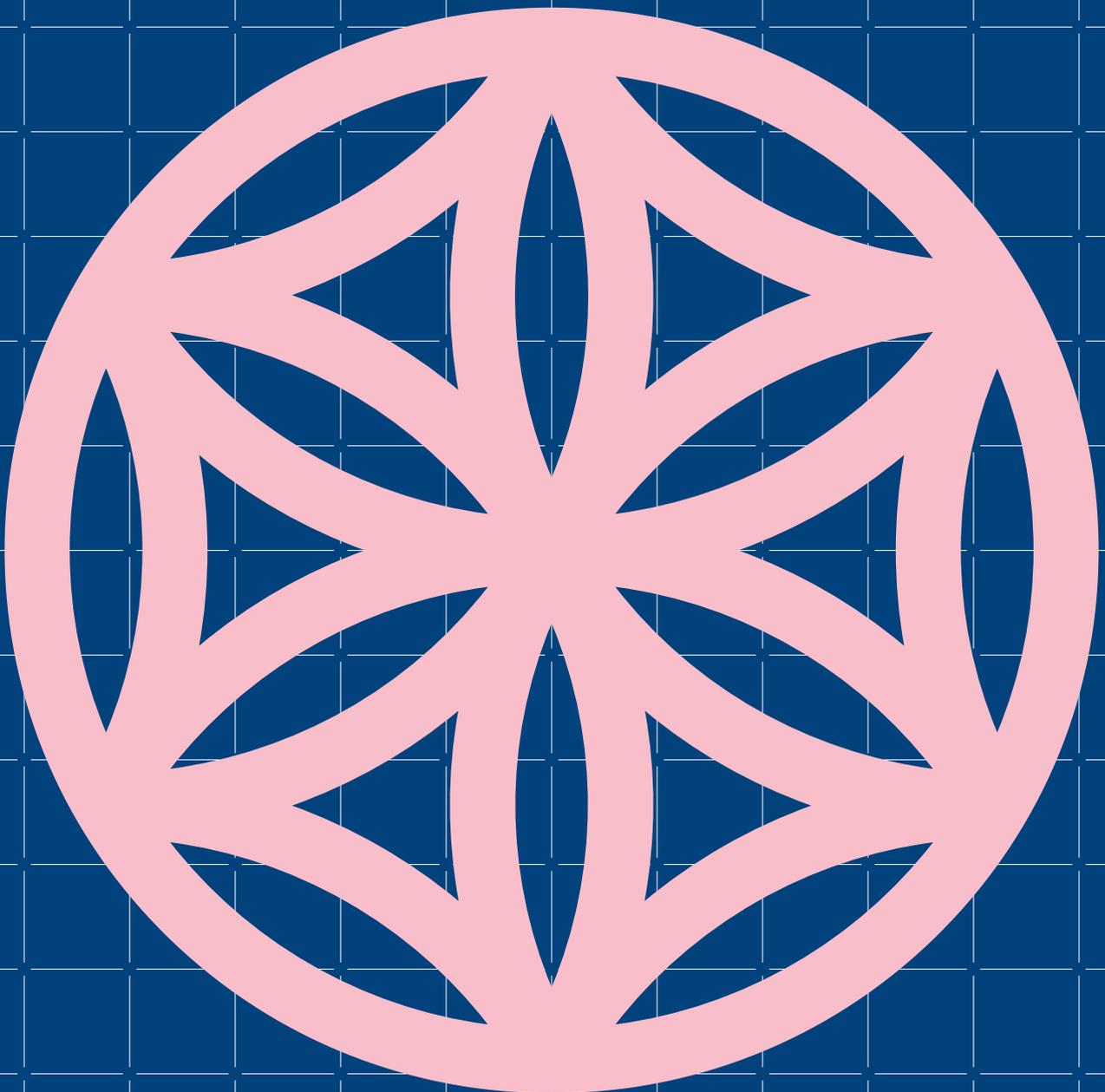




Ministry for Women
Stakeholder Feedback 2020
Research Report | July 2020





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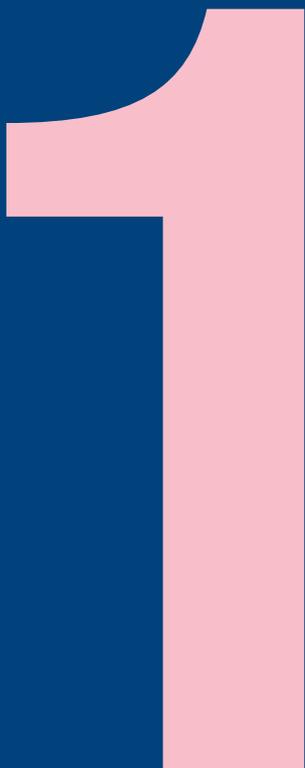
Research Report | July 2020

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Key Findings



81.5%

of all 2020 stakeholders agreed that the work the Ministry does with their agency is “valuable” or “very valuable”.

MAIN STAKEHOLDERS

“ They’re good at evidence-based stuff. They’re good at making sure agencies incorporate gender analysis into policy work.

“ [Their] focus on gender pay equity and family violence prevention has never been more important than it is now.

67%

of stakeholders reported that they were satisfied with the quality of evidence, analysis, and advice.

(2019 score: 79%)

54%¹

of stakeholders agreed the Ministry’s evidence, analysis, and advice has informed their actions and has been incorporated into their policies and practices to improve the position of women in New Zealand.

(2019 score: 78%)

Satisfaction with the quality of **evidence**

71%

2019 score: **78%**

Satisfaction with the quality of **analysis**

66%

2019 score: **80%**

Satisfaction with the quality of **advice**

65%

2019 score: **79%**

The Ministry’s involvement in the Mana Wahine Inquiry was applauded by stakeholders.

“ The Ministry [adds value] within the Waitangi Tribunal [through] the Mana Wahine Inquiry. It pulls together all the agencies to provide one Crown response. It [is] a mammoth task.

“ The history of the Ministry was to have a bicultural lens.... [Mana Wahine] is another form of that. It’s important and unique.

NOMINATION SERVICE STAKEHOLDERS

100% Stakeholders rated their satisfaction with the quality of the nominees and nominations services by the Ministry as having met or exceeded their requirements.

