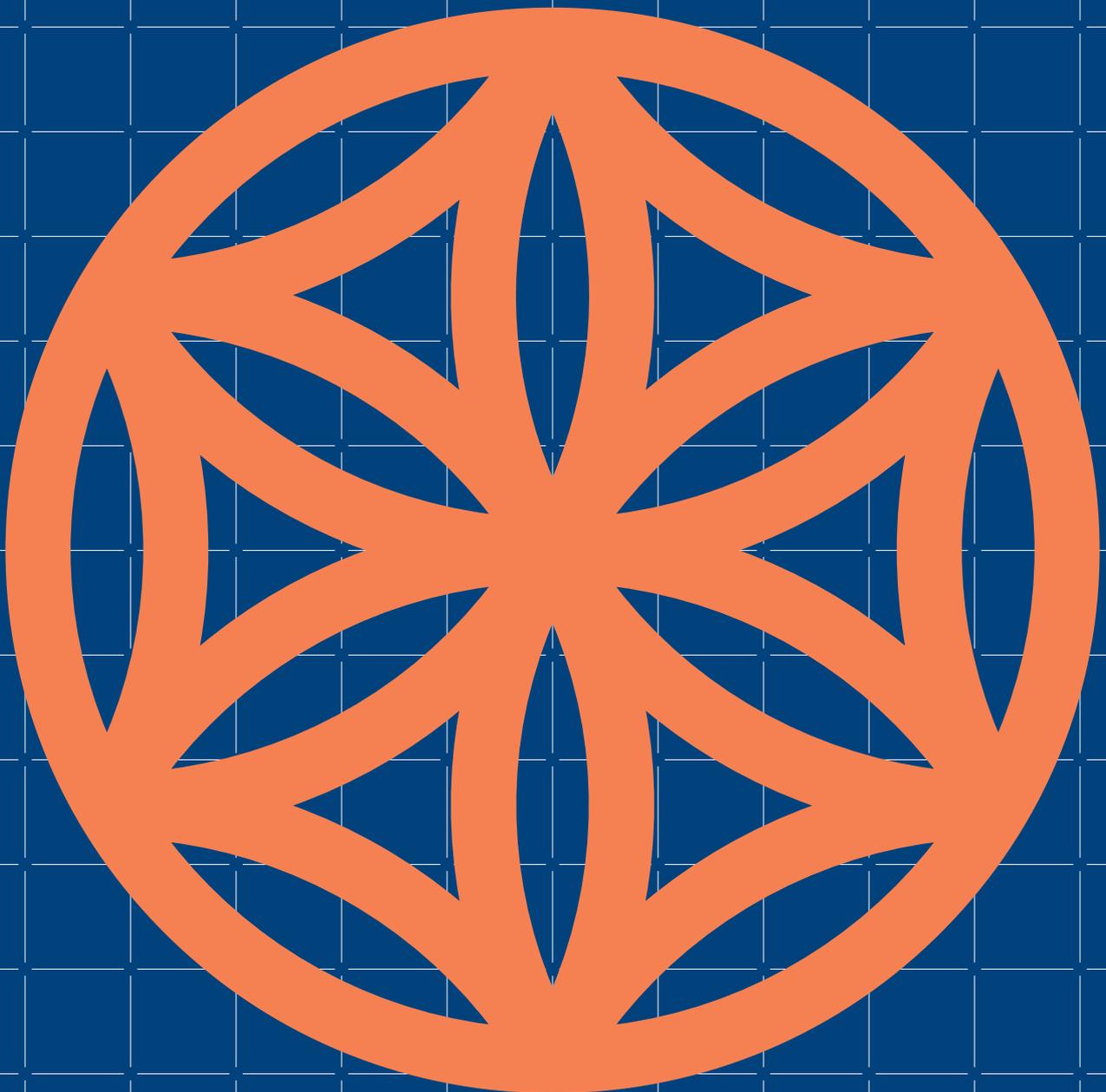




Ministry for Women Stakeholder Feedback 2019

Research Report | July 2019





Ministry for Women

Stakeholder Feedback 2019

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1 Key Findings



1 Key Findings

88%

of stakeholders agreed that the work the Ministry does with their agency was ‘valuable’ or ‘very valuable’

Main Stakeholders	Nomination Service Stakeholders
The Ministry works hard toward fostering a gender-equal New Zealand and works to build important networks and relationships between ministries.	The Ministry actively works toward achieving the target of 50% female membership of Crown boards.

79%

of stakeholders reported the quality of evidence, analysis, and advice provided by the Ministry is meeting or exceeding stakeholder requirements.

78%

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.



Satisfaction with the quality of **evidence**

78%



Satisfaction with the quality of **analysis**

80%



Satisfaction with the quality of **advice**

79%

The information most widely sought from stakeholders was around equal pay/gender pay gap, the Ministry’s gender analysis tool, and governance, leadership, aging and domestic violence issues.

“ ...they’ve commissioned some really good research that’s been really useful around areas of pay equity and parental leave

“ We love the dashboards and the tools they have developed

“ We use their advice all the time in terms of our negotiations

8 of 9

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

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

The results show the Ministry is making a positive difference, but there is still room for improvement. Stakeholders stated that the small size of the Ministry is the most significant limitation to achieving more. The Ministry has low Māori staff numbers affecting capability and they need to build this. Many stakeholders were not aware of the Ministry’s focus areas, so promoting work on vulnerable women, young women, and Māori and Pasifika women would increase their visibility. Increased filtering of the names and skills of nominees, tailored more closely to specific board nominations, would improve this service. The stakeholders wanted quality over quantity.

