



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

**NEW ZEALAND
GOVERNMENT PROCUREMENT**



New Zealand Government Procurement Business Survey 2019: Community service providers

Many thanks to the community service providers who took part in the survey this year. We really appreciate your feedback.

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New Zealand Government

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Introduction

New Zealand Government Procurement Business Survey

New Zealand Government Procurement (NZGP) within the Ministry of Business, Innovation and Employment (MBIE), runs an annual business survey to understand suppliers' and community service providers' (providers) experiences of government procurement. The survey helps track how the initiatives of NZGP to improve practice within government are affecting businesses and providers.

In April 2019, the sixth edition of this survey was conducted. A link to the survey was sent to everyone who had subscribed to a tender on the Government Electronic Tenders Service (GETS) and was made available on the NZGP website. It was also sent to providers via several government agencies and umbrella groups. The survey was open from 8 April to 14 May 2019. Feedback was received from 2,095 businesses which included 320 providers. This is compared to 2,534 responses which included 413 providers in 2018 and 2,095 businesses in 2017 which included 255 providers.

There were 439 less Business Survey respondents including at least 93 less provider respondents in 2019 compared to 2018. The release of the 2019 Business Survey was delayed from March to April out of respect for providers working at the frontline in response to the Christchurch shooting tragedy on 15 March.

Design of the report – focusing on community service providers

This is a companion report to the New Zealand Government Procurement Business Survey Report 2019 and is focused on providers' experiences doing business with government. It is organised around three key areas: relationship management, tender activity and contract management. This is the third year that results for this group have been made available, with the first report published in 2017.

Definitions and interpretation of results

Business size

Respondents were asked to indicate how many full time employees (FTEs) they had. These groups are categorised as:

- Micro (0 – 5 FTEs)
- Small (6 – 19 FTEs)
- Medium (20 – 49 FTEs)
- Large (50+ FTEs).

Ratings

The term 'positive rating' is used throughout this report. It means two ratings have been combined for example good/ very good or always/often.

Limitations

The number of respondents has decreased from last year (413 to 320), making the sample size still relatively low compared to the total number of community service providers in New Zealand. Several providers participating in the survey said their experiences ranged greatly from very good to very bad depending on the government agency meaning it was difficult to generalise. For these reasons, the results should be considered indicative.

Survey Design

There were four substantial changes made to the survey in 2018 and continued as part of the 2019 survey.

1. A greater focus was placed on the regional location of businesses. An extra question was added in order to capture this, as well as two amendments to questions that allowed respondents to identify whether their regional location affected their bid effectiveness.
2. In regards to supplier debriefs, this question was split into two this year, with one question asking about frequency, and the other regarding the helpfulness of debriefs.
3. The previous supplier complaints question was expanded into three distinct questions this year, in order to understand what specific complaints processes businesses know about, and why they are/are not being utilised.
4. On a number of questions pertaining to tender documents, contract opportunities, the tender process, and follow-ups, the rating scales have been changed. This was to provide consistency in the scaling as they previously differed between questions.

Key findings

- Compared to the total sample, providers were more positive about contract review meetings with funder (55%) and rating positively their usefulness (64%) but less positive about the amount of time given to respond to tenders and receiving a useful follow-up after tenders.
- The 'useful contract review meetings' have been trending upwards since 2017 (58% to 63% - difference of 5%).
- Tender documents providing all of the information needed is continuing to trend upwards (difference of 6%).
- Another area of improvement was relationship management, with providers more positively rating relationship management, a shift from 50% to 53%.
- The areas showing the lowest positive ratings by providers were incentivising performance (23%) and receiving a useful follow-up to tenders (31%).
- The majority of providers said they mainly provided services for central government departments (64%) and District Health Boards (19%) and that doing business with New Zealand government was extremely important (62%).

Recommendations

There is room to improve government tender activity and in particular ensure that:

- The timing of tender activities is improved so that providers (especially smaller ones) are not left without income.
- Providers are given sufficient time to respond during the procurement process, particularly if the services are complex or required collaboration.
- Providers receive a prompt follow-up after a tender process which is useful in terms of helping them to improve for the next time.
- Information in tender documents is easy to understand.
- Easy to follow procurement processes that keep to the timeframes.
- Effective engagement and dialogue.

- Agencies find alternative ways for providers to submit tenders, particularly for some smaller providers (e.g. Māori, Pacific, and regional services).

There is always room to improve contract management, particularly in terms of exploring ways government agencies could incentivise performance and encourage innovation.

Lastly, there is scope to improve awareness of available advisory services and other resources, in particular, the usefulness of these resources.

Update on initiatives to improve government procurement practice

Survey results from the companion report last year identified areas where government could improve its procurement practice to better partner with providers and more effectively procure social services. Some developments that have taken place over the year include:

- **Launch of a new on-line learning and development platform- 'Hikina'**: The new platform provides easier access to training for government agencies across New Zealand including on-line and face-to-face training. See link: <https://learning.procurement.govt.nz/>
- **Development of new social services procurement training**: With the launch of the new platform, 'Hikina', four new social services procurement training courses and workshops have been designed and available via the platform.
- **Delivering contract management training to over 150 government agency people from ten government agencies**: In 2019, 180 participants from social sector departments attended MBIE's Contract Manager's Toolkit training workshops. The Ministry of Education delivered this same training to all ten education regional offices.
- **Publishing a revised version of the Government Rules of Procurement**: <https://www.procurement.govt.nz/procurement/principles-and-rules/government-procurement-rules/> outlining four priority areas including increasing access for New Zealand businesses and in particular Māori and Pacific, regional and social enterprises. A key focus of the Rules is the importance of open competition – giving all businesses the chance to participate, and giving them enough time to respond to opportunities properly. They also help to:
 - align New Zealand procurement practice with international best practice
 - encourage more strategic procurement approaches
 - foster competition and innovation, resulting in better solutions
 - Promote broader environmental, social, cultural and economic outcomes.
- **Published guidance** for government agencies about how the Rules create opportunities.
- **Bringing together providers and government agencies to design more streamlined processes and improved ways of working**: From 2018 to current time in 2019, many agencies have made connection with various providers and working together is ongoing. More meetings with providers are planned for 2020, to inform further working and training opportunities.

- **Developing a long-term training strategy and plan in partnership with government agencies:** The NZGP Social Services Procurement Capability team, are in planning and implementation of year two of their three - year training strategy.

Profile: Community service providers

Business size, turnover and location

Business size: Majority of respondents (62%) were small and micro providers with between 0 – 19 FTEs and 38% were medium to large providers with between 21-51+ FTEs.

Turnover: Majority of respondents (55%) had turnover less than \$1million per year while under a quarter (21%) had turnover between \$1.1 million and \$5 million per year.

Location: Approximately 28% of providers responding said that their organisation is based in the Auckland region, 15% said the Wellington region and 12% said in Canterbury.

1. In full time equivalents, how many people work in your organisation?

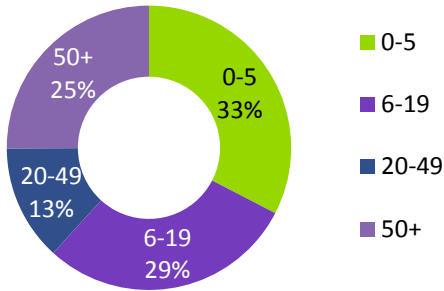


Figure 1

2. What was your approximate annual turnover in New Zealand dollars in the last financial year?

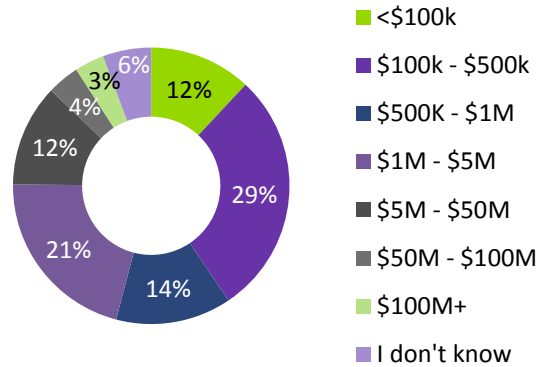


Figure 2

3. In which region is your organisation based?

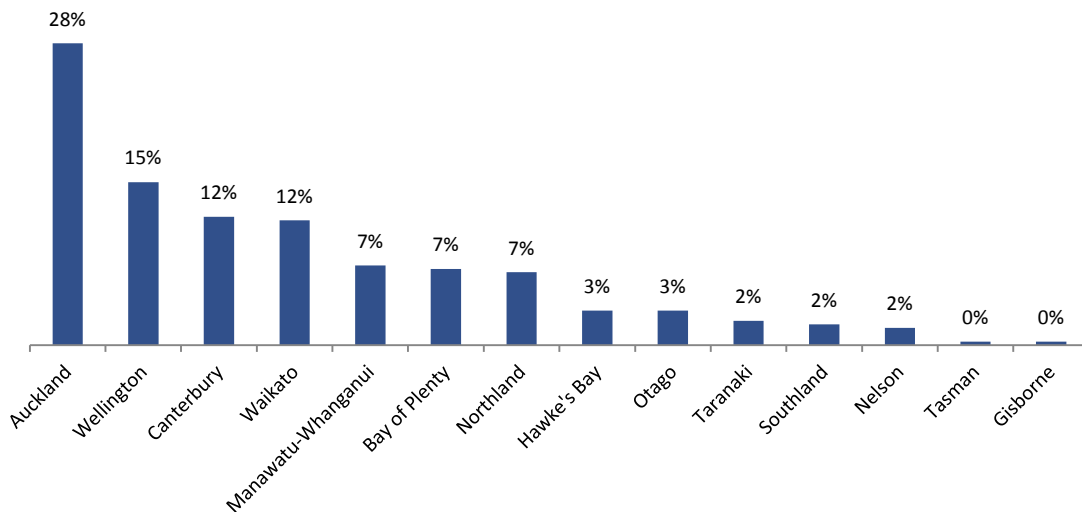


Figure 3

Improvements in provider's experiences

Improvements in provider's experiences have been tracking upward since 2017.