80% But, only **6 of 9** perceived the delivery of the nominations service as through.

The feedback from the 2020 participants was overwhelmingly positive, but there are areas for improvement, some of which echo those mentioned in 2019. The Ministry’s lack of resources is an ongoing concern for stakeholders, as are the systemic limitations of its reach into government. As in 2019, questions about the Ministry’s knowledge and representation of Māori women were raised, but in 2020 there were calls for the Ministry to increase its focus on ethnic and rural women as well. This feedback came in the wake of concerns that the Ministry is quite Wellington focused and that it possesses a largely Pakeha face. The Ministry’s work in pay equity and its focus on family violence is commended by stakeholders.

¹ Note that while these percentages show a decrease from the 2019 results, the small sample size means that it takes just a few neutral or negative scores to produce a lower result. For example, while the difference between 54% (in 2020) and 78% (in 2019) looks noteworthy, the actual number of participants giving an “agree” or “strongly agree” answer are not as dramatic: 24/31 participants in 2019 and 15/28 participants in 2020 (a difference of nine). Moreover, the numbers of participants giving negative scores for both years are identical (N=3).

Background



The Ministry for Women, Te Minitatanga mō ngā Wāhine, (the Ministry) has commissioned annual stakeholder feedback research from Research First since 2014. This research is focused on measuring the Ministry's performance across service delivery and business units. A robust stakeholder engagement model is required for the Ministry to understand where it performs well and where there is an opportunity for improvement. Seeking feedback from stakeholders who have interacted with the Ministry in the previous 12 months is an objective way of contributing to this learning. The measurement from the stakeholder research is incorporated into the Ministry's annual report.

In previous years, the data collected has been analysed by subgroups based on the type of interaction or information that the stakeholder sought from the Ministry. Some of the subgroups had a relatively small number of stakeholders. As such, there is a risk of the information provided being identifiable; subsequently, the analysis was not as robust as it could be. Consistent with 2019, the 2020 research reports on two categories of stakeholders:

- those who have sought advice about nominations and have utilised the Ministry's Nominations Service (nominations stakeholders)
- all other stakeholders who have interacted with Ministry (main stakeholders) such as those working in government agencies, NGOs, and the private sector

There are three main questions that the research programme must answer:

1. What percentage of stakeholders rated their satisfaction with the quality of evidence, analysis, and advice provided by the Ministry as meeting or exceeding their requirements?
2. What percentage of stakeholders reported that the Ministry's evidence, analysis, and advice has informed their actions and been incorporated into their policies and practices to improve the position of women?
3. What percentage of stakeholders rated their satisfaction with the quality of the nominees and the Nominations Service by the Ministry as having met requirements or better?

Research Design



The 2020 research design was a similar design to the research conducted annually since 2014 by Research First. As in previous years, Research First completed this research through a semi-structured telephone interview with key stakeholders drawn from a sample provided by the Ministry. Semi-structured telephone interviews were chosen as they provide the best combination of timeliness, cost effectiveness, and data quality. All potential stakeholders identified by the Ministry were approached and invited to participate in the research. A total of five attempts were made to contact each stakeholder (over a period of three weeks) to arrange an interview.

In 2020, Research First interviewed stakeholders and organised their responses according to the areas they had worked or consulted with the Ministry over the past 12 months. Questions and analysis were tailored to the specific needs and areas of interest for each group (see appendices for the two questionnaires). The numbers of respondents were:

- nine stakeholders who have used the Nominations Service
- 36 stakeholders who have used all other Ministry services (Table 3.1).

Table 3.1 Main stakeholders organisation type

	N
A government agency	21
A Crown agency	2
A non-governmental organisation (NGO)	4
Independent	3
Other	6
Total	36

Note: For the purpose of the analysis “no answer or not applicable” responses have been removed from the data.

Value Added to the Consultation Area

4

All stakeholders were asked to rate how valuable the Ministry's work is to their own organisation (Table 4.1). Most stakeholders (83% of main and 80% of nominations) said that the Ministry adds value, particularly in the area of building a gender-equal New Zealand. Value appears to be decreasing over time (down from 95% 2018 and 87% in 2019 for main stakeholders).

Table 4.1 Value added to your organisation

		2019	2020
Main stakeholders	Positive	87%	83%
	Neutral	10%	14%
	Negative	2%	3%
	n	41	36
Nominations Service stakeholders	Positive	89%	80%
	Neutral	11%	10%
	Negative	0%	10%
	n	9	10

What Worked for Main Stakeholders?

Overall, stakeholders received tangible value from the Ministry. For most, this centred around the Ministry providing evidence-based advice and support, particularly in policy development.

“Its function is being the principal policy advisor for girls and women. They represent a voice and provide evidence, provide checks and balances to the education system. [They] help us to think of things we may not have thought of; [they provide] a nudge element.”

“The Ministry for Women is really big for us.... The focus on gender pay equity and family violence prevention has never been more important than it is now.”

The Ministry's involvement in the Mana Wahine Inquiry was applauded by stakeholders. The coordination of a variety of agencies to produce one Crown response was identified as a “mammoth” task. Stakeholders were quick to identify the Ministry's contribution and leadership in this response.

“The history of the Ministry was to have a bicultural lens and it worked for some time. [Mana Wahine] is another form of that. It's going back to their roots. It's important and unique.”

Improvement Areas for Main Stakeholders

Consistent with the 2019 findings, the Ministry was seen to be under-resourced and under-funded. As a result, the Ministry's voice was perceived to be missing from many of its priority areas that affect vulnerable women.

“The Ministry is in need of more resources. They are advocating for half the population. I can't imagine that task... I don't believe the public are aware of what they are trying to achieve. Capacity is an issue.”

“They need to work on prioritising the right initiatives: where can they be most effective given the constraints of money, capacity, and time. What can they do to have the most flow on effects?”

There was a sense that the Ministry is not as embedded within agency projects as it should be. While stakeholders believed the Ministry has the tools and expertise to make meaningful change, they would like to see it more widely promoting how it can add value. If the Ministry raises its profile within local communities and government agencies, stakeholders felt there would be an increased uptake of its skillset and advice and, ultimately, better outcomes for New Zealand women.