2 Background



2 Background

The Ministry for Women, Te Minitatanga mō ngā Wāhine, (the Ministry) has commissioned annual stakeholder feedback research since 2014. This research is focused on measuring its performance across service delivery and business units. A robust stakeholder engagement model is required for the Ministry to understand where it is performing well and where there is an opportunity for improvement. Seeking feedback from stakeholders who have interacted with the Ministry in the previous twelve 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 sub-groups based on the type of interaction or information that the stakeholder sought from the Ministry. Some of the sub-groups had a relatively small number of stakeholders in them. As such, there is a risk of the information provided being identifiable, subsequently the analysis was not as robust as is preferred. Due to this and the changing nature of the work that the Ministry is involved with, it has been decided to only report on two categories of stakeholder in 2019:

- Those who have sought out advice about nominations; and
- All other stakeholders who have interacted with Ministry (main stakeholders).

Each of these groupings has a tailored questionnaire designed to suit the nature of the interaction of each group with Ministry for Women (Appendix 1).

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 nominations services by the Ministry as met requirements or better?

3 Research Design



3 Research Design

The 2019 research design was a similar design to the research conducted annually by Research First since 2014. As in previous years, Research First completed this research through a semi-structured telephone interview with key stakeholders as identified 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 four weeks) to arrange an appointment.

In 2019 there were two discussion guides:

1. one for those who used the Nominations Service (nominations guide); and
2. one for all other clients who used the Ministry's services outside of nominations (main guide). Copies of these guides are available in the appendix.

Stakeholder responses were organised according to the areas they had worked with or consulted with the Ministry over the past 12 months as follows:

- Nine of 20 stakeholders who have used the Nominations Service; and
- 41 of 66 stakeholders who have used all other Ministry services (Table 3.1).

Table 3.1 Main stakeholders were from...

	N
A Government Agency	24
A Crown Agency	2
A Non-Governmental Organisation (NGO)	7
Independent	2
Other	6
Total	41

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

4 Value Added to the Consultation Area



4 Value Added to the Consultation Area

All stakeholders were asked to rate how valuable is the work the Ministry undertakes is to their own organisation (Table 4.1). The majority of the stakeholders (87% of main and 89% of nominations) perceived the Ministry adds value, particularly in the area of building a gender-equal New Zealand. Compared to 2018, this equates to a decrease in value (down from 95%). Neutral perceptions were centred on the lack of visibility of the Ministry and to its small size that limits capability.

Table 4.1 Value add to your organisation

		Not at all valuable	Not valuable	Neutral	Valuable	Very valuable	Total
Main Stakeholders	%		2%	10%	41%	46%	
	N	0	1	4	17	19	41
Nomination Service Stakeholders	%			11%	33%	56%	
	N	0	0	1	3	5	9

4.1 Main Stakeholders

In 2019, 87% (36 of 41) of the main stakeholders agreed that the Ministry added value to their organisation.

What worked for Main Stakeholders?

Generally, the stakeholders felt the Ministry is working hard to build a gender-equal New Zealand and is good at building important networks and relationships between ministries and other organisations. The Ministry was also viewed as having an open-door policy and as being collaborative, inclusive, and respectful. The gender online tool is particularly valued by stakeholders, as is the policy expertise:

- “ We are all working towards a gender equal New Zealand, and we both accept we are not there, and that working collectively can have a positive impact on that transition.
- “ They are very respectful, the people I've worked with are very inclusive and respectful. They are very strong in standing their ground, in terms of acting on behalf of women with things like unequal power relationships and equities in terms of pay rates.
- “ The online tool that we reviewed for them was great. It gave greater accessibility to the data they hold, in an easy to use way.

Improvement Areas for Main Stakeholders

Many of the stakeholders acknowledged that the small size of the Ministry (both in terms of budget and number of staff) limits what it can achieve, and its Minister does not have a Cabinet position. This means the Ministry's voice is perceived as missing from many of its priority areas that affect vulnerable women:

- “ *Sadly, I think it could be better because the Ministry for Women never gets enough money because it's not one of the priority departments or entities of Government.*
- “ *The only critique is that they have limited capacity as a small agency, they are limited in what they can deliver on the time frames of other agencies. We work with a bunch of agencies and some of them are huge and the amount they can get done in the time frame is more than the Ministry, but its relative to sizing.*

Making research on women more visible and easier to access was regarded as an area where the Ministry could make a difference:

- “ *Maybe the Ministry needs to pick up on all the research being done around NZ about women's issues, like being a clearing house. There needs to be a clearer way to find out about research in New Zealand.*

The Ministry was also seen as having low Māori staff numbers and a correlating capability, and it needs to work on increasing this. The perception was that because the Māori staff numbers are low, those staff have gaps in their knowledge leading to 'patchy analysis' and lower quality submissions:

- “ *Their Māori capability is low, and they need more Māori staff...they have huge gaps in their knowledge and analysis is pretty patchy, for example some submissions are patchy.*

Finally, the Ministry was recognised as a provider of policy, but it needs to be more visible and talk to more organisations about practical issues for women. Some stakeholders mentioned that they genuinely do not know what the Ministry does:

- “ *Probably has to do with the amount of work they can do due to their resources are limited...with more resources they could be involved in more detailed projects.*
- “ *...they need to talk more to other organisations. I would like to see the policy used in the real world.*
- “ *They need to publicise...engage and get people on board if you want to push your agenda. I have had good engagement with the few meetings I have had with them, but I am not generally aware of what they do otherwise.*

4.2 Nominations Service Stakeholders

In 2019, eight of nine (89%) stakeholders who used the Nominations Service agreed the Ministry adds value to their organisation. The target is to achieve 50% female membership of Crown boards, and the Ministry actively plays a role in achieving these targets and encouraging women to sign up for nominations.

