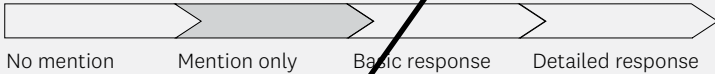
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

42= out of 195 GDSs
2 out of the 3 GDSs in PSC
6 out of the 24 GDSs in the Finance and Government Administration Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	4	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	8
6.3	Aligns with its department's annual report	6	6
Total		60	96

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31

Serious Fraud Office –
Te Tari Hara Taware

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32

Social Investment
Agency –
Toi Hau Tāngata

A decorative graphic consisting of a large circle. The top half of the circle is filled with many thin, concentric white circles. A horizontal white line extends from the right edge of the circle, passing through the center of the concentric circles.

33

Statistics New Zealand –
Tatauranga Aotearoa

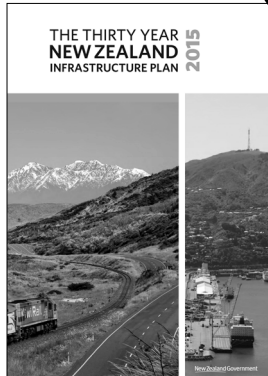
A large, light teal circle is centered on the page. The top half of the circle is filled with a pattern of many thin, concentric white circles. A solid white horizontal line extends from the right edge of the circle across the page.

34

The Treasury –
Te Tai Ōhanga

GDS34-01

Thirty Year New Zealand Infrastructure Plan



Purpose

By 2045 New Zealand's infrastructure is resilient and coordinated and contributes to a strong economy and high living standards. (p.11)

Strategy (to achieve the purpose):

The approach is to focus on:

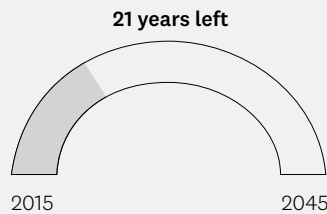
- Developing a better understanding of the type and nature of services to deliver in the future
- Improving asset management practices
- Ensuring the right settings are in place to make better investment decisions in the future. (pp.46-48)

Key data

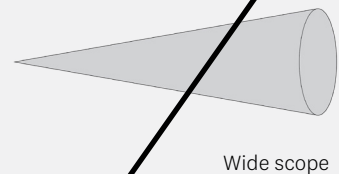
Publication date:	August 2015
Duration:	2015-2045
Number of pages:	86
Signed by:	Crown (Minister of Finance) and other (Chair of National Infrastructure Advisory Board)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.9
Legislation:	Required (see New Zealand Infrastructure Commission/ Te Waihangā Act 2019, ss 12 and 13) but not cited in the GDS (the GDS was published in 2015)

McGuinness Institute analysis

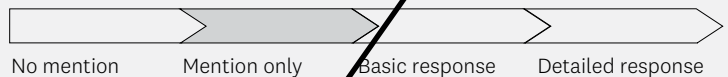
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

64= out of 195 GDSs

1 out of the 2 GDSs in Treasury

7= out of the 24 GDSs in the Finance and Government Administration Sector

		Score	Out of
1:	Opportunities and Threats		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	6	8
2:	Capabilities and Resources		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	1	4
3:	Vision and Benefits (Purpose)		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	3	4
4:	Approach and Focus (Strategy)		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	Implementation and Accountability		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	Alignment and Authority		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		52	96

GDS34-01 [[was 02]]

He Tirohanga Mokopuna 2021 – Combined Statement on the Long-Term Fiscal Position and Long-Term Insights Briefing



Purpose

'[A]nalyse key trends and their potential long-term fiscal impacts directly alongside a range of policy options available to address them.' (p.4)

Strategy (to achieve the purpose):

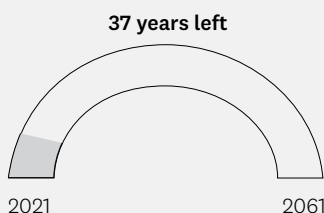
The approach is not to make policy recommendations on the 'optimal' policy option or package of options required to manage New Zealand's fiscal sustainability challenge, but to share this information for consideration and analysis by future governments. (p.41)

Key data

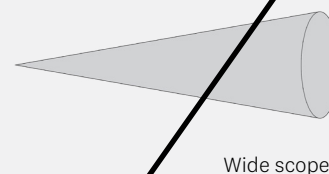
Publication date:	September 2021
Duration:	2021-2061
Number of pages:	93
Signed by:	CE (Secretary to the Treasury)
This GDS replaces:	<i>He Tirohanga Mokopuna – 2016 Statement on the Long-term Fiscal Position</i> (2016)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see Public Finance Act 1989, ss 26I-26N) and cited in the GDS

McGuinness Institute analysis

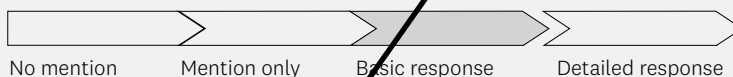
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

82 out of 195 GDSs

2 out of the 2 GDSs in Treasury

10 out of the 24 GDSs in the Finance and Government Administration Sector

	Score	Out of
1: Opportunities and Threats		
1.1 Identifies potential opportunities	3.5	4
1.2 Identifies potential threats	4	4
1.3 Contains a clear statement describing the problem	7	8
2: Capabilities and Resources		
2.1 Identifies current and future capabilities	2	4
2.2 Identifies capabilities it does not have but needs	1	4
2.3 Identifies current and future resources	4	4
2.4 Identifies resources it does not have but needs	3.5	4
3: Vision and Benefits (Purpose)		
3.1 Provides a clear aspirational statement as to what success would look like	2.5	8
3.2 Identifies who the beneficiaries are	2	4
3.3 Describes how success will be measured	1.5	4
4: Approach and Focus (Strategy)		
4.1 Breaks down the purpose into a number of strategic goals/objectives	1.5	4
4.2 Identifies a range of strategic options	4	4
4.3 Describes the chosen approach	2	4
4.4 Highlights the risks, costs and benefits	4	4
5: Implementation and Accountability (Execution)		
5.1 Identifies who is responsible for implementation	3	4
5.2 Identifies who will report on its progress	0	4
5.3 Explains how progress will be reported	0	4
5.4 Discusses whether the GDS will undergo a review	1.5	4
6: Alignment and Authority		
6.1 Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2 Aligns with its department's SOI		8
6.3 Aligns with its department's annual report		6
Total		96