“I'm not aware of work the Ministry does beyond Mana Wahine to demonstrate the value it could bring to other agencies...They don't market themselves well to some of the big agencies that could benefit from their expertise. There's truckloads of potential.”

Consistent with the findings of 2019, stakeholders were concerned with the largely urban and Pakeha face of the Ministry. This was perceived to have a flow-on effect as far as the Ministry's involvement with Māori, rural, and ethnic women. Some respondents mentioned the low number of Māori staff in the Ministry. Some respondents were not convinced the Ministry is fully conversant with Māori and ethnic women's issues.

“We cannot imagine a political landscape without the Ministry for Women, but also we need to ask what its purpose is. They operate in a politically volatile environment. Their wings were cut, and even surviving is an achievement.... It's by and for Pākehā women, so there's a sense of alienation for ethnic women.”

What Worked for Nominations Service?

The perceived value of the Nominations Service was that it provides the names of qualified women to fill half of the Crown board positions, thereby achieving gender balance. Most stakeholders felt the Ministry provides capable, relevant candidates for roles.

“We are very conscious of the need to increase diversity of members on the board...The Ministry for Women offers a great service. About half [of the] nominees that came through from the Ministry for Women ended up being appointed.”

This service is strengthened by great working relationships. Stakeholders were quick to comment that their key Ministry contacts are passionate, timely and easy to work with.

“Our points of contact work. It’s a direct working relationship with individuals; this makes it more personal.”

Improvement Areas for the Nominations Service

The main improvement suggested for the Ministry’s Nominations Service was to be more specific with the selection of names put forward for nominations. As in 2019, stakeholders wanted the Ministry to gauge interest from possible nominees first before providing their names. Some stakeholders commented that this was previously a service provided by the Ministry, and it would be great to reinstate this initiative.

“We had more value if they are providing names of people who wish to be nominated. Go back to database and say jobs are available. When they just throw names over, we don’t know if they’re interested or not.”

A few of the nominations stakeholders commented on the Ministry’s resourcing issues. While they were positive about their interactions with the Ministry, they suggested that increasing staff numbers would be necessary to achieve all the Ministry’s goals.

“They are quite small so it’s always going to be a resourcing issue. It’s a quantity issue not a quality issue.”

“Last year, I think they had significant staff turnover and on the day that the nominations closed they sent me a list of people they’d identified that may be suitable, with CVs [and so on], and said it was up to me to contact them. This was a waste of time, obviously. No good sending me that on the day it closed.”

While diversity issues were noted as not being unique to the Ministry, nominations stakeholders pointed out that champions for rural, migrant, and ethnic women are needed to achieve the Ministry’s goal of empowering all New Zealand women. Like the main stakeholders, some nominations stakeholders wanted to see a greater push for diversity within the Nominations Service. Others questioned the relevance of the Nominations Service to minority women and the general population of New Zealand women.

“This is not down to one Ministry to solve the racism with New Zealand, although it does need someone to lead...But we do need to make a start and if the Ministry could take the lead on raising the profile of these diverse migrant women, or women who think differently to others, this would be a good start.”

“We cannot imagine a political landscape without the Ministry for Women, but also we need to ask what its purpose is. They operate in a politically volatile environment. Their wings were cut, and even surviving is an achievement.... It’s by and for Pakeha women, so there’s a sense of alienation for ethnic women.”

“Their flagship program is the service to increase women’s representation on boards, [but there are] no ethnic women on boards. And how many ethnic women want to go on boards? Is that the reality we need to change? Their flagship programs are great, but how much do they impact on everyday lives of ethnic women and women in general?”

While the Nominations Service is believed to be proficient, some questions were raised about the relevance of it to the lives of rural and migrant women.

Some stakeholders suggested the Ministry should increase its presence at events with a high number of women. Stakeholders felt the Ministry could broaden its contacts while making the Nominations Service feel more accessible by explaining the process at those events.

“People perceive the bar to be very high for nominations, when it is more accessible than they think. So, a presence and the opportunity to explain that to more people can only improve the volume and diversity of nominations received.”

The future of the Nominations Service was of interest to many. For some agencies, the more specialist roles are yet to be filled by women. As these agencies approach their 50% target, it will become important to bring through candidates who have the right skills, particularly in the realm of governance. Obtaining or training candidates with the right skillset would better equip women for future vacancies.

“We personally aren’t far off our 50% target for our portfolios. The candidates may need to change to reflect this. Bodies with imbalances... just need specialist skills, which are hard to come by. Especially because these roles are infrequent.”

Quality and Perceptions of the Ministry's Nominations Service



5.1. Quality of the Nominations Service

Of those stakeholders who used the Ministry's Nominations Service, 100% found the quality met or exceeded their requirements (Table 5.1).

Table 5.1 Satisfaction with the quality of the Ministry's Nominations Service

	%	N
Excellent	40%	4
More than met requirements	30%	3
Met requirements	30%	3
Partly met requirements		
Did not meet requirements		
Total	100%	10

Perceptions of the Nominations Service

It was found that 100% of stakeholders agreed or strongly agreed the Ministry gives clear nominations advice and works collaboratively with their organisation. Nine out of ten stakeholders (90%) agreed the Ministry follows through on commitments and works in a timely manner. Eight out of ten stakeholders (80%) perceived that the Ministry delivers a thorough service, although most agreed rather than strongly agreed.

Table 5.2 Perceptions of the Nominations Service

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Gives clear nominations advice	%				60%	40%	
	N				6	4	10
Works collaboratively with your organisation	%				50%	50%	
	N				5	5	10
Follows through on the things it has committed to you to do	%			10%	50%	40%	
	N			1	5	4	10
Works in a timely manner	%			10%	50%	40%	
	N			1	5	4	10
Delivers a thorough service	%			20%	70%	10%	
	N			2	7	1	10

Satisfaction with the Ministry's Evidence, Analysis, and Advice



The main stakeholders (n=36) were asked how satisfied they were with the Ministry's evidence, analysis, and advice. Answers were measured on a five-point Likert scale and "don't know" answers were removed.