What Worked for Nominations Service?

The value in the Nominations Service is providing names of relevant women to fill half of the Crown board positions to achieve gender balance:

- “ *...because the current government now has reset the gender diversity targets to 50%, it enables us, working with the Ministry, to identify woman who are potentially suitable candidates in order for us to meet that...so that's where we see the value.*
- “ *We have set expectations of moving towards gender balance for all of our Boards. Hence sourcing qualified women is very important for us and the Ministry helps with this.*
- “ *Nominations are very valuable, such as for the gender stocktake...the change of government meant the Ministry is taking more notice of all diversity and everybody has started to lift their game.*

Improvement Areas for Nominations Service

The main improvement identified was being more specific with their choices of names they put forward for nominations. Specifically, stakeholders wanted the Ministry to check a person's availability and skill sets prior to sending on their names:

- “ *If they were engaged more with people on the database. When we follow up with candidates, they are not available, so they need to check availability more actively. It would really help us to know who was really interested.*
- “ *Some women who don't put their name on the Ministry's nominations list may be the best people for a role. They are not perfect but are consistent and do give it a lot of thought and do give a lot of names.*

Obtaining the required governance skill set was also seen as an issue for the women nominated. It was felt that the Ministry could provide courses in this area to make women better equipped for the board roles:

- “ *It would be great to grow the pool [of women available for nominations]. Some people may have governance skills, but many courses are too expensive for most people. There are 78 Crown Entities, 600 Board positions, so we need to find 300 women, but we need to get the right competencies. But people cannot develop competencies without experience.*

Finally, the nominations stakeholders also wanted the Ministry to increase its visibility in gender issues:

“ Show up to MAGNET...be more visible in this group again...They have been visible in the past, and there are always gender issues that need working with.

5 Quality and Perceptions of the Ministry's Nominations Service



5 Quality and Perceptions of the Ministry's Nominations Service

5.1 Quality of the Nominations Service

Eight of nine (89%) stakeholders who used the Ministry's Nominations Service found the quality to meet or exceed their requirements (Table 5.1).

Table 5.1 Satisfaction with the quality of the Ministry's nominations services

	%	N
Excellent	11%	1
More than met requirements	22%	2
Met requirements	56%	5
Partly met requirements	11%	1
Did not meet requirements		0
Total	100%	9

5.2 Perceptions of the Nominations Service

Seven of nine stakeholders (78%) agreed the Ministry gives clear nominations advice and works collaboratively with their organisation. But most of these stakeholders tended to agree rather than strongly agree (Table 5.2). All stakeholders agreed or strongly agreed the Ministry follows through on commitments and works in a timely manner. However, only two-thirds (six of nine) of the stakeholders perceived that the Ministry delivers a thorough service.

Table 5.2 Perceptions of the nominations service

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Gives clear nominations advice	%			22%	67%	11%	
	N	0	0	2	6	1	9
Works collaboratively with your organisation	%			22%	56%	22%	
	N	0	0	2	5	2	9
Follows through on the things it has committed to you to do	%				89%	11%	
	N	0	0	0	8	1	9
Works in a timely manner	%				67%	33%	
	N	0	0	0	6	3	9
Delivers a thorough service	%		11%	22%	33%	33%	
	N	0	1	2	3	3	9

5.3 Suggested Improvements to the Nominations Service

Many stakeholders offered suggestions to how to improve the nominations service. One stakeholder wanted a 'named' email address to correspond with:

“ *...we don't know who is sending nominations from the Ministry as it [nominations] come from a generic email address...we often just get the same names but can't go back to the Ministry as we don't know who is sending nominations.*

Other stakeholders were concerned that they were being offered unfiltered names, although they felt this aspect had improved recently:

“ *...in the past we got a lot of names that were unfiltered. Now we get a smaller list, but we would like to have a list of women who are interested in the job. Many don't even have contact details. We need quality over quantity.*

“ *It is difficult to provide nominations for specific tasks when they [the Ministry] only have a generalist pool of candidates; even if they have the right candidate, they may not be able to find them on their database.*

Some stakeholders were unable to ascertain if the nominations were from suitable women or even whether the women had consented to having their names offered:

“ *A more serious issue is that the Ministry doesn't specifically ask the women who have put their names forward if they want to be on a particular board. It would be nice to get an okay from that person before their name is passed on to us, as some women are interested in only some roles, or they may be busy with other roles, so part of role the Ministry does should be to contact the nominee prior to sending on their name.*

“ *The names they give us are not always available...information is out of date in some cases. It would be great if they could clean this list regularly.*

It is worth noting that the advice given from the stakeholders interviewed for this was not necessarily specifically directed to the Ministry *per-se* but to all government nomination services.