- Figure 4 shows that overall (34%) of respondents positively rated the overall quality of government procurement. Although this is a decrease of 3% from last year when 37% of respondents positively rated it, this is still an increase from 2017.

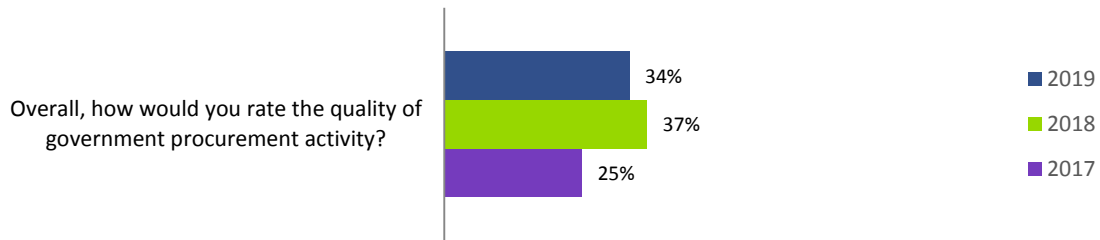


Figure 4

- Figure 5 shows the results over the past three years with a 3% increase in the overall positive rating for contract management. Initial engagement (39%) and the overall rating for tender activity (37%) are lower than in 2018. Figures for contract management, relationship management, initial engagement and rating tender activity are generally trending upwards from 2017.

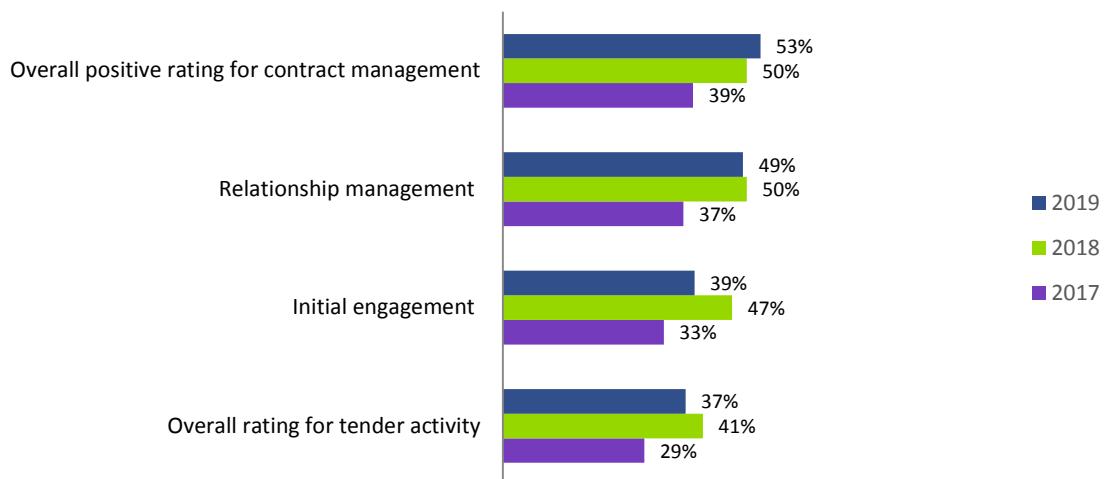


Figure 5

Quality of tender activities

The general quality of tender activities has improved over the past year; however, there is still room for improvement for agency follow up.

- In 2019, 59% of respondents said the information provided was always/often sufficient while 45% said the information was always/often easy to understand, an increase from 2018 (2%).
- Around 36% said they always/often have enough time to respond.
- Last year 32% said they received a reasonably helpful follow-up after they bid for a tender.
- Positive ratings of follow up by agencies has decreased markedly since 2017.

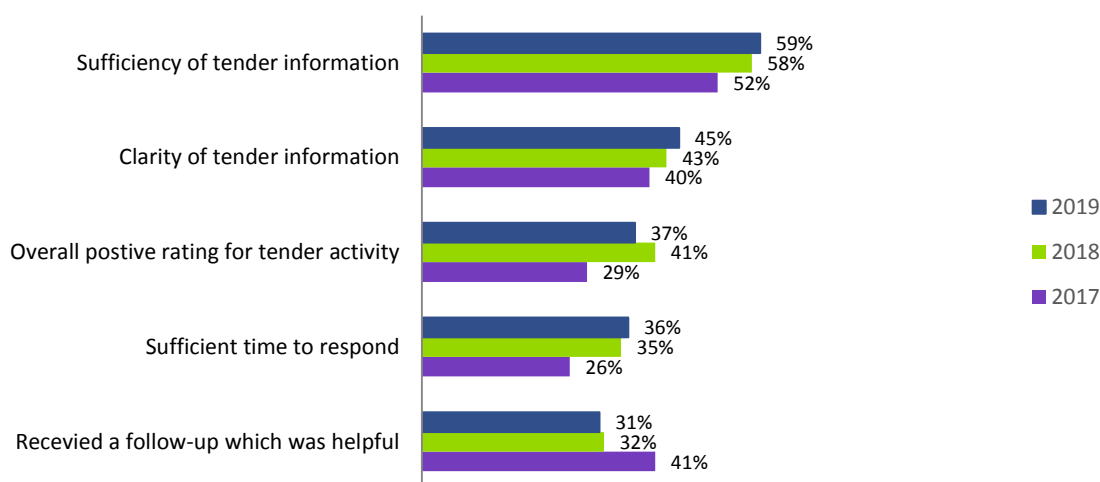


Figure 6

Quality of contract management

There has been a significant increase of providers reporting positively on the usefulness of contract review meetings since 2017.

- Figure 7 shows the majority (63%) of respondents said they had regular contract review meetings (an increase from 54% from last year). The ratings of usefulness of these meetings has increased each year.
- Just over half of respondents (53%) positively rated the overall quality of contract management.
- Last year, just under half (48%) of respondents positively rated their contract manager's openness to innovation or new ideas and only 23% positively rated their ability to incentivise performance. This year there has been a substantial decrease with 36% positively rating their contract manager's openness to innovation or new ideas and 23% positively rating their ability to incentivise performance.
- Half (50%) of the respondents in 2019 were satisfied or very satisfied with their contract manager's level of professionalism and knowledge, down 14% from last year, with 46% satisfied or very satisfied with the timing of transactions, down 12% from last year.

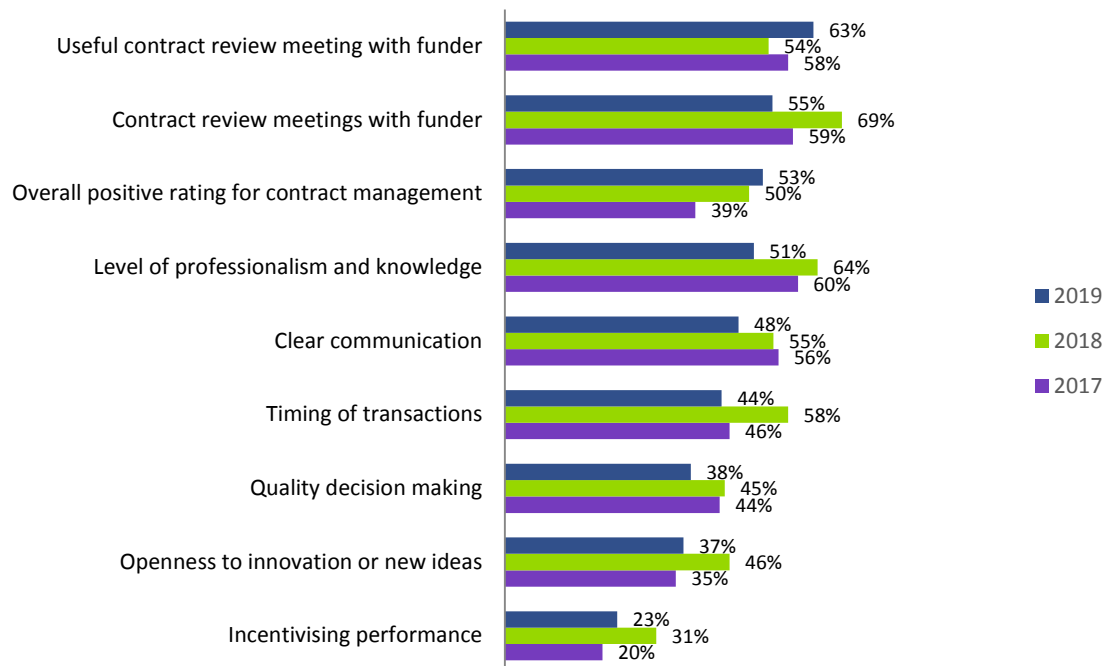


Figure 7

Main source of information about government contracts

- Over half (53%) of respondents said their main source of information about government contracts was through the Government Electronic Tender Services (GETS) with 32% saying it was through a government agency.

Awareness and use of advisory services/resources

- Over half (57%) of respondents were not aware of any advisory services/resources and only 11% had used the resources and found them useful. Several providers made comments about the type of support that could be helpful.

Awareness of and use of complaints processes

- Eighty-two providers said they complained to the procuring agency about a problem while 95 (around 29%) were not aware of any options to complain.

Differences between provider's results and the total survey results

Survey results for providers are generally very similar to the total Business Survey results across the three years as set out in the table below.