Four out of five (81%) of the main stakeholder group used or sought information (evidence, analysis, and/or advice) from the Ministry over the past 12 months.

Incorporation of Evidence, Analysis, and Advice

Just over half the main stakeholders (54%) who used or sought information from the Ministry agreed or strongly agreed that they had used or incorporated this information into their policies and practices (Table 6.1). This is a significant decrease from 2019 (78%). The low score for the incorporation of evidence is not, for the most part, a reflection on the Ministry; instead, it is more an indication of stakeholders' perceptions of how their own Ministries use and regard its expertise and assets. Those who gave low scores on this measure were inclined to feel their own agencies could be taking the advice of the Ministry more seriously.

“This is not a reflection on the Ministry. [It's] more a reflection on our Ministry. We need to think more carefully about how we capture the advice. The Ministry's advice, analysis and evidence is all in one procedure for us. All three are captured in one product.”

Table 6.1 Incorporation of evidence, analysis, and/or advice into policies and practices

	%	n
Agree	54%	15
Neutral	36%	10
Disagree	11%	3
Total	28	

Satisfaction with the Quality of Evidence, Analysis, and Advice

The stakeholders who used or sought information were asked to rate how satisfied or dissatisfied they were with the quality of evidence, analysis, and advice provided by the Ministry (Table 6.2). Almost three-quarters (71%) were satisfied or very satisfied with the quality of the evidence, and two-thirds were satisfied or very satisfied with analysis and advice. Some had simply not yet incorporated the information provided by the Ministry into their projects or policies.

Table 6.2 Satisfaction with the quality of the Ministry’s evidence, analysis, and/or advice

		Dissatisfied	Neutral	Satisfied	Total
Evidence	N		10	24	34
	%		29%	71%	
Analysis	N	1	10	21	32
	%	3%	31%	66%	
Advice	N		11	20	31
	%		35%	65%	

What Worked?

The dashboard and tools provided by the Ministry were valued, specifically the Bringing Gender In tool and the Gender Policy tool. Stakeholders praised the Ministry’s policy advice and input into issues that affect women, particularly its involvement in bringing equity issues to the table for policy makers.

- “They’re good at evidence-based stuff. They’re good at making sure agencies incorporate gender analysis into policy work. They have developed the tool for use in policy papers. They’re good at making sure other government agencies think about gender issues throughout the policy process.”
- “I seek advice to use in our international policy; I have no choice but to use them, but I would not go to any other. There is no other option for policy input; they have expert input on issues relating to international policy that relates to women.”

Improvement Areas

Some stakeholders felt the Ministry is side-lined by larger government organisations. The Ministry was identified as doing critical work across a range of initiatives, however, it is often brought onboard too late to make meaningful change. Some stakeholders suggested that the Minister for Women needs to be inside Cabinet, and the Ministry chief executive should be on every chief executive committee to ensure greater uptake of the Ministry's evidence, analysis, and advice.

“Bigger agencies [see the Ministry for Women's perspective] as a nice perspective to have but not critical to the success of a particular project. It's a vicious cycle, because bigger agencies don't get them involved at the beginning of a project... so they can't rise above that problem. They're always just pitching in at the end, as opposed to [being involved in] the set-up of a project.... I think bigger agencies would end up in very different places if they included Ministry for Women.”

Broader understanding of the Ministry's expertise is needed. Most stakeholders felt the Ministry provides excellent advice and has fantastic tools to offer. Concerns were raised about how many agencies and organisations are aware of and had taken up these opportunities.

“Our organisation is not fully utilising the work from the Ministry. For example, the gender analysis tool: I have shared this with my colleagues, but they haven't gotten into the multi-dimensional population impact [in their work].... The work [the Ministry does] is absolutely essential; [the challenge is] getting other agencies to fully utilise it.”

Intersectionality



7.1. Knowledge about Māori Women

In 2020 the Ministry is seen as a trusted source of knowledge about Māori women by 54% of its stakeholders² who answered this question³. This is the first year since 2014 this result has decreased. This decrease, however, needs to be viewed within the broad context of results over the past six years. The 2020 results for this question are similar to those expressed in 2018 (59%), which is a significantly higher score than when this aspect of performance was first measured in 2014 (28%). A high proportion of respondents were unable to comment on the Ministry's expertise in this area (8 out of 36). The lack of Māori staff continues to be an area that concerns stakeholders.

Table 7.1 Agreement that the Ministry is a trusted source of information about Māori women (2014 to 2019)

	2014 (n=35)	2015 (n=28)	2016 (n=43)	2017 (n=55)	2018 (n=37)	2019 (n=26)	2020 (n=28)
Is a trusted source of knowledge about Māori women*	28%	39%	37%	40%	59%	62%	54%

* Stakeholders who agreed or strongly agreed with the statement. "Don't know" responses have been removed.

Improvement Areas

Many stakeholders felt they could not comment on whether the Ministry is a trusted source of knowledge about Māori women because they do not know enough about what the Ministry does in this area (8 out of 36).

“ [I] don't know if [the Ministry is a trusted source of knowledge about Maori women] or not. I just do not believe that Māori would agree with this – [they are] not out in the community enough and not engaging with rural and provincial Māori; [they are] too “Wellington” focused.”

Of the stakeholders who felt they could answer, there were mixed opinions about the Ministry's knowledge about and impact on Māori women. Those who provided neutral or disagreement scores tended to focus on the low number of Māori staff employed by the Ministry. This was seen to impact the Ministry's ability to represent the interests of Māori women effectively.

“ I would like to see them take the same approach to Māori women as they did with Suffrage: driving the positive messaging about the role of Wahine Māori in society. The Ministry should be leading that.... [They] need to do more to bring more diversity into the government, [such as] women who speak Te Reo and can encourage Māori to apply for funding, to nominate and to get more involved. If we could bring the two worlds together that would be revolutionary and world leading.... This is huge opportunity to demonstrate diversity, leadership and innovation.”

² See footnote on “Key Findings” page for explanation of this score.

³ A further 11 respondents did not know if the Ministry is a trusted source of information.