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



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

All of the main stakeholders (n=41) 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.

Just under 90% (32 of 36) of the main stakeholder group had used or sought information (evidence, analysis, and/or advice) from the Ministry over the past 12 months.

6.1 Incorporation of Evidence, Analysis, and Advice

The majority of stakeholders (78%) who had 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). Many of the stakeholders are working in education, employment, and health and were collaborating with the Ministry on policy that affects women. The information most widely sought was about equal pay/the gender pay gap; the Ministry's gender analysis tool; and governance, leadership, aging, and domestic violence issues.

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

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
%		10%	13%	55%	23%	
n	0	3	4	17	7	31

Neutral perceptions were from stakeholders who had used the information they received from the Ministry for other reasons, such as promotion of gender issues, or who had not yet incorporated the information into policy or practices.

6.2 Satisfaction with the Quality of Evidence, Analysis, and Advice

The stakeholders who had 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). Just over three-quarters (78%) were satisfied or very satisfied with the quality of the evidence, and four-fifths were satisfied or very satisfied with analysis and advice. Some had not yet incorporated the information into their projects or policies.

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

		Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied	Total	No answer
Evidence	N	0	0	7	11	12	36	6
	%			23%	37%	40%		
Analysis	N	0	1	5	12	12	36	6
	%		3%	17%	40%	40%		
Advice	N	0	0	7	12	15	37	3
	%			21%	35%	44%		

What Worked?

The dashboard tools provided by the Ministry was valued, as were their policy advice and input into issues that affect women such as inequality and domestic violence:

- “ We love the dashboards and the tools they have developed...We get lots of segmented information about specific groups of interest, rather than a general overview. They are working on providing even greater levels of detail in that data.
- “ ...in this specific circumstance they were the experts in this commission and so they would give us advice on a speech and we would incorporate that into the final or they would give us advice on an organisational document for a workshop that we were figuring out, like a briefing cover and we would incorporate that...
- “ We use their advice all the time in terms of our negotiations...outcome documents that are internationally negotiated between countries. We use their analysis...we ran this workshop last year we got Ministry for Women speakers in to come and talk about their new analysis tool, how to use it... we talk to them all the time and use their expertise all the time.

Improvement Areas

Some stakeholders mentioned that there have been changes in personnel at the Ministry and that participation and engagement at workshops and events have decreased. Occasionally, the Ministry is not available to give timely information to stakeholders or may give non-targeted information:

- “ They give us a lot of advice, but sometimes it’s quite scatter-gun approach and it’s not really what we’re looking for, so we have to negotiate with them how much we include, but we do really try to include what we can if it’s relevant. If we have a paragraph, we want them to look and provide us some input, they might give us back 4 paragraphs back and a lot of it isn’t directly relevant, so we have to negotiate that with them. We’ve just finished a cabinet paper, but there’s a specific sector about gender implications and we were just looking for a paragraph, as it’s quite a structured format, a cabinet paper, and we had this to-ing and fro-ing for about 2 weeks.
- “ Sometimes the Ministry for Women is not always accessible and so we often turn to other sources than going directly to them.
- “ ...there are individuals doing a good job at the Ministry but not all. We disagree with their evidence. The two people we deal with are great, however.

The Ministry is not always the first organisation stakeholders will approach for information about women, as the Ministry is viewed as being policy focused rather than a source of information about women’s issues:

- “ The Ministry is not the first organisation I would go to for information...it is easier to find information from other sources. They are fantastic, but not the go-to organisation for finding tangible information... they are more policy focused.

7 Intersectionality



7 Intersectionality

7.1 Knowledge about Māori Women

In 2019 the Ministry is seen as a trusted source of knowledge about Māori women by 62% of its stakeholders who answered this question¹. This result is increasing each year, and some stakeholders commended the Ministry for improving in this area (Table 7.1). However, the capability of Māori staff continues to be an area the Ministry needs to strengthen.

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)
Is a trusted source of knowledge about Māori women*	28%	39%	37%	40%	59%	62%

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

Improvement Areas

Some of the stakeholders suggested the Ministry is improving with its knowledge about Māori women. However, 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. This links into the previous finding (see section 4) where the Ministry's Māori capability is perceived as low because it has very few Māori staff members:

Improvement Areas

- “ I have not seen that they are a trusted source of knowledge around Māori women. I think they are getting better, but still a way to go.
- “ Not sure about being a trusted source of knowledge about Māori women. I have heard rumblings that they are improving.
- “ Their Māori capability is low, and they need more Māori staff - they have huge gaps in their knowledge and analysis is pretty patchy, for example some submissions are patchy.

¹ A further 11 respondents did not know if the Ministry is a trusted source of information

7.2 Knowledge about all Women in New Zealand

Similar to 2018, 82% of stakeholders agreed that the Ministry is a trusted source about all women in New Zealand (Table 7.2).

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)
Is a trusted source of knowledge about all women in New Zealand*	57%	54%	70%	62%	83%	82%

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

Improvement Areas

Some of the stakeholders did think it was a big task for a small Ministry to know about all women in New Zealand:

- “ I don't think of the Ministry when I am thinking about young women.
- “ I think they know about sub-sets of different women, but I don't think they know about all women.
- “ I don't think any Ministry in New Zealand would rate a 5...because that's half the population and that's quite hard to do.