Table 1: Survey results for providers compared to the total sample for 2017 and 2018

Positive ratings for:	2019		2018		2017	
	Total sample	Providers	Total sample	Providers	Total Sample	Providers
Overall quality of government procurement	33%	34%	34%	37%	24%	25%
Initial engagement and relationship management						
Initial engagement	39%	39%	42%	47%	35%	33%
Relationship management	46%	49%	47%	50%	30%	37%
Tender activity						
Overall positive rating for tender activity	38%	37%	39%	41%	31%	29%
Tender documents give all the information I need	56%	59%	59%	58%	48%	52%
Information in tender documents is easy to understand	47%	45%	48%	43%	39%	40%
Sufficient time to respond during the tender process	51%	36%	52%	35%	46%	26%
Received a follow-up which was helpful	40%	31%	41%	32%	33%	41%
Contract management						
Overall positive rating for contract management	44%	53%	45%	50%	38%	39%
Level of professionalism and knowledge	53%	51%	59%	64%	63%	60%
Clear communication	50%	48%	53%	55%	60%	56%
Timing of transactions	46%	44%	47%	58%	50%	46%
Quality decision making	42%	38%	44%	45%	49%	44%
Openness to innovation or new ideas	40%	37%	43%	46%	49%	35%
Incentivising performance	22%	23%	23%	31%	29%	20%
Contract review meetings with funder	48%	55%	49%	69%	45%	59%
Useful contract review meetings	66%	63%	57%	54%	55%	58%

In comparison between 2018 and 2019 there are a few notable differences between the results. The 'Useful contract review meetings' have been trending upwards since 2017 (58% to 63% - difference of 5%). Tender documents providing all of the information needed is continuing to trend upwards (difference of 6%). Out of 17 categories, 12 have trended downwards since 2018 (between 1% and 9%) these results may have been influenced by the smaller sample size for 2019.

In 2019, Providers compared to the total sample were:

- **Less positive** about the sufficient time to respond during the tender process (36% of providers compared to 51% total sample) and receiving a useful follow-up (9% difference to total sample). The timing of transactions has trended downwards in 2019 compared to 2018 (14% difference). Providers are slightly more positive about their contract manager’s ability to incentivise performance (23%) than the total sample (21%); however, incentivising performance is the lowest rated area for providers for 2019.
- **More positive** about the overall positive rating for contract management (up by 3%) In 2019, 66% of the total sample reported contract review meetings, (increase of 9% from 2018). Well over half of the providers (63%) said they had contract review meetings, which reflects a significant increase from 2018 (9%).

Government agencies supplied

Over a quarter of provider respondents derive most of their turnover from supplying New Zealand Government agencies.

- Figure 8 shows that 33% of providers said that 90% of their turnover came from supplying New Zealand government agencies while 22% said between 76% – 90% and 14% said between 51% – 75%.
- Majority (64%) of respondents said central government departments were their primary customer followed by 19 % saying District Health Boards were their primary customer (Figure 9).
- The majority of respondents (77%) had bid for government contracts in the last five years (Figure 10).
- Figure 11 shows that the majority (81%) reported they currently had a contract with government.

4. Approximately how much of your turnover comes from supplying New Zealand government agencies?

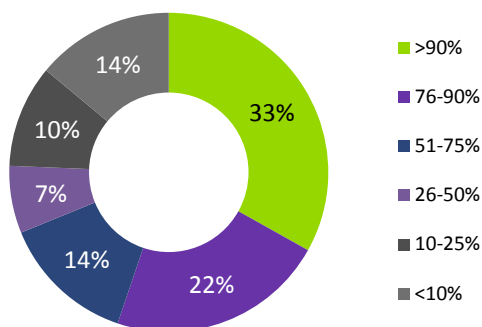


Figure 8

5. Of the agencies you supply which is your primary customer?

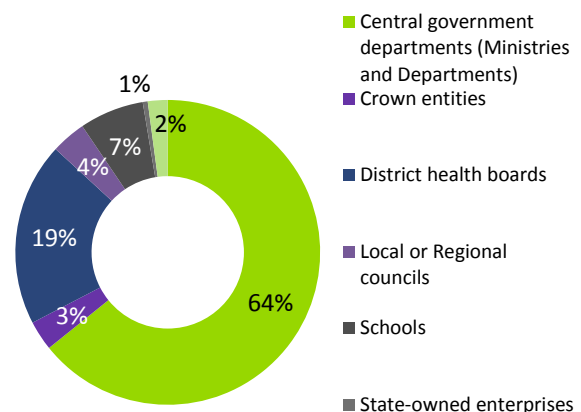


Figure 9

6. Have you bid for any government contracts in the last five years?

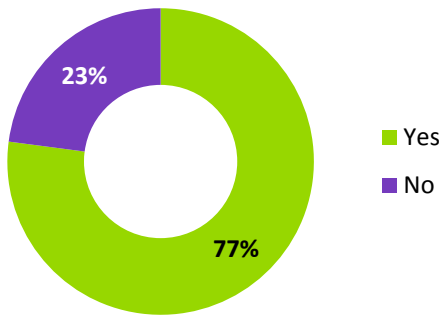


Figure 10

7. Do you currently have a contract with government?

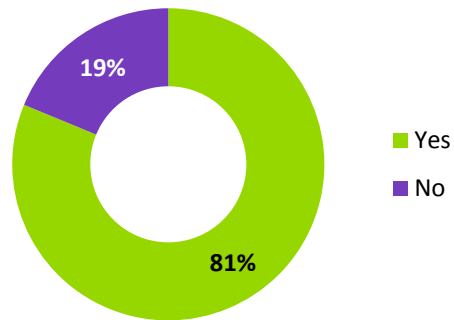


Figure 11

Business knowledge of government procurement

Provider's knowledge of government procurement has increased since 2017.

- In 2018 and 2019, 37% said they understood it very or extremely well compared to 35% in 2017.
- Almost half of respondents (47%) said they had some understanding of how the government procures and the way different types of government agencies operate.
- Over a third (37%) said they understood the part of the Government Rules of Sourcing that was relevant to them but they didn't know the full picture, while 24% said they generally understood them. Approximately 19% said they were unsure how they worked and 15% didn't know they existed (Figure 13).

8. How well do you understand how the government procures and the way different types of government agencies operate?

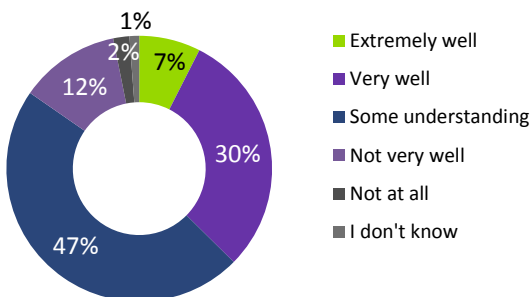


Figure 12

9. How well do you understand the Government Rules of Sourcing?

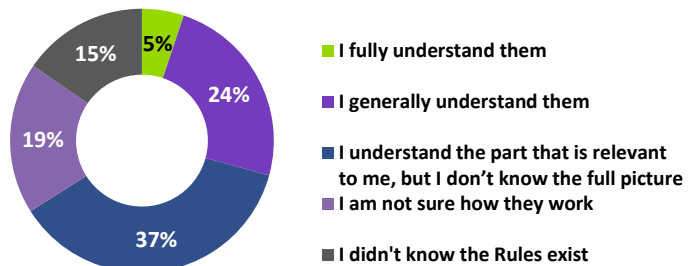


Figure 13

The importance of government business

The importance of doing business with government continues to be reported highly by provider respondents.

- Over half of respondents (62%) said that doing business with New Zealand government was extremely important while 27 % said it was very important.

10. How important is New Zealand government business to your organisation?

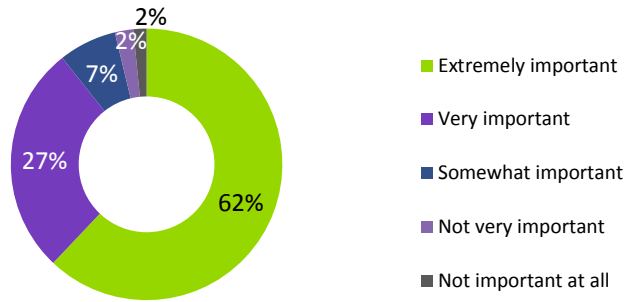


Figure 14

Quality of government procurement activities

Initial engagement, tender activity, and contract management

- Providers were asked to rate the overall quality of government procurement activity. In 2019, 34% of respondents positively rated the overall quality of government procurement activity. 46% rated it as average and 20% as poor or very poor.