Knowledge about All Women in New Zealand



There was a decrease in stakeholders agreeing that the Ministry is a trusted source about all women in New Zealand compared with 2019 (Table 7.2). The main reasons cited for this were that 1) providing knowledge about “all New Zealand women” was a tall order for a Ministry of such a small size and 2) the Ministry is not as well placed as it could be to provide knowledge about non-Pakeha women. Although it wasn’t measured or raised in the interviews, it might be that the “Black Lives Matter” historical moment, during which the interviews were conducted, could have had an effect on participants’ awareness of the multiplicity of racial concerns in New Zealand and the challenges of representing those concerns.

7.2 Agreement that the Ministry is a trusted source about all women in New Zealand (2014 to 2019)

	2014 (n=35)	2015 (n=28)	2016 (n=43)	2017 (n=55)	2018 (n=40)	2019 (n=33)	2020 (n=36)
Is a trusted source of knowledge about all women in New Zealand*	57%	54%	70%	62%	83%	82%	56%

* Stakeholders who agreed or strongly agreed with the statement. “Don’t know” responses have been removed.

Improvement Areas

Some stakeholders felt it is impossible for such a small Ministry to be an expert on all women. Engaging and representing half the population is no small feat, especially given the stakeholder perceptions of the Ministry’s resources. Stakeholders felt that buy in from other agencies is needed for the Ministry to achieve the goal of the Ministry becoming relevant to all New Zealand women. This would leave the Ministry to collate and manage the data.

- “I don’t think they have a good evidence base or good data about women. Not up-to-date data. It’s not their fault; they are not resourced to be talking to woman as much as I would need them to.”
- “There’s so many different types of women. How do you do that when you are so small? It’s not resourced to do that. It has only 10–12 policy people at the [most]. I’m not sure it’s their responsibility to do so: if all policy shops did gender analysis and worked with their own communities, it would be a bigger strength. Then the Ministry could focus on specialist topics.”

For most, the issue with the statement about the Ministry being a source of knowledge about all New Zealand women was that the Ministry does not represent the interests of minority groups as well as it could.

While the Ministry is acknowledged to work well for Pākehā, more work is needed for Māori women, Pasifika women, ethnic women, and migrant women, particularly as far as empowerment is concerned.

“*[The Ministry] feels like a traditional white group of women who are very warm and kind and committed to the cause, but just not diverse enough to engage with the different communities.*”

“*There are groups that are overlooked...rural women [and] young women often get missed out. I also have a concern about migrant women in general terms and whether they get the support that they need.*”

Women in deprivation were identified as a group that the Ministry should have more involvement with. The Ministry is seen to do fantastic work with women in leadership, but to represent the interests of all women and girls the Ministry needs to diversify its offerings. Stakeholders believed there should be greater work between agencies, especially on poverty.

Perceptions of the Ministry



The main stakeholders were asked how much they agree or disagree with a variety of statements concerning perceptions of the Ministry's performance. Overall, their perceptions were positive and have remained relatively stable over the past three years (Table 8.1). The most positive feedback came through ratings of the Ministry's clear gender approach, although this has decreased slightly from 2019. As in 2019, the perception that had the least agreement was that the Ministry is working to ensure all women and girls are financially secure and can fully participate and thrive (57%).

Table 8.1 Level of agreement with statements about the Ministry comparing 2017, 2018, and 2019 data#

Aspects		Agreement* 2017	Agreement* 2018	Agreement* 2019	Agreement 2020
Has a clear gender frame in its approach	%	95%	91%	94%	88%
	N	52	38	31	34
Takes an evidence-based approach to its work	%	80%	84%	85%	92%
	N	44	35	29	36
Works collaboratively with you/your organisation	%	85%	89%	83%	80%
	N	47	39	34	35
Follows through on the things it has committed to you to do	%	85%	81%	83%	79%
	N	47	34	34	34
Works in a timely manner	%	75%	81%	72%	78%
	N	41	34	28	32
Ensuring the contribution of all women and girls is valued#	%	Not Asked	Not Asked	80%	61%
	N			30	31
Is valuing women's contribution in the labour force [∞]		Not Asked	82%	Not Asked	Not Asked
			36		
Is increasing women's representation in leadership	%	Not Asked	74%	78%	79%
	N		32	21	29
Working to ensure all women and girls are financially secure and can fully participate and thrive#	%	Not Asked	Not Asked	61%	57%
	N			31	30
Working to ensure all women and girls are free from all forms of violence and harassment#	%	Not Asked	Not Asked	71%	76%
	N			28	33
Is increasing the safety from violence of women and girls [∞]		Not Asked	50%	Not Asked	Not Asked
			21		

Aspects		Agreement* 2017	Agreement* 2018	Agreement* 2019	Agreement 2020
Is showcasing New Zealand internationally	%	Not Asked	49%	79%	68%
	N		20	19	22
Total	%	100%	100%	100%	100%
		55	44	41	36

* Stakeholders who agreed or strongly agreed with the statement. “Don’t know” responses have been removed.

The wording of these questions changed in 2019 so cannot be compared to previous survey iterations.

∞ Previous year’s question for reference.

What Worked

Reflecting the positive elements discussed above, the main areas seen as strengths in this section relate to the Ministry’s use of evidence, its efforts to place women in leadership positions, and its staff’s relationship building and work ethic. The strongest scores relate to evidence use and the Ministry’s overall gender frame. Those scores relating to work ethic (where the questions focused on collaboration, following through, and working in a timely manner) were also extremely positive.

Improvement Areas

Many stakeholders felt unable to comment whether the Ministry showcases New Zealand internationally (14 out of 36). Most who did provide a rating regarded the Ministry’s work enthusiastically. Those participants often referenced the success of the Nominations Service.

For those who provided a rating, neutral or negative ratings centre around visibility of the Ministry at international events. There was a desire to see the Ministry involve itself in events that are not specifically for women.

“ “I’d love to see the Ministry at non-women’s events; having the Ministry for Women at economic or employment events would be a game changer for me.”

Knowledge and awareness of the Ministry's initiatives in the community is low. Many stakeholders felt unable to answer or gave a neutral rating for statements encompassing all women and girls. For most, this was due to beliefs that the general population is not aware of the Ministry and its work. While influencing policy is critical, stakeholders believed the Ministry would receive more power and backing if the more "average" New Zealanders were aware of its initiatives.