Being under resourced was again highlighted, meaning the Ministry can only focus on the highest priority issues to the detriment of other issues that affect women:

- “ I think it is too broad to say that they are trusted across all women and children. For one reason, they are seriously under resourced and understaffed, so they can only focus on the key things...the highest priority issues. But they have so much stuff coming at them from all different departments that they just cannot handle.
- “ I would not say it is not trusted...but it cannot be for all women in New Zealand, because it is too small with limited resources. It is the smallest Ministry with the highest expectations. Because they do not have a seat at cabinet, they struggle to get the resources they need.

Other respondents highlighted areas where they thought the Ministry could increase its focus and promotion efforts; this included vulnerable women, young women, and Māori and Pasifika women. Again, many stakeholders were unaware about the work the Ministry does, and the perception was that the Ministry is not active enough in promoting its work:

- “ Some gaps in knowledge about vulnerable groups in particular...they do have a diverse group of women employed there...then they should be working with vulnerable groups, but I don't see any evidence of it. I don't think their focus is correct...they are not representing women's issues.

“ I have some question there and it may just be my lack of knowledge, I wonder whether their outreach to working class woman with Māori and Pasifika is as strong as it is to Pakeha woman in relatively positive positions. I think they do very well, but I’ve not seen their work in relation to lead more working-class parts of our community, I can’t say they’re not good, but I suspect they find it a bit harder to get outreach there.

8 Perceptions of the Ministry



8 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, those perceptions were positive and have remained relatively stable over the past three years (Table 8.1). The most positive perception was that aspect regarding the Ministry's clear gender approach. 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 (61%).

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

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

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

* 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?

Collaboration and timeliness were mentioned as key strengths. Stakeholders again mentioned that the Ministry is limited by its small size, but in the areas where they contribute, they are recognised for being very collaborative:

- “ Key strength is working collaboratively with their organisation.
- “ Because the Ministry is not at the cabinet table it is hard for them to promote what they do. I work closely with them and have a great collaborative relationship...but that is because I sit with them and discuss issues.

Improvement Areas

The term “ensuring the contribution of all women and girls is valued” was seen as a big claim and many stakeholders would not comment due to this question's wording. Stakeholders' limited access to the Ministry was also highlighted because of the perception the Ministry is being exclusive (as opposed to having stretched resources):

- “ But what about those who don't have that access...they cannot get the support they need. I do not think it is deliberate exclusivity, it is just the default position given how big they are. It is not a deliberate choice of the Ministry but if they are not at the table they are not going to get heard.

Although the Ministry was applauded for having a clear gender lens, being Pākehā centric was an issue for one stakeholder, and they wanted to see more exposure of other groups of women in the New Zealand community:

- “ The Ministry has a clear gender lens, but it is Pakeha centric...

9 Understanding Needs, Communication Approach and Expectations



9 Understanding Needs, Communication Approach and Expectations

9.1 Nominations Service Stakeholders

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

Table 9.1 Nominations service perceptions

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
Listens to my organisation's needs	N	0	0	0	7	2	9
	%				78%	22%	
Understands my needs	N	0	0	1	6	2	9
	%			11%	67%	22%	
Communicates with me clearly	N	0	0	1	6	2	9
	%			11%	67%	22%	
Communicates with me in a timely manner	N	0	0	0	7	2	9
	%				78%	22%	
Meets my expectations in relation to the level of engagement they have with me	N	0	1	1	5	2	9
	%		11%	11%	56%	22%	

What Worked?

“ They are improving with their listening.

“ If they did not understand me and my organisations needs, they would be no use to us. The people they put forward would not be right – they can only select relevant people by understanding us.

9.2 Main Stakeholders

The main stakeholders' perceptions were positive, although slightly mixed with some neutral perceptions coming through about Ministry staff members, and the small size of the Ministry (Table 9.2):

- 85% perceived the Ministry communicated with them clearly;
- 82% thought the Ministry listens to their organisation's needs;
- 80% more than agreed the Ministry communicates with them in a timely manner.
- 76% felt the Ministry met their expectations with their level of engagement and understands their needs.

Table 9.2 Main stakeholder perceptions

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	NET
Listens to my organisations needs	N	0	3	4	16	16	39
	%		8%	10%	41%	41%	
Understands my needs	N	0	2	7	13	16	38
	%		5%	18%	34%	42%	
Communicates with me clearly	N	0	1	5	16	18	40
	%		3%	13%	40%	45%	
Communicates with me in a timely manner	N	0	1	7	14	17	39
	%		3%	18%	36%	44%	
Meets my expectations in relation to the level of engagement they have with me	N	0	1	8	11	18	38
	%		3%	21%	29%	47%	

What Worked?

The stakeholders felt the Ministry is missing opportunities to leverage its opportunities with other groups (such as NGOs):

“ I think they are not leveraging the opportunity to have closer relationships with the NGO's and to work collaboratively with the NGO's. So, when we ask for something their service in responding to it is very good, but there isn't a sense of collaboration.

Other stakeholders perceived the Ministry is not engaging with them sufficiently to understand their projects and purpose:

“ On a personal level, I've never had a conversation with them about my work plan or anything. Apart from this project, I don't really have any other engagement. It's early days, they've invited me to something and I'm sure we'll go from there. Right here and now, there's no history of us all hanging out.

“ To give you some context I think that some individuals within the Ministry absolutely understand where my organisation was coming from, but some others didn't to the same level and that was somewhat problematic when we were looking to publish some information.