12. Overall, how would you rate the quality of the following government procurement activities?

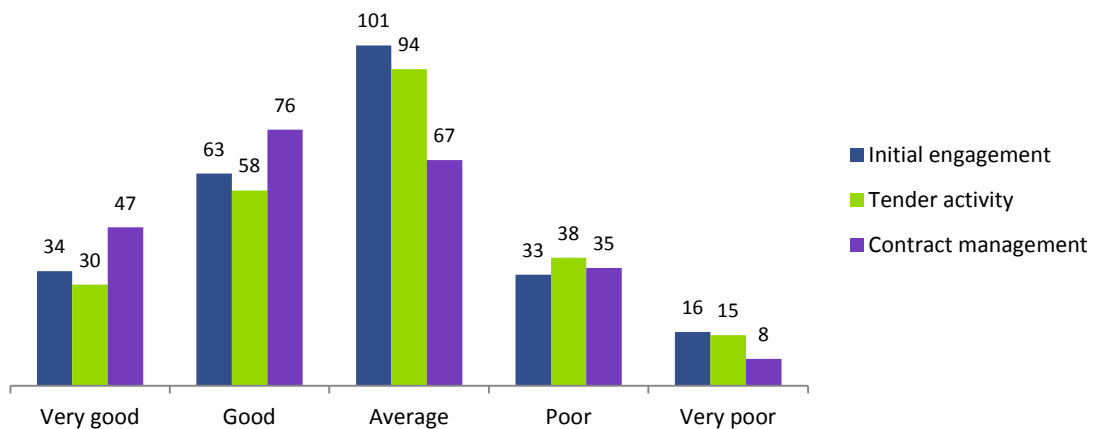


Figure 15

Quality of tender activities

Clarity, sufficiency of information, time to response, and feedback

- Tender clarity:** Approximately 45% of respondents said the information in tender documents was always or often easy to understand. However 40% said it was sometimes easy to understand while a further 14% said it was rarely or never easy to understand.
- Sufficiency of information:** Over half (59%) of respondents said the information provided was always or often sufficient while 26% said sometimes, and 8% said rarely or never.
- Time provided to respond to government tenders:** Around 67% said they always or often have enough time to respond while 41% said they sometimes have enough time and 17% said they rarely or never have enough time to respond.
- Feedback after a tender response:** 42% of respondents said they always or often receive a follow-up from government agencies after they bid for a tender with 36% saying it is rarely or never helpful.

On average, how would you rate the following aspects of the tender documents provided by government agencies?

13. The information is easy to understand

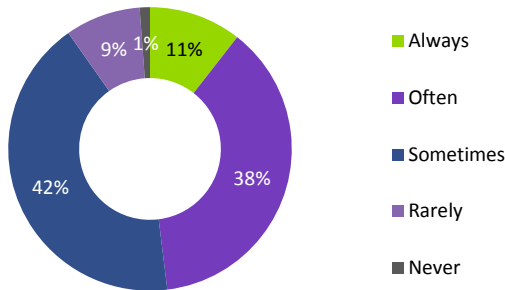


Figure16

14. They give all the information I need

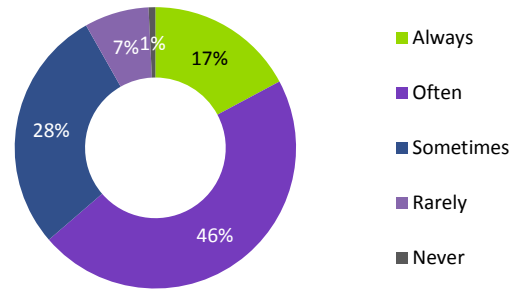


Figure17

15. Do you generally have enough time to respond during the procurement process?

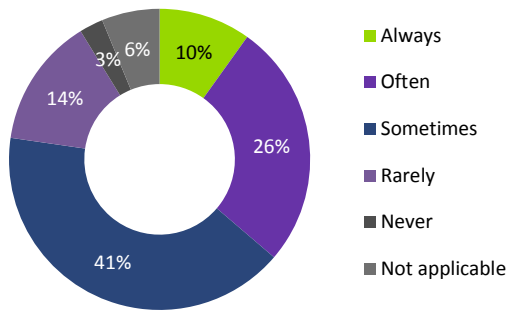


Figure 18

16. After you bid a tender what follow-up (eg debrief) is generally provided by government agencies?

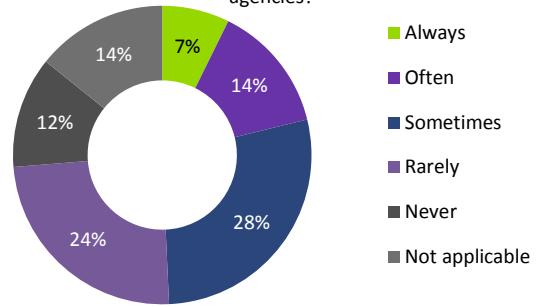


Figure 19

Quality of contract management activities

Overall quality of contract management

Over half (53%) of respondents positively rated the overall quality of contract management while 29% said it was average and 18 % said it was poor or very poor.

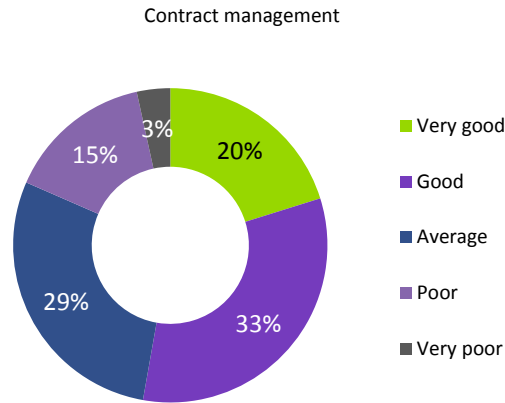


Figure 20

Providers were asked to rate how satisfied they were with various aspects of their contract manager's performance.

- Approximately 51% of respondents positively rated the level of professionalism and knowledge followed by 44% of respondents positively rating the timing of transactions. Further results can be found in **Appendix 1**.

Table 3: Positive ratings for contract manager's performance

Area of contract manager performance	Positive rating		
	2019	2018	2017
Level of professionalism and knowledge	51%	64%	60%
Clear communication	48%	55%	56%
Timing of transactions	44%	58%	46%
Quality of decision making	38%	45%	44%
Openness to innovation or new ideas	36%	46%	35%
Incentivising performance	23%	31%	20%

Contract review meetings

- The majority (55%) of respondents reported they had regular contract review meetings with the agencies they worked with.
- Nearly two-thirds of respondents (64%) said contract review meetings were always (25%) and often (39%) useful.

19. Do the government agencies you contract with hold regular review meetings?

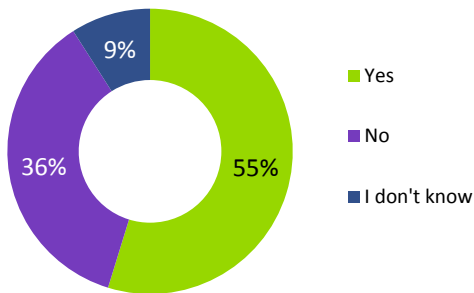


Figure 21

20. How often are contract review meetings useful for your organisation?

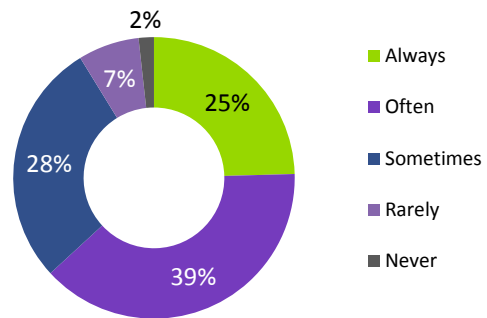


Figure 22

Relationship management

Almost half (49%) of respondents positively rated their relationship with government agencies while 24% rated it as average and 19% rated it as poor or very poor. There was an increase of 3% negatively rating their supplier relationship from poor to very poor compared to 2018.

21. How would you rate how government agencies manage their supplier relationships?

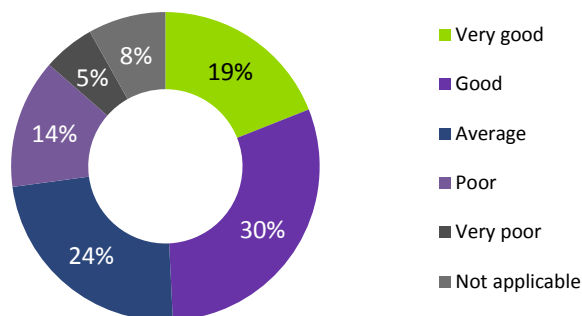
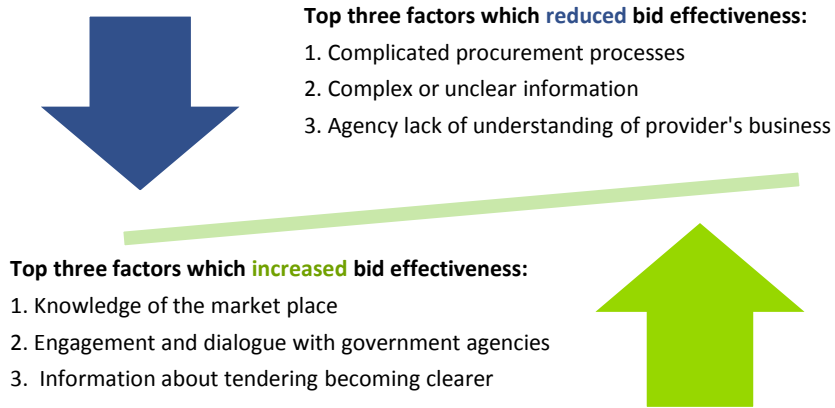


Figure 23

Success factors and barriers when bidding for government contracts



Confidence

When asked if they can effectively bid for government contracts, 71% of respondents felt they could effectively bid. This rating has decreased 5% from last year.

22. When asked if they can effectively bid for government contracts, 76% of respondents felt they could effectively bid.

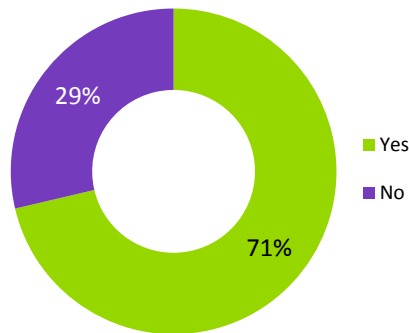


Figure 24

Success factors and barriers

Respondents were asked to select from a list of eight factors those that helped them to bid effectively for government contracts the most, and which factors reduced bid effectiveness the most. The categories in Figure 25 are ranked in order of high to low success.