“There are women who wouldn't know the Ministry exists.”

“They need to promote themselves more. The biggest thing for me about what they do for me is that I had no idea they existed... If my boss hadn't known about that link, I'd never have looked in that direction. Having a more public awareness, even in government, would be good.”

Stakeholders wanted to see the Ministry evolve to be an advocate for women's employment. In the COVID-19 era, where unemployment is at its highest, stakeholders believed many of the unemployment programs are directed at males (e.g., "shovel-ready" programs). Greater value can be added if the Ministry provides initiatives or opportunities that more women can leverage.

Understanding Needs,
Communication Approach, and
Expectations

10

Nominations Service Stakeholders

Four out of five of the stakeholders agreed or strongly agreed that the Ministry listens to their organisation's needs and understands their needs (Table 9.1). Most stakeholders felt the Ministry communicates with them clearly (nine out of ten) and communicates with them in a timely manner (nine out of ten). Most stakeholders agreed or strongly agreed the Ministry meets their expectations in relation to the engagement level it has with them (eight out of ten).

Table 9.1 Nominations Service perceptions

		Disagree	Neutral	Agree	Total
Listens to my organisation's needs	N	1	1	8	10
	%	10%	10%	80%	
Understands my needs	N	1	1	8	10
	%	10%	10%	80%	
Communicates with me clearly	N	1	0	9	10
	%	10%	0%	90%	
Communicates with me in a timely manner	N	1	0	9	10
	%	10%	0%	90%	
Meets my expectations in relation to the level of engagement it has with me	N	1	1	8	10
	%	10%	10%	80%	

Main Stakeholders

The main stakeholders' perceptions were positive (Table 9.2). Communication with stakeholders has been highlighted as a key area of success, reflecting the positive working relationships the Ministry has with other organisations.

- 83% perceived the Ministry communicates with them clearly.
- 70% thought the Ministry listens to their organisation's needs.
- 89% agreed or strongly agreed the Ministry communicates with them in a timely manner.
- 80% felt the Ministry meets their expectations with its level of engagement and understands their needs.

Table 9.2 Main Stakeholder perceptions

		Disagree	Neutral	Agree	NET
Listens to my organisation's needs	N	2	8	23	33
	%	6%	24%	70%	
Understands my needs	N	5	7	21	33
	%	15%	21%	64%	
Communicates with me clearly	N	1	5	30	36
	%	3%	14%	83%	
Communicates with me in a timely manner	N	1	3	31	35
	%	3%	9%	89%	
Meets my expectations in relation to the level of engagement it has with me	N	3	4	28	35
	%	9%	11%	80%	

Interaction with Stakeholders



All stakeholders were asked to rate how satisfied they are with the quality of the Ministry's interaction with them. Generally, the stakeholders' responses were positive (Table 10.1). The main stakeholders were slightly more satisfied with their interaction than the Nominations Service stakeholders.

- 94% of the main stakeholders agreed the Ministry's interaction met (22%) or exceeded (73%) their requirements.
- 90% of the Nominations Service stakeholders agreed the Ministry's interaction met (30%) or exceeded (60%) their requirements.

Table 10.1 Satisfaction with the the quality of interaction with their agency

		Did not meet requirements	Partly met requirements	Met requirements	More than met requirements	Excellent	Total
Main	%		6%	22%	42%	31%	
	N	0	2	8	15	11	36
Nominations	%		10%	30%	30%	30%	
	N	0	1	3	3	3	10

Relationship with the Ministry

12

Nearly all the stakeholders felt they have a good or extremely good relationship with the Ministry (Table 11.1). Perceptions of an extremely good relationship were stronger with the main stakeholders than with the Nominations Service stakeholders (although their numbers were fewer).

Table 11.1 Stakeholder relationships with the Ministry

		Extremely poor	Poor	Neutral	Good	Extremely good	Total
Main	%			14%	39%	45%	
	N	0	0	5	14	17	36
Nominations Service	%			10%	50%	40%	
	N			1	5	4	10

What Worked?

The Ministry's levels of collaboration and communication with stakeholders were the primary drivers to the high relationship scores. Stakeholders reported positive working relationships with key contacts.

- “I’ve been able to understand a lot more about what they do. They have a very small engine, but they do a lot of good work in policy and in equality.”
- “Their knowledge, passion and availability is tremendous. We’ve had someone come and speak at our events; she wants to talk, she wants to help.”

The Nominations Service was identified as a highly successful facet of the Ministry's work. Stakeholders were excited to see the success of this area of work in increasing the number of women represented on Crown boards.

- “Their agenda to raise the amount of women board leaders has been very successful...Raising awareness is great, they keep it at the forefront of the Ministers' minds.”

Improvement Areas

Stakeholders said they want to see the Ministry look at new ways to influence policy practitioners. The Ministry provides excellent advice and support although, as discussed above, this is not always used fully by decision makers. Stakeholders suggested an accreditation system for gender consideration or a gender checklist for those developing and approving policy papers; this would help to keep gender issues in focus.

- “Improving equity is critical in policy. It's often the unconscious biases that perpetuate existing inequality... The tool they developed is useful and they're promoting it. The value is their working to promote through the policy community the importance of considering gender.”

Events Attended

13

Over half the main stakeholders (20 of 36) attended at least one of the Ministry's events during the past 12 months (Table 12.1). The most popular events were identified as "other" Ministry events. International Women's Caucus meetings remain the least attended events (by the main stakeholders).

Lack of attendance can be attributed to two reasons. Firstly, because the Ministry has all its events in Wellington, it is not always convenient for non-Wellington-based stakeholders to attend. Secondly, due to COVID-19 restrictions, the Ministry has not held an event since February 2020.

Table 12.1 Events attended by stakeholders over the past 12 Months

		Workshops or seminars	International Women's Caucus meetings	Other Ministry events	None of these	Total
Main	%	28%	19%	31%	44%	
	N	10	7	11	16	36
Nominations	%	60%	10%	10%	40%	
	N	6	1	1	4	10

There was a prominent opinion that the Ministry should publicise its events more broadly. A newsletter that advertises upcoming workshops and seminars would provide a wide range of individuals the opportunity to participate.