A few stakeholders perceived the staff at the Ministry to be overzealous with their opinions, but this was not a major theme:

“ They do engage, just sometimes it's not positive because they're all really passionate about what they do and women's issues and that's absolutely evident and admirable. It can cause a defensiveness or feeling like they're not being listened to. Because their point of view is so extreme, we have to balance their input and point of view with others as well, and sometimes they don't understand that.

10 Interaction with Stakeholders

10

10 Interaction with Stakeholders

All stakeholders were asked to rate how satisfied they were with the quality of the Ministry's interaction with them. Generally, the stakeholders were very positive (Table 10.1). The Main stakeholders were slightly more satisfied with their interaction than the Nomination Service stakeholders (see section 6):

- 95% of the main stakeholders agreed the Ministry's interaction met (35%) or exceeded their requirements (60%).
- 89% of the Nominations Service stakeholders agreed the Ministry's interaction met (33%) or exceeded their requirements (55%).

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	%		5%	35%	15%	45%	
	N	0	2	14	6	18	40
Nominations	%		11%	33%	33%	22%	
	N	0	1	3	3	2	9

What Worked?

Compared to other ministries, the Ministry was perceived to be good at building relationships and working collaboratively:

“ The people we interact with are amazing.

“ Anytime I have worked with the Ministry, they have been good and endeavoured to help.

Improvement Areas

“ When they've supplied us with input and advice on papers it's been really difficult to get them to understand why we can't incorporate it all and it's not just once or twice, but several times.

“ Probably has to do with the amount of work they can do due to their resources are limited. With more resources they could be involved in more detailed projects if they were able to participate more. I work in policy, but I haven't heard of what frameworks they use or used any of them...and they could be valuable to them, such as policy frameworks..... not a lot of awareness of what the ministry does apart from these engagements

11 Relationship with the Ministry



11 Relationship with the Ministry

Nearly all of the stakeholders 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 compared to the Nominations Service stakeholders (although their numbers were fewer). Poor and neutral perceptions were centred upon the small size of the Ministry (and how the Ministry can't physically go to all meetings/groups) and the political nature of the Nominations Service.

Table 11.1 Stakeholder relationships with the Ministry

		Extremely poor	Poor	Neutral	Good	Extremely good	Total
Main	%		2%		41%	56%	
	N	0	1	0	17	23	41
Nominations	%			11%	78%	11%	
	N	0	0	1	7	1	9

What Worked?

- “ The people we work with from the Ministry get a 5 (extremely good).
- “ Not doing anything wrong...no complaints, just not enough positive things are being achieved.

Improvement Areas

More visibility of the Ministry is a theme in this stakeholder research. As mentioned in previous sections, the stakeholders appreciated that the Ministry is limited by its size, although this may be misconstrued as a lack of willingness on the Ministry to engage:

- “ They listen but I am not sure that they always act on my needs...they do not always have the resources.
- “ They need more visibility in general. Some of this is about their presence and if they are not going to be at meetings or groups, we need to understand why. We realise they can't go to everything, so they need to make it known why they are not doing work in a particular space. Is it a lack of willingness or a lack of staff?

One stakeholder noted that the political nature of the nominations might limit the Ministry's ability to put forward nominations to other government agencies:

- “ Ultimately, they have to work through their Minister...a letter has to be shared between Ministers [for nominations]. Their Minister has to make sure there are opportunities to force the use of their nominations. Ministers are generally dealing with names that other Ministers agree with [and not their officials] so is a political process.

12 Events Attended

12

12 Events Attended

About half of the main stakeholders (24 of 41) had attended at least one of the Ministry's events during the past 12 months (Table 12.1). The most popular events were the workshops or seminars, followed by Suffrage 125 events. Similarly, four of nine Nominations Service stakeholders had attended either a workshop or a seminar over the past 12 months.

In 2019, the International Women's Caucus meetings were the least attended events (by the main stakeholders). Most Nominations Service stakeholders did not attend Ministry events and it is important to note that not many expected to be invited to these events. Because the Ministry has all its events located in Wellington, it is not always convenient for the Ministry's stakeholders who are based in other centres.

Table 12.1 Events attended by stakeholders during the past 12 months

		Workshops or Seminars	International Women's Caucus meetings	Suffrage 125 events	Other Ministry events	Total
Main	%	58%	17%	42%	25%	
	N	14	4	10	6	34
Nominations	%	100%	25%			
	N	4	1	0	0	5

What Worked?

The workshops were run well, and the stakeholders appreciated the ability to connect with other agencies and celebrate diversity:

- “ No not personally, but I hear they run workshops very well, and their outcomes are well written.
- “ Me personally, and the organisation as a whole, really valued the help that the Ministry gave us around the connections we were able to make through social media around Suffrage 125. Because the Ministry led on the Suffrage messaging and helped us frame our own messaging.

Improvement Areas

- “ [Workshops or seminars] I think they need to rotate where the workshops and seminars are held in terms of location because it is all Wellington centered. I know there's a cost but the need to provide accessibility. In terms of the other events, I try to get a representative to attend but I have not personally attended those at least within the last year.
- “ I've been to a daylong workshop and a second one that was a couple of hours. A lot of them [events] are in Wellington and I'm in Auckland.