- Figure 25 shows that the main factor that helps providers effectively bid for government contracts is experience in the market place (226). Engagement and dialogue with government agencies was a secondary success criteria to effectively bidding for government contracts.

Success factors

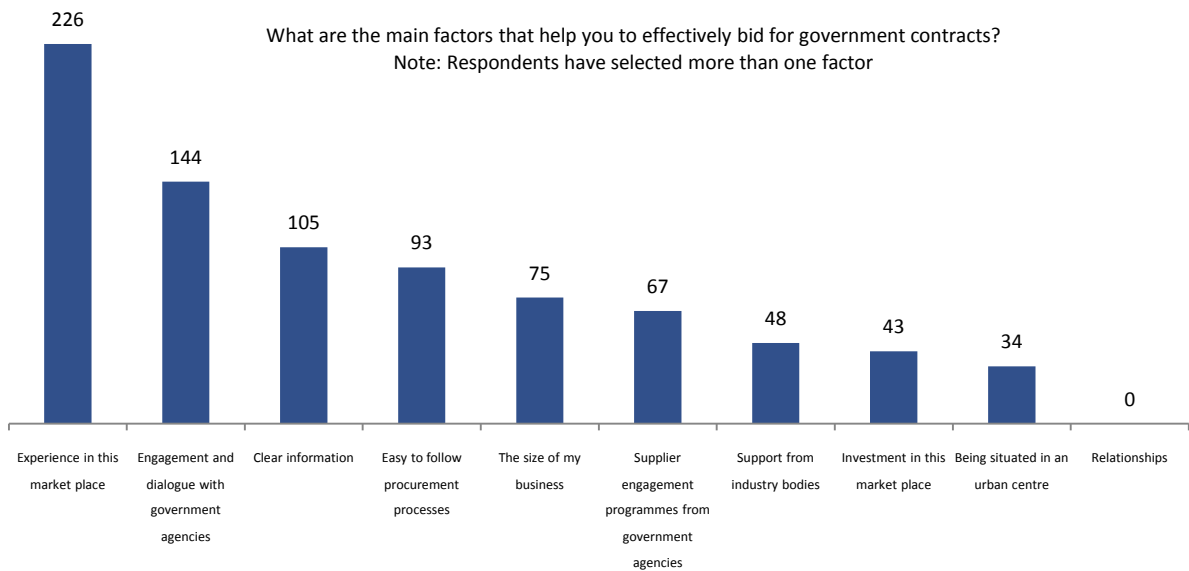


Figure 25

Barriers

Figure 26 shows the main factors that are identified by providers that make it difficult to effectively bid for government contracts.

- A majority of respondents (156) identify the main barrier to effective bidding is complicated procurement processes. Other people's relationships do not factor into this at all.
- A secondary barrier choice by providers was complex or unclear information (133) with a lack of engagement and dialogue government agencies (102) and the size of the provider's business also identified as barriers.

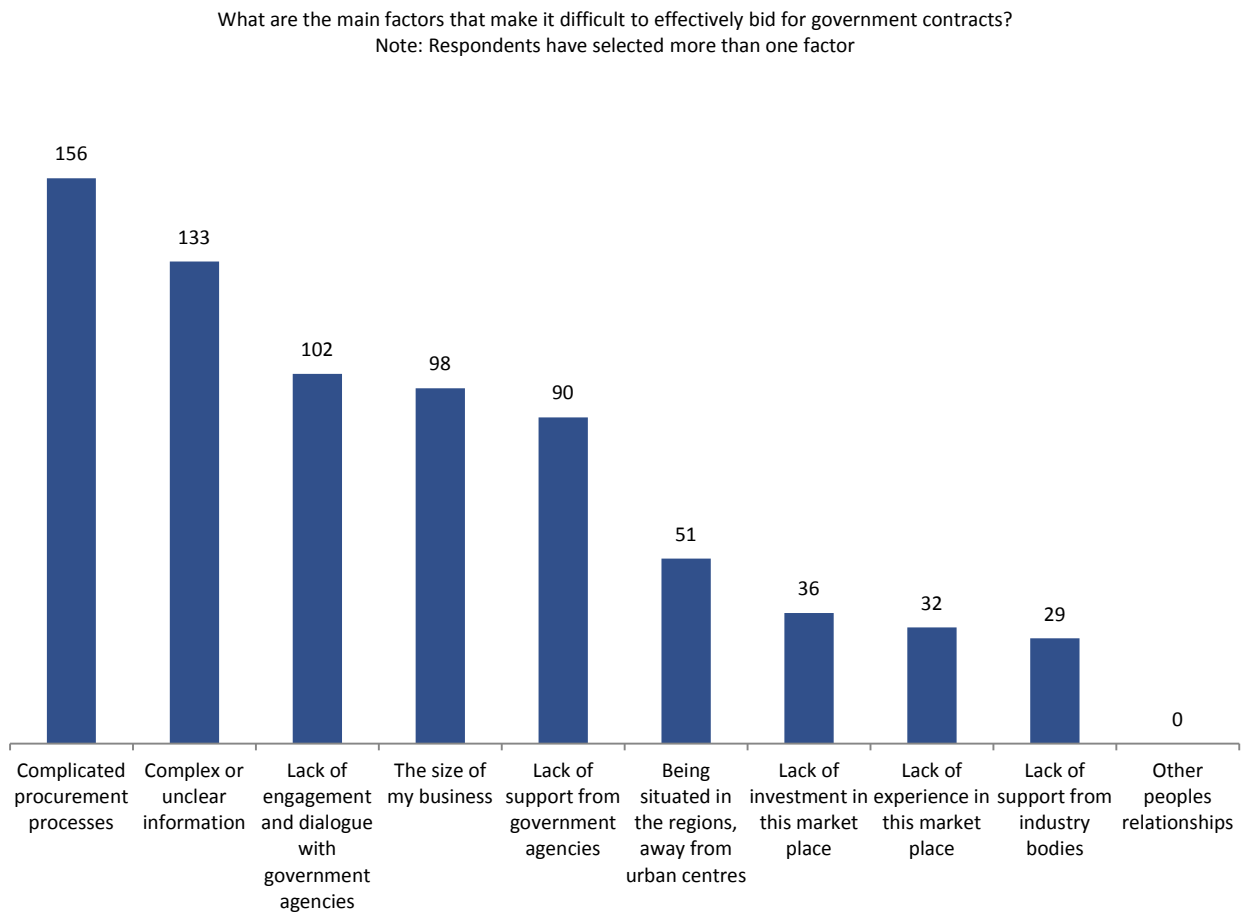


Figure 26

Bidding for government contracts

Knowing about contract opportunities

- Nearly half (49%) of respondents first heard about a government contract opportunity when it was advertised, while 28% first heard about it when invited to respond by an agency and 20% first heard about it before publication of the notice.
- Over half (53%) of respondents said their main source of information about government contracts was through the Government Electronic Tender Services (GETS), down 4% from last year, while 32% said through a government agency, up 5% from last year.
- When asked how openly government officials discussed their requirements with providers when they asked for more information about a contract opportunity, 40% responded positively (saying openly) while 33% responded negatively (saying not openly).

24. Generally, when do you first hear about a government contract opportunity?

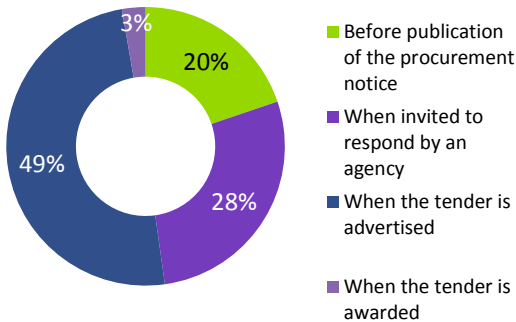


Figure 27

25. What is your main source of information about government contracts?

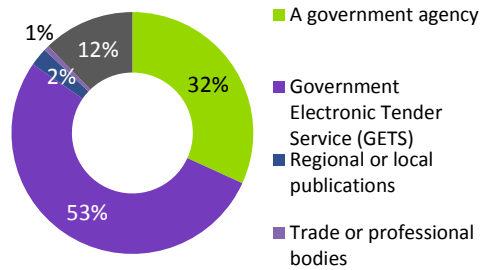


Figure 28

26. How openly have government officials discussed their requirements when you have asked for more information about a contract opportunity?

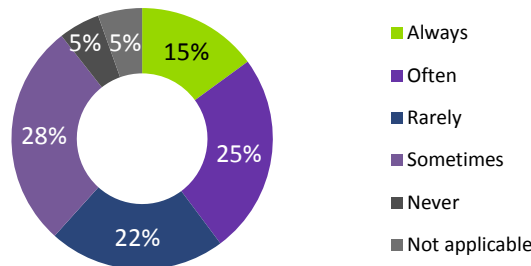


Figure 29

Government asking for improvements

Providers were asked how often the government agency or agencies asked them to do a range of things such as improve their products and services.

- Table 4 shows providers being asked often to improve their products and services has decreased from 11% in 2018 to 4% in 2019.
- Providers being always asked to improve products and services has tracked upwards since 2017.