Appendix 1: Questionnaires

14

Nominations Service Feedback Research Question Guide

Researcher: Before calling check whether the respondent was contacted last year. If they were please read out the amended introduction;

Good *morning/afternoon*, my name is *<researcher name>* and I'm calling from Research First on behalf of the Ministry for Women.

FOR THOSE INTERVIEWED LAST YEAR: You may remember talking to us about a research project for the Ministry for Women last year. I am calling because you have been identified as a key stakeholder this year as well and the Ministry wishes to understand your satisfaction with the services it has provided you with. The survey will take 20-25 minutes depending on how much you have to say.

FOR NEW RESEONDENTS: The Ministry for Women wishes to understand your satisfaction with the services it has provided to you as you have been recognized as a part of their key stakeholder group. The survey will take 20-25 minutes depending on how much you have to say.

SAY TO ALL: As we work through this interview, please remember:

- Everything you say will be treated with strict confidence;
- We will never pass on information to the client or any other company, which might identify you personally;
- You can skip over any questions, or withdraw from the survey at any time; and
- With your permission, I'd like to record this call for quality assurance purposes.

Should you have any questions about the research, please phone Senior Researcher Mandala White on 0224366510

Researcher to note name, role and organisation:

<i>Name:</i>
<i>Role:</i>
<i>Organisation:</i>

PART 1: The Work You Have Done with the Ministry

1. Could you give me a quick overview of how you currently work with the Ministry and why you chose to do so? (Prompt I.e., what service/s does the Ministry provide for you? e.g. Overlapping objectives, collaboration means can achieve more than otherwise, Ministry for Women are experts in the area, Ministry for Women focus on women provided leverage, etc)

2. When it comes to the work that the Ministry undertakes, please rate how valuable this is to your organization based on the following scale:

<input type="checkbox"/>	Not at all valuable GOTO Q4
<input type="checkbox"/>	Not valuable GOTO Q4
<input type="checkbox"/>	Neutral GOTO Q4
<input type="checkbox"/>	Valuable GOTO Q3
<input type="checkbox"/>	Very valuable GOTO Q3

3. How does the Ministry for Women currently add value to you/your organisation?

4. *Ask only if Q3 = neutral, not valuable, not at all valuable* What could the Ministry have done/ do differently to provide more value to your organisation?

5. Which of the following 'events' have you attended, if any, that have been organised by the Ministry? Note that due to Covid-19, the Ministry has not held any events since February 2020

<input type="checkbox"/>	Workshops or Seminars
<input type="checkbox"/>	International Women's Caucus meetings
<input type="checkbox"/>	Other Ministry Events

PART 2: Perceptions of the Ministry

6. Please rate how much you agree or disagree with the following statements using a 1 to 5 scale, where 1 = strongly disagree, 2 = disagree, 3 = neutral 4 = agree and 5 = strongly agree:

The Ministry...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
Gives clear nominations/Honours advice	<input type="checkbox"/>					
Works collaboratively with your organisation	<input type="checkbox"/>					
Follows through on the things it has committed to you to do	<input type="checkbox"/>					
Works in a timely manner	<input type="checkbox"/>					
Delivers a thorough service	<input type="checkbox"/>					

7. Please rate how satisfied or dissatisfied are you with the quality of the Ministry's nominations service?

<input type="checkbox"/>	Excellent GOTO Q9
<input type="checkbox"/>	More than met requirements GOTO Q9
<input type="checkbox"/>	Met requirements GOTO Q9
<input type="checkbox"/>	Partly met requirements GOTO Q8
<input type="checkbox"/>	Did not meet requirements GOTO Q8

8. *ASK Only If Q7= Partly met requirements, did not meet requirements* Please can you explain, using examples why you have said so?

9. Please rate how satisfied or dissatisfied you are with the quality of the Ministry’s interaction with you:

<input type="checkbox"/>	Did not meet requirements
<input type="checkbox"/>	Partly met requirements
<input type="checkbox"/>	Met requirements
<input type="checkbox"/>	More than met requirements
<input type="checkbox"/>	Excellent

10. Please rate how much you agree or disagree with the following statements using a 1 to 5 scale, where 1 = strongly disagree, 2 = disagree, 3 = neutral 4 = agree and 5 = strongly agree

The Ministry...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Listens to my organisation’s needs	<input type="checkbox"/>				
Understands my needs	<input type="checkbox"/>				
Communicates with me clearly	<input type="checkbox"/>				
Communicates with me in a timely manner	<input type="checkbox"/>				
Meets my expectations in relation to the level of engagement they have with me	<input type="checkbox"/>				

PART 3: Your Relationship with the Ministry

11. How would you rate your relationship with the Ministry?

	Extremely Poor	Poor	Neutral	Good	Extremely good
My relationship with The Ministry is	<input type="checkbox"/>				

12. *Ask only if Q11= extremely poor, poor or neutral* Please explain why you have given that rating, explaining what makes your relationship with the Ministry not work to your expectations?

13. *Ask only if Q11= extremely poor, poor or neutral* How could the Ministry improve their relationship with you?

Thinking about the Ministry for Women in general...

14. What do you think the Ministry does well and should do more of?

15. Where could the Ministry improve its services?

Thank you for your participation.

Main Stakeholder Feedback Research Question Guide

Researcher: Before calling check whether the respondent was contacted last year. If they were please read out the amended introduction;

Good *morning/afternoon*, my name is *<researcher name>* and I'm calling from Research First on behalf of the Ministry for Women.

FOR THOSE INTERVIEWED LAST YEAR: You may remember talking to us about a research project for the Ministry for Women last year. I am calling because you have been identified as a key stakeholder this year as well and the Ministry wishes to understand your satisfaction with the services it has provided you with. The survey will take 20-25 minutes depending on how much you have to say.

FOR NEW RESEONDENTS: As someone identified as being part of their key stakeholder group, the Ministry for Women wishes to understand your satisfaction with the services the Ministry has provided to you. The survey will take 20-25 minutes depending on how much you have to say.

As we work through this interview, please remember:

- Everything you say will be treated with strict confidence;
- We will never pass on information to the client or any other company, which might identify you personally;
- You can skip over any questions, or withdraw from the survey at any time; and
- With your permission, I'd like to record this call for quality assurance purposes.