Appendix 1: Questionnaires

A1

Appendix 1

Nominations Service Feedback Research Question Guide



Stakeholder Feedback Research: Nominations Service Interview Guide, Final 25 05 19

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 RESEPDENDENTS: 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 Pip Aimer on 0270537 0305.

Researcher to note name, role and organisation:

Name:
Role:
Organisation:

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, MWA are experts in the area, MWA 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

Nominations Service Feedback Research Question Guide



Stakeholder Feedback Research: Nominations Service Interview Guide, Final 25 05 19

3. *Ask only if Q3 = Very valuable, valuable* 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?

<input type="checkbox"/>	Workshops or Seminars
<input type="checkbox"/>	International Women's Caucus meetings
<input type="checkbox"/>	Suffrage 125 events
<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
Gives clear nominations 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

Nominations Service Feedback Research Question Guide



Stakeholder Feedback Research: Nominations Service Interview Guide, Final 25 05 19

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 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"/>				

Nominations Service Feedback Research Question Guide



Stakeholder Feedback Research: Nominations Service Interview Guide, Final 25 05 19

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?

Nominations Service Feedback Research Question Guide



Stakeholder Feedback Research: Nominations Service Interview Guide, Final 25 05 19

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



Stakeholder Feedback Research: MAIN

Education-Training, Labour Market Leadership, Safety, International, Suffrage 125

Interview Guide 2019 FINAL

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 RESEPDENTS: 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 Pip Aimer on 03 281-8164.

Researcher, note name, role and organisation:

Name:
Role:
Organisation:

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) ...

Main Stakeholder Feedback Research Question Guide



Stakeholder Feedback Research: MAIN

Education-Training, Labour Market Leadership, Safety, International, Suffrage 125

Interview Guide 2019 FINAL

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?

<input type="checkbox"/>	Workshops or Seminars
<input type="checkbox"/>	International Women's Caucus meetings
<input type="checkbox"/>	Suffrage 125 events
<input type="checkbox"/>	Other Ministry events

Main Stakeholder Feedback Research Question Guide



Stakeholder Feedback Research: MAIN

Education-Training, Labour Market Leadership, Safety, International, Suffrage 125

Interview Guide 2019 FINAL

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 agency has incorporated the Ministry's evidence, analysis and advice into your policies 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 agency 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"/>					

Main Stakeholder Feedback Research Question Guide



Stakeholder Feedback Research: MAIN

Education-Training, Labour Market Leadership, Safety, International, Suffrage 125

Interview Guide 2019 FINAL

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?

Main Stakeholder Feedback Research Question Guide



Stakeholder Feedback Research: MAIN

Education-Training, Labour Market Leadership, Safety, International, Suffrage 125

Interview Guide 2019 FINAL

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

Main Stakeholder Feedback Research Question Guide



Stakeholder Feedback Research: MAIN

Education-Training, Labour Market Leadership, Safety, International, Suffrage 125

Interview Guide 2019 FINAL

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 4: 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?

Main Stakeholder Feedback Research Question Guide



Stakeholder Feedback Research: MAIN

Education-Training, Labour Market Leadership, Safety, International, Suffrage 125

Interview Guide 2019 FINAL

PART 5: 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.

Appendix 2: Key Indicator Quotes

A2

Appendix 2: Key Indicator Quotes

Value Added to the Consultation Area

Valuable and Very Valuable:

- “ *The mere fact that they have got us together and talking about potentially what may happen and how the Kaupapa Inquiry will actually phase through.*
- “ *Everything I’ve seen from them seems to be fairly well thought out and delivered in a timely manner.*
- “ *The Ministry was very good at meeting the needs of the specific request around the CSW meeting (Commission on the Status of Women). The greatest value add was that the Ministry organised a meeting and invited us to it, with non-government organisations, which we do not normally have access to. So, we got to build networks and relationships across other businesses that we do not normally get to meet. All the people in attendance were high up in their organisations so people who could make decisions and have influence. That was great for us.*
- “ *My time with them over the last 6 years has been excellent. They have always acted on behalf of women, but their positioning and communication has got much better. They have an open-door collaboration policy. The whole landscape has changed, and they are much more inclusive than they used to be.*
- “ *Very Important. When we are on the international stage speaking on behalf of New Zealand, we need to be well prepared. The Ministry collaborates with us to prepare for those events at the UN every year.*
- “ *It’s valuable to the work we do in the task force because about gender issues and the Ministry are subject experts in that.*
- “ *They co-ordinate a lot of work for other government agencies, which I think is valuable...*
- “ *We have a two-way relationship with the Ministry - “we get each other” - we can help them too. The Ministry ensure that all feedback is from ALL women - they have a representative lens that is very important for all women.*
- “ *...they are the experts or have the expertise in women’s rights gender equality and women’s empowerment that we rely on in order to do our work Internationally on those issues. That defines the policy expertise and the technical expertise.*

- “ The team are very engaging, and when someone new comes on the team they introduce them and make them welcomed. They always follow up on board appointments made to see make sure all is going well, both with the organisation but also with the individual. Other companies do not do this. They are very open and transparent and engaging. They do not just do something and walk away...they also follow up.
- “ I think we are getting benefit of their long-term involvement in nominations...they have been doing it consistently and doing it well.