Table 4: Government asking for improvements

Area	2019			2018			2017		
	Sometimes	Often	Always	Sometimes	Often	Always	Sometimes	Often	Always
Improve management practices and reporting	18%	9%	5%	22%	10%	6%	23%	10%	5%
Improve products and services	23%	4%	7%	23%	11%	6%	21%	10%	4%
Improve health and safety management practices and reporting	13%	7%	6%	20%	7%	5%	19%	9%	3%
Use digital technology more often (ICT, online processes)	16%	8%	5%	18%	11%	6%	17%	13%	3%
Increase staff training and development	15%	8%	5%	16%	8%	3%	14%	7%	2%
Use product standards more often	8%	5%	4%	13%	7%	3%	12%	4%	1%
Use other technologies (eg new/improved machines)	8%	2%	2%	11%	4%	1%	11%	3%	1%

Government adopting providers' ideas

Providers were asked how often their ideas to develop the following areas were adopted by the government agency or agencies.

- Across the three years, 8% of providers have consistently reported 'often' for improve management practice and reporting.
- Most response percentages are similar from 2017 through to 2019.

Table 5: Government adopting providers' ideas

Area	2019			2018			2017		
	Sometimes	Often	Always	Sometimes	Often	Always	Sometimes	Often	Always
Improve management practices and reporting	19%	8%	2%	19%	8%	2%	19%	8%	2%
Improve products and services	20%	10%	4%	20%	10%	4%	20%	10%	4%
Improve health and safety management practices and reporting	12%	5%	2%	12%	5%	2%	12%	5%	2%
Use digital technology more often (ICT, online processes)	12%	7%	2%	12%	7%	2%	12%	7%	2%
Increase staff training and development	16%	6%	3%	16%	6%	3%	16%	6%	3%
Use product standards more often	7%	4%	2%	7%	4%	2%	7%	4%	2%
Use other technologies (eg new/improved machines)	8%	4%	0%	8%	4%	0%	8%	4%	0%

Awareness of advisory services/resources and complaints processes

- Over half (57%) of respondents were not aware of any advisory services or supplier/provider resources offered by government agencies. From the remaining 43% who knew about them:
 - almost a quarter (24%) had not used them
 - 8% had used them but not found them useful, and
 - 11% had used them and found them useful.

29. Are you aware of any advisory services or supplier resources offered by New Zealand government agencies?

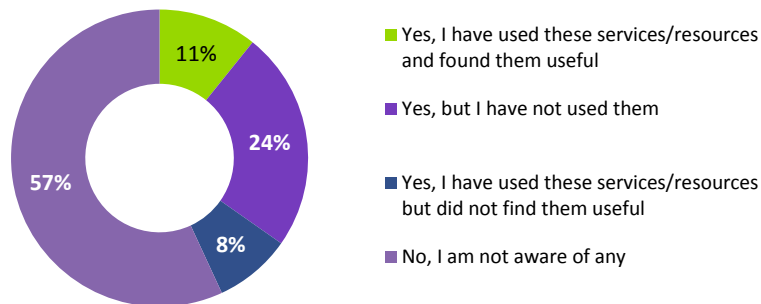


Figure 30

Awareness and use of complaints processes

Providers were asked if they were aware of specific complaint/dispute resolution processes.¹

- Figure 31 shows that around ninety–five respondents were not aware of any options while around a quarter or more were aware of each of the processes outlined in the graph below.
- Sixty–three providers said they complained to the procuring agency about the problem while twenty–six had a complaint but took no action.
- Of these, Figure 33 shows that fifteen providers submitted that they didn't take any action because either they didn't think it would achieve anything or they didn't want to jeopardise any future procurement opportunities they might have.

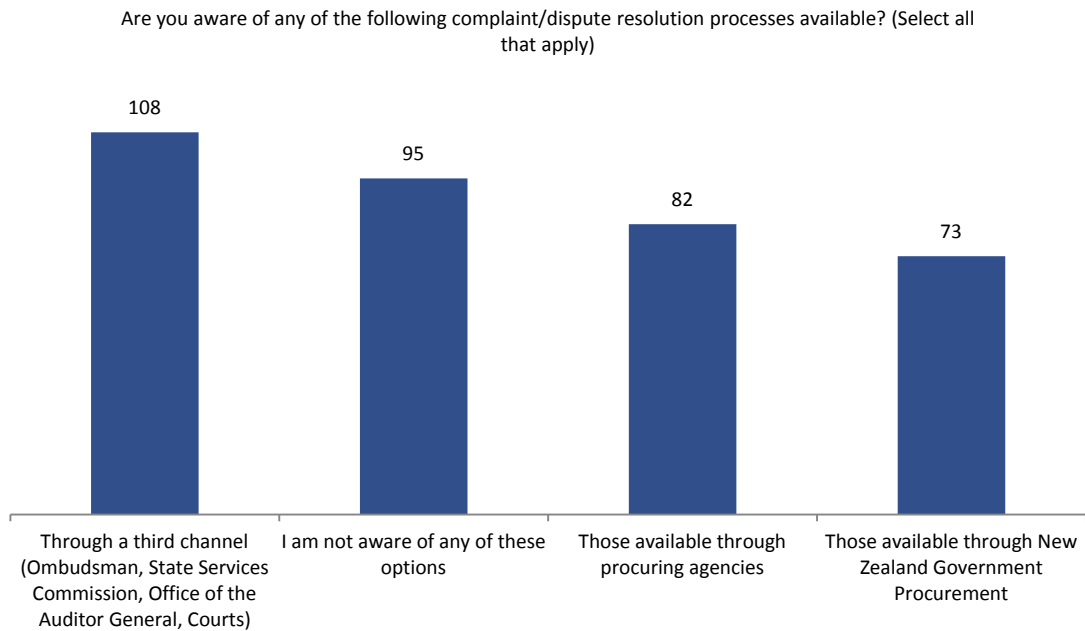


Figure 31

¹ Note providers could select more than one therefore the results are presented as numbers not percentages.

If you had a complaint, which of the following did you do? (Select all that apply)

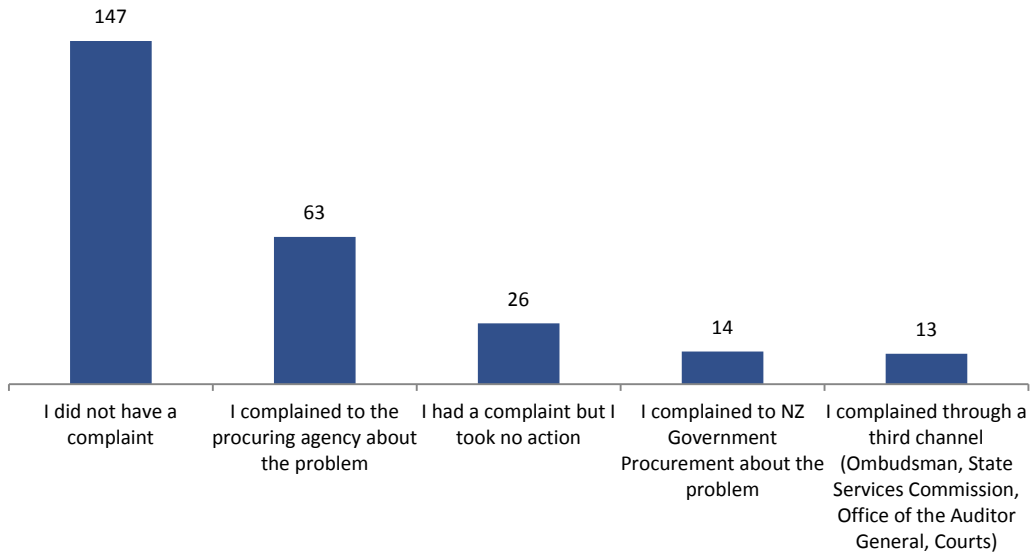


Figure 32

Why didn't you take any action on your problem? (Select all that apply)

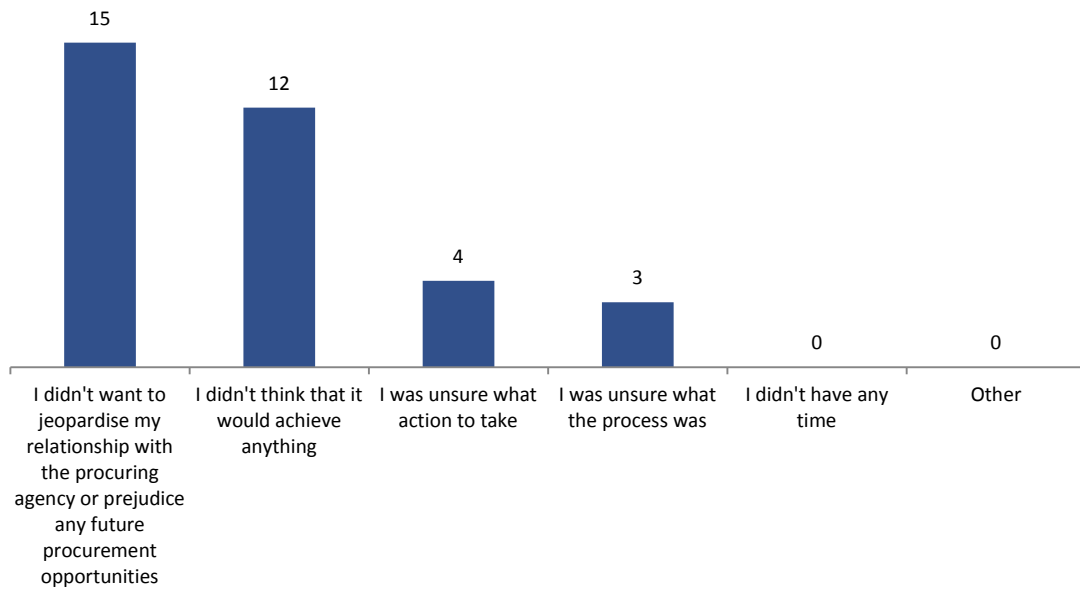


Figure 33

Government as a buyer

Providers were asked to rate how government agencies compare with their other customers.