Should you have any questions about the research, please phone Senior Researcher Mandala White on 022 436 6510

Researcher, note participant's name, role and organisation:

<i>Name</i>
<i>Role:</i>
<i>Organisation:</i>

PART 1: Introduction

1. What kind of organisation are you answering on behalf of? [READ OUT]

<input type="checkbox"/>	A government agency
<input type="checkbox"/>	A Crown agency
<input type="checkbox"/>	A Non-Governmental Organisation (NGO)
<input type="checkbox"/>	Independent
<input type="checkbox"/>	Other (Please specify) ...

PART 2: The Work You Have Done with the Ministry

2. Could you give me a quick overview of how you currently work with the Ministry and why chose to do so? *(Prompt: i.e., what service/s does the Ministry provide for you? e.g. Overlapping objectives, collaboration means can achieve more than otherwise, Ministry for Women are experts in the area, Ministry for Women focus on women provided leverage, etc.)*

3. When it comes to the work that the Ministry undertakes, please rate how valuable this is to your organisation based on the following scale:

<input type="checkbox"/>	Not at all valuable GOTO Q5
<input type="checkbox"/>	Not valuable GOTO Q5
<input type="checkbox"/>	Neutral GOTO Q5
<input type="checkbox"/>	Valuable GOTO Q4
<input type="checkbox"/>	Very valuable GOTO Q4

4. *Ask only if Q3= Very valuable or valuable* How does the Ministry add value to the work of your organisation and others?

GOTO Q6

5. *Ask if Q3= Neutral, not valuable or not valuable at all* What could the Ministry have done/ do differently to provide more value to your organisation?

6. Which of the following 'events' have you attended, if any, that have been organised by the Ministry? Note that due to Covid-19, the Ministry has not held any events since February 2020

<input type="checkbox"/>	Workshops or Seminars
<input type="checkbox"/>	International Women's Caucus meetings
<input type="checkbox"/>	Other Ministry events

7. Have you used information/sought advice from the Ministry?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No GOTO Q10
<input type="checkbox"/>	Not sure GOTO Q10

8. *Ask if Q7 is yes* How much do you agree or disagree that your organisation has incorporated the Ministry's evidence, analysis and advice into your work and practices?

<input type="checkbox"/>	Strongly Disagree
<input type="checkbox"/>	Disagree
<input type="checkbox"/>	Neutral
<input type="checkbox"/>	Agree
<input type="checkbox"/>	Strongly Agree

9. *Ask if Q7 is yes.* Please provide specific examples describing what your organisation has done.
[Prompt for examples]

10. Please rate how satisfied or dissatisfied you are *(Prompt: we want to understand how they have found the Ministry's evidence, advice and analysis in case they have used it):*

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Not applicable- last resort only (but must not choose NA for all three)
With the quality of the Ministry's evidence	<input type="checkbox"/>					
With the quality of the Ministry's analysis	<input type="checkbox"/>					
With the quality of the Ministry's advice	<input type="checkbox"/>					

- 11.** Please rate how much you agree or disagree with the following statements using a 1 to 5 scale, where 1 = strongly disagree, 3 = neutral and 5 = strongly agree:

The Ministry...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know <i>(Do not read out; last resort only)</i>
a. Has a clear gender frame in its approach	<input type="checkbox"/>					
b. Takes an evidence-based approach to its work	<input type="checkbox"/>					
c. Works collaboratively with your organisation	<input type="checkbox"/>					
d. Follows through on the things it has committed to you to do	<input type="checkbox"/>					
e. Is a trusted source of knowledge about Māori women	<input type="checkbox"/>					
f. Works in a timely manner	<input type="checkbox"/>					
g. Is a trusted source of knowledge about all women in New Zealand	<input type="checkbox"/>					

- 12.** *Ask if Q11g= Strongly Disagree, disagree, neutral* Why do you not think the Ministry is not a trusted source of knowledge about all women in New Zealand?

13. Please state how much you agree or disagree with the following statements:

The Ministry...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't know/NA
a. Is ensuring the contribution of all women and girls is valued	<input type="checkbox"/>					
b. Is increasing women's representation in leadership	<input type="checkbox"/>					
c. Is working to ensure all women and girls are financially secure and can fully participate and thrive	<input type="checkbox"/>					
d. Is working to ensure all women and girls are free from all forms of violence and harassment	<input type="checkbox"/>					
e. Is showcasing New Zealand Internationally	<input type="checkbox"/>					

14. *Ask only if Q13 a/b/c/d/e= strongly disagree, disagree, neutral* Please can you explain, using examples where relevant, why you have given that score?

15. Please rate how satisfied or dissatisfied you are with the quality of the Ministry's interaction with you:

<input type="checkbox"/>	Did not meet requirements
<input type="checkbox"/>	Partly met requirements
<input type="checkbox"/>	Met requirements
<input type="checkbox"/>	More than met requirements
<input type="checkbox"/>	Excellent

16. Please rate how much you agree or disagree with the following statements using a 1 to 5 scale, where 1 = strongly disagree, 3 = neutral and 5 = strongly agree:

The Ministry...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't know/NA
Listens to my organisations needs	<input type="checkbox"/>					
Understands my needs	<input type="checkbox"/>					
Communicates with me clearly	<input type="checkbox"/>					
Communicates with me in a timely manner	<input type="checkbox"/>					
Meets my expectations in relation to the level of engagement they have with me	<input type="checkbox"/>					

PART 3: Your Relationship with the Ministry

17. How would you rate your relationship with the Ministry?

	Extremely Poor	Poor	Neutral	Good	Extremely Good
My relationship with The Ministry is	<input type="checkbox"/>				
				GOTO Q20	GOTO Q20

18. *Ask only if Q17= extremely poor, poor or neutral* Please explain why you have given that rating, explaining what makes your relationship with the Ministry not work, to your expectations?

19. *Ask if Q17= extremely poor, poor or neutral* How could the Ministry improve their relationship with you?

PART 4: Last Comments

Thinking about the Ministry for Women in general...

20. What do you think the Ministry does well and should do more of?

21. Where could the Ministry make improvements?

Thank you for your participation.



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