Neutral, Not Valuable, or Not at All Valuable:

- “ Tough question...the person we dealt with did as much as they could, but not enough. As a government department, we cannot buy advice. Not sure how much control the Ministry has over this as they are a small agency that has to work over an entire sector.
- “ Aligning their priorities to what the government is set out to achieve - more action oriented as they are quite policy focused...other things as well for example: common projects and conversations: they need to talk more to other organisations. I would like to see the policy used in the real world...again just common programmes and conversations around things we can work on together.
- “ The service is valuable if we are short of names. On those limited occasions it is [nominations service] a very helpful resource and we are grateful for their help. Thus, I have neutral perceptions except in those circumstances where we aren't getting an appointment. There are not many nominations suited to the names the Ministry provides e.g. for the Law Society. We are stronger at finding these people. Some other positions are run through a prescribed process and are advertised.
- “ The Treasury database has a lot more women on it than before, so we are less reliant on the Ministry for this. It might be helpful to know what sort of social groups they tend to get applications from. We need a bit more information rather than just CVs, such as where are the nominee strengths.

Satisfaction with the Quality of Evidence, Analysis, and Advice

Satisfied and Very Satisfied

- “ *The new work that they are doing building the new gender analysis tool... they've commissioned some really good research that's been really useful around areas of pay equity and parental leave that's available from their website.*
- “ *Violence is gendered, within that, specific population groups in our communities are highly vulnerable to violence. The Ministry for Women have done all of the work around understanding inequities and how they impact on women and their children in different population groups, and that's probably the heart of what we're trying to address in our work. Our whole strategy is based on that. We have data and statistics...the Ministry is one of the main key stakeholders that are contributing to that.*
- “ *Certainly, the work done was key - key references for research and research synthesis.*
- “ *I wrote a couple of guidance documents that would apply to some work that the Ministry is doing, along with other agencies and they provided some advice from their point of view about what would be useful in those documents and that advice was incorporated into those final documents. Their advice captures a good perspective in a sense that their quite unique in a definition of an agency and they're quite small and their policy focus is cross agency interdisciplinary.*
- “ *We love the dashboards and the tools they have developed...We get lots of segmented information about specific groups of interest, rather than a general overview. They are working on providing even greater levels of detail in that data.*
- “ *...they were the experts in this commission and so they would...give us advice on a speech and we would incorporate that into the final or they would give us advice on a...organisational document for a workshop that we were figuring out, like a briefing cover and we would incorporate that so yes in this specific circumstance.*
- “ *The new work that they are doing building the new gender analysis tool, I have been engaging with the various iterations of that and that will help to inform some of the graduate teaching work or training that I put together for future public servants, so there's a strong utility to that process. There are other reports and, particularly, the work they were starting to commission last year, they've commissioned some really good research that's been really useful around areas of pay equity and parental leave that's available from their website. It's been 2 years that my engagement, it hasn't been all of that time systematically, but I knew of the work they were commissioning before that, and they've been commissioning high quality research to inform their analysis but also it was publicly available which was valuable to as researchers.*

- “ So for in terms of the reference groups that are implementing our strategy for settlement and integration is we liaise with them, they gave us some advice on looking at some of our outcome measures by gender which we really hadn't considered before and so their feedback has been incorporated into a review we are doing at the moment. For the project on domestic violence I had really early initial contact with the ministry and they were instrumental in directing me to resources that I could look at, putting me in touch with other key contacts a couple who have been instrumental in themselves in the projects, so really helpful.
- “ We are on the trajectory upwards, so for example gender mainstreaming is something that is part of their everyday practice, we are doing it, but we need to do more. We use their advice all the time in terms of our negotiations on things like revolutions and outcome documents that are internationally negotiated between countries. We have used their advice. We use their analysis for things like when we ran this workshop last year, we got Ministry for Women speakers in to come and talk about their new analysis tool, how to use it and things like that.
- “ They provided with material to speak at the Geneva conference about current situation in NZ.
- “ Incorporated feedback into our projects, but mostly we work side by side in cross agency projects.
- “ They have provided me with advice about female representation of boards overseas and with advice about the numbers of women in state sector boards which we used.
- “ We are working jointly on a policy process, so they have provided input into that policy process.
- “ We've had really good and ongoing advice for a particular project, at the national council for women, through one of the policy advisors and that has been incredibly useful and helpful. It was advice that the council has sought.

Neutral, Dissatisfied, or Very Dissatisfied

- “ ...engagement has dropped off, personnel have changed, participation has dropped at workshops and events. We need a gender lens. When they do attend their attendance is valued and we got advice recently that was constructive and useful. Very small Ministry but we have noticed a drop off in engagement.
- “ It wasn't for use around policies and practices, it was for use in launching and promoting the journey towards equal pay for women in the context of these awards.
- “ We have not actually got to the point yet of incorporating the information and advice we have shared into policy shaping. However, we are hosting a meeting in 2021, and will be using the information we have gathered to impact policy - both domestic and international. So, we will use it, but just not there yet.

- “ *We haven't sought advice because we can get this in-house, but from the past few months things are going well.*
- “ *We are working on a project together and we are providing case studies for the ministry to help them and it's more that kind of set up, rather than us taking their work and using it in our policies.*
- “ *...If there was more research available from the Ministry, then we would use it. Auckland AUT has a female research group, but we don't know how this research is used or even what they are researching.*



RESEARCH FIRST

Research First Ltd
Level 1, 23 Carlyle Street
Sydenham, Christchurch 8023
New Zealand

0800 101 275
www.researchfirst.co.nz