- In the 2019 survey, 41% of respondents said about the same (last year 34% said about the same), 16% more favourably (an increase of 8% from last year) and 30% said not favourably (a decrease of 4% from 2018).
- Respondents were also asked whether they would recommend government as a customer to other businesses. Over half (56%) said they would in some circumstances while 37% said yes, and 7% said no. Last year 38% said yes.

33. How well does doing business with NZ government agencies compare with doing business with your other customers?

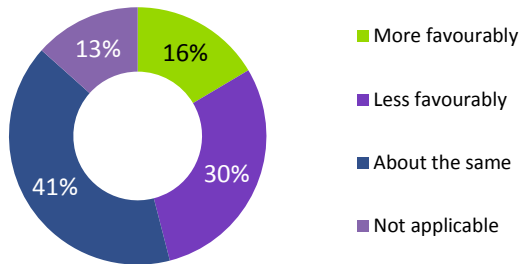


Figure 34

34. Would you recommend government as a customer to other businesses?

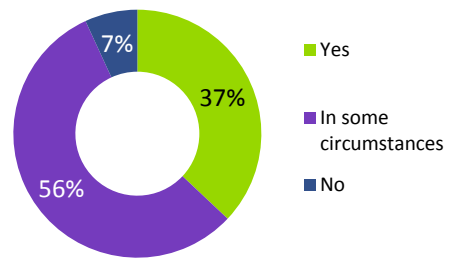


Figure 35

Comments from providers

Survey participants were provided with an opportunity to add in a comment for the following questions:

- What are the main barriers that hinder you from effectively bidding for government contracts?
- What are the main factors that help you effectively bid for government contracts?
- What differences (if any) do you see with how government agencies manage contracts compared to your other customers?
- Would you recommend government as a customer to other businesses?

The majority of the comments were provided in response to the first two questions listed above. All of the comments have been summarised into key themes and provide useful guidance for government agencies. The Social Services Procurement Capability Team at MBIE will also use this information to inform our work programme and future training and guidance for government agencies.

Positive comments from providers

Table 6 shows a small sample of positive comments from providers for 2019. Most from the survey were general in nature with some clustering around the themes of relationships and processes.

Table 6: Positive comments from providers for 2019

Relationships	<ul style="list-style-type: none"> • <i>Keep improving, reviewing and evaluating.</i>
Processes	<ul style="list-style-type: none"> • <i>Overall, communication, duration of the time allowed to submit tenders and being concise on when tenders are to be released. The webinars are helpful so keep these up please</i> • <i>Overall, pleased with the current procurement process.</i> • <i>These are usually really great. Most useful.</i> • <i>The Govt sector has progressed significantly in its trend towards standardised contracts and engagement which in turn has made it easier to respond and engage.</i>
General	<ul style="list-style-type: none"> • <i>Expectations are clear and measurable.</i> • <i>Happy with what we have in place with our Advisor...</i> • <i>Nothing of note should be changed.</i>

Thematic Analysis of Provider Comments

Quotes in Table 7 below, provide a cross section of responses from providers. Similar to last year were responses about relationships, fair and transparent processes, easier access and innovation. Added to these for 2019 are the themes of communication and time management.

The additional 2019 themes along with the theme of relationships came through strongly from providers as something agencies needed to continue to work on.

Table 7: Thematic Analysis of Provider Comments

Communication	<ul style="list-style-type: none"> • Clear information about expectations. • Regular and ongoing communication. • Continuing support with access to good information building from current practices. • Better reach of information to the regions. • Listen to our issues and support us to either make changes/adapt to the changing environment. • Get online – OSCR, WINZ forms etc should be able to be submitted online. Easier to make changes and faster to submit.
Time Management	<ul style="list-style-type: none"> • More advance notice around timing of tenders. • Increase the timeframes for RFP deadlines for NGOs. • Faster responses so that our business is not left without income. • Give sufficient time periods to respond to requests. • Turn -around times for submissions of proposals are too short.
Relationships	<ul style="list-style-type: none"> • Collaborate on programme design. Listen and consider alternatives. • Have more regular engagement, face to face discussions, and consistent, long-term, meaningful relationships. • Partnership: Be more responsive and helpful, transparent, open, honest, inclusive, and respectful. • Engage more effectively around how we can leverage our strengths to meet shared outcomes. • Enter into longer term contracts that support more trusting relationships.
Fair and transparent processes	<ul style="list-style-type: none"> • Enter into more transparent dialogue in terms of specific outcomes sought. • Be more transparent, open and honest. • Ensure funding meets the needs of the service and is sustainable. • Be more transparent with RFP as to whether you prefer a National Organisation to deliver the service. • More dialogue, more transparency, and more everyday language. • Make a clear decision about the future contract allocation, whether it will be tendered or not.
Easier access	<ul style="list-style-type: none"> • Use everyday language and provide clear information about what is sought after. • Make tenders more 'user' friendly. • Increase the timeframes for RFP deadlines. • Provide an opportunity to present a solution in person.

	<ul style="list-style-type: none"> • An online 'real time' reporting system.
Innovation	<ul style="list-style-type: none"> • Be open to redesigning/improving services that have been contracted for years. • Being open to new initiatives and working in a holistic model.

Several providers explained the importance of clear information in terms of understanding what the government was looking to procure and if it was something they could deliver. When the information wasn't clear and the process was time consuming, some providers felt they had wasted a lot of time and money submitting an unsuccessful application.

As from 2018, longer contracts and adequate funding also featured as did greater procurement practice consistency across government. Again in 2019, some providers said it was hard to generalise across the different government agencies when completing the survey as some were really good and others were not so good to work with. Many said that greater consistency, standards, and standardised processes across government agencies would help.

New themes emerging last year and again in 2019 included:

- Increase cultural awareness among government agency staff members when working with providers and in particular, a greater understanding of Māori culture.
- More understanding and knowledge about the services and the nature of the work with some providers suggesting high agency staff turn-over as a reason for why staff had limited knowledge.
- The type of relationship providers wanted with government focused more on a partnership approach.
- Getting prompt useful feedback was seen as important to help improve.
- Site visits and face-to-face meetings – providers want staff to visit, to see the service in action, get to know the business and to provide helpful insights and advice.
- Making GETS more user-friendly – to provide more training and to make the information clearer, the process easier to follow, and allow more engagement.

Table 8 shows a selection of participant’s comments that continues from the 2018 emerging themes into 2019.

Table 8: Emerging themes from 2018 and 2019

<p>Cultural awareness</p>	<ul style="list-style-type: none"> • <i>Provide equitable funding and resources for Māori services as they do for mainstream services.</i> • <i>Remove barriers to success, and recognise that by Māori for Māori is a way to improve disparities, funding earmarked for Māori should be spent with Māori providers.</i> • <i>I need someone who understands Māori organisations.</i>
<p>More understanding</p>	<ul style="list-style-type: none"> • <i>There is a very low level of understanding on the subject matter which hinders innovation.</i> • <i>They need to be able to understand the environment that the NGO sector works in and be more supportive and understanding rather than judgemental and critical without really knowing the details.</i> • <i>Provide opportunity for feedback on issues around contract delivery and be open to varying contracts to reflect on the ground experiences and learnings that arise through service delivery once contracts are implemented. In addition, it would be very helpful to have more initial consultation within the sector when government is developing contracts.</i> • <i>Have people that actually understand the nature of the work we do. We are often having to upskill and educate officials on the work we do.</i> • <i>It would help if the government agency really understood what a smaller supplier could offer and what we usually do offer anyway because it’s our passion.</i> • <i>More understanding of the business realities rather than what agencies think it should be.</i>
<p>Type of Relationship</p>	<ul style="list-style-type: none"> • <i>As a social agency the approach of ‘one size fits all’ rarely works, basically because we are dealing with people. Government agencies need to be more trusting in the agencies as to whom they award contracts to – as we are in the front line dealing with the issues.</i> • <i>We are not in a business customer relationship so changing that mind-set may help. We are a community service provider.</i> • <i>Our organisation struggles with the imposition of a profit-oriented business model to not-for-profit organisation.</i> • <i>Government agencies tend to take a command and control approach. There is an expectation that suppliers are subservient to the demand of government. This approach does not embody Manaakitanga. Suppliers are less likely to feel like valued partners with shared interests in addressing issues. Other customers value what we bring to the partnership and are open to learning along the way.</i> • <i>Government see themselves as the power holders and don’t hesitate to exercise that ‘sense of power’ eg ‘well if you don’t like it we will just get someone else’ can be a prevailing attitude which is a real killer of innovation and improvement.</i> • <i>There is a very low level of understanding on the subject matter which hinders innovation.</i>

<p>Useful feedback</p>	<ul style="list-style-type: none"> • <i>Meaningful feedback following the process so organisations can learn, understand what the department were looking for and improve for the future.</i> • <i>More feedback after RFPs both successful and unsuccessful. It's important to me to know what went well and what didn't.</i> • <i>Perhaps having a key contact person that we can contact. Providing us with feedback and using the data we provide to influence future decisions as it is data from key stakeholders in the sector.</i>
<p>Site visits, face-to-face meetings</p>	<ul style="list-style-type: none"> • <i>More face-to-face meetings and visits, meet the governance board, meet service recipients, and understand the opportunities and challenges.</i> • <i>Meet with us and ask us how you can help us instead of always asking us to do better, differently, more.</i> • <i>Physically inspect and meet the business initiatives of the operating processes in on the ground floor.</i> • <i>More personnel on the ground as opposed to central based.</i>
<p>Making GETS more user-friendly</p>	<ul style="list-style-type: none"> • <i>The GETS tender process was quite complicated for us as an arts organisation and very specific in what we had to supply. We found that the process had changed entirely from when we applied for a tender in 2015 and had to start again to understand the process. This had a delay effect on our submission.</i> • <i>GETS is an awkward machine to work with. It should be more user friendly for smaller businesses.</i>

Helpful suggestions from providers

Finally, there were several helpful suggestions from providers:

- Have procurement processes run by competent people who understand and articulate the business needs and not just be procurement automatons.
- Allow phone calls to ask genuine questions in real time. Use less vague language in tenders. Less high level give examples please.
- Be more open to smaller unknown organisations to bid for their work. We know we deliver great value and outcomes for organisation but we never get asked to bid for any work.
- Some agencies are better than others at procurement- getting consistency across approach for all agencies would help.
- Better forecasting of future demand would be helpful especially for seasonal items.
- Be aware of new technologies and allow an easier approach to the right channels within the government.
- Advanced information so we can decide whether to pursue the opportunity (time, skills, experience, and benefit).

Appendix 1: Further detailed results

Quality of contract management 2019

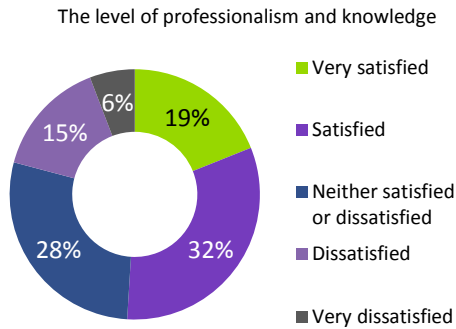


Figure 36.

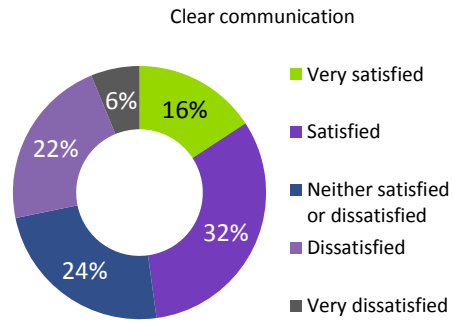


Figure 37.

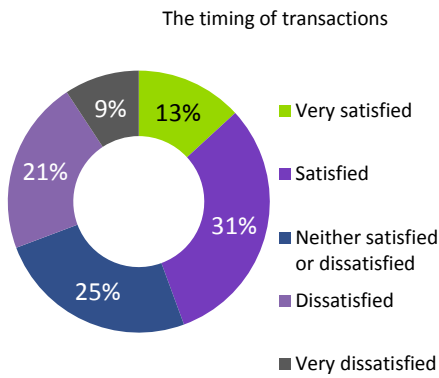


Figure 38.

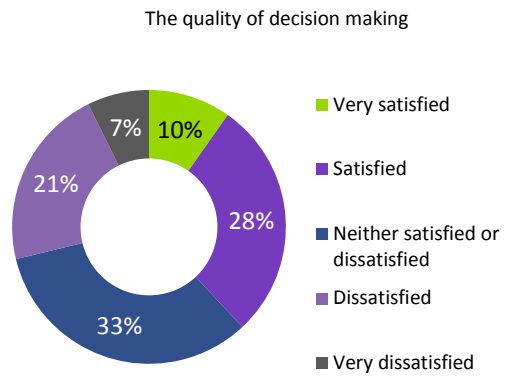


Figure 39.

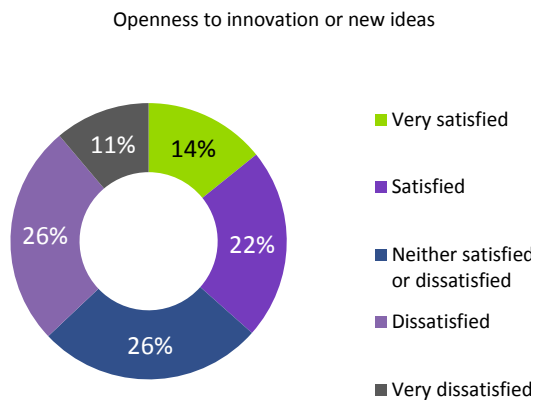


Figure 40.

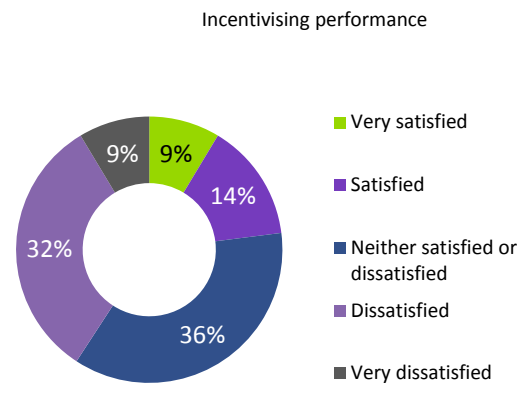


Figure 41.

Appendix 2: Survey Questions

Question1	What is your main reason for registering on GETS?
Question2	How easily do you find government supply opportunities on GETS?
Question3	What is your main source of information?
Question4	Please score these aspects of the tender documents: sufficiency
Question4	Please score these aspects of the tender documents: clarity
Question5	Have government officials openly discussed their requirements, when you have asked for more information?
Question6	Have you had enough time to respond during the procurement process?
Question7	Have contracting bodies been open to new solutions?
Question8	Have you bid for any government contracts over the past two years?
Question9	How well do you understand the government's procurement needs?
Question10	Do you feel you can effectively bid for government contracts?
Question11	What are the main factors that help you to do this?
Question12	What are the main factors that make it difficult for you to do this?
Question13	How would you describe your understanding of the different types and related structures of government agencies
Question14	What are the main types of government agencies that you supply?
Question15	How well do you understand the Government Rules of Sourcing document, which government agencies should follow when procuring goods and services?
Question16	How much do you know about the processes available to complain about a procurement activity?
Question17	How would you describe the government's follow-up after your bid for a contract?
Question18	In the past two years, have any of your bids been successful?
Question19	How important is government business to your organisation?
Question20	Where do you supply to the government?
Question21	Approximately how much of your turnover comes from supplying the government?
Question22	How many government contracts do you currently hold?
Question23	As far as you know, how many of your government contracts were advertised on GETS?
Question24	What other methods have you used to find government contracts?
Question25	How well do you think that government agencies manage their contracts?
Question26	Do your government agencies hold regular contract review meetings?
Question27	Do these contract review meetings add value to your business?
Question28	How satisfied are you with the following aspects of your contract manager's performance: Professionalism
Question28	How satisfied are you with the following aspects of your contract manager's performance: Timing
Question28	How satisfied are you with the following aspects of your contract manager's performance: Decision making
Question28	How satisfied are you with the following aspects of your contract manager's performance: Communication
Question29	Do you know of any supplier engagement programmes that government agencies offer?
Question30	How well does doing business with a government agency, compare to doing business with your other general customers?
Question31	Would you recommend government as a customer to other businesses?
Question32	What differences (if any) do you see in how government agencies manage contracts?
Question33	Have you bid for government contracts in the past?
Question34	Were you successful?
Question35	What are your main reasons for not currently bidding?
Question36	How likely are you to bid for government contracts in the future?
Question37	In full time equivalents, roughly how many people work in your business?
Question38	What is your approximate annual turnover in New Zealand \$?
Question39	Where is your company's ownership based?
Question40	What is the main field of your business?
Question41	Which of the following is your main base of activities in New Zealand?

Question1	What is your main source of information about government contracts?
Question2	Generally when do you first hear about a government contract opportunity?
Question3	Have you bid for any government contracts during the past two years?
Question4	Have you bid for government contracts in the past?
Question5	Were you successful?
Question6	What are your main reasons for not currently bidding?
Question7	In the past two years, have any of your bids been successful?
Question8	Please score the following aspects of the tender documents provided by government agencies: Sufficiency
Question8	Please score the following aspects of the tender documents provided by government agencies: Clarity
Question9	Did you have enough time to respond during the procurement process?
Question10	Have government officials openly discussed their requirements, when you have asked for more information about a contract opportunity?
Question11	How would you describe the government's follow-up after your bid for a contract?
Question12	Do you feel you can effectively bid for government contracts?
Question13	What are the main factors that help you to effectively bid for government contracts?
Question14	What are the main factors that make it difficult for you to effectively bid for government contracts?
Question15	What are the main types of government agencies that you supply?
Question16	Of the agencies you supply, which type is your primary customer?
Question17	How well do you understand how the government procures and the way different types of government agencies operate?
Question18	How well do you understand the Government Rules of Sourcing (the Rules which government agencies should follow when procuring goods and services)?
Question19	How much do you know about the processes available to complain about a procurement activity?
Question20	How would you rate how government agencies manage their contracts?
Question21	How would you rate how government agencies manage their supplier relationships?
Question22	Do the government agencies you contract with hold regular contract review meetings?
Question23	Do these contract review meetings add value to your business?
Question24	How satisfied are you with the following aspects of your contract manager's performance: Professionalism
Question24	How satisfied are you with the following aspects of your contract manager's performance: Timing
Question24	How satisfied are you with the following aspects of your contract manager's performance: Decision making
Question24	How satisfied are you with the following aspects of your contract manager's performance: Communication
Question24	How satisfied are you with the following aspects of your contract manager's performance: Innovation
Question24	How satisfied are you with the following aspects of your contract manager's performance: Incentivising
Question25	Are you aware of any advisory services or supplier resources offered by government agencies?
Question26	Have contracting bodies asked for innovative ideas, processes, or solutions as part of: tender
Question26	Have contracting bodies asked for innovative ideas, processes, or solutions as part of: contract
Question27	Have you presented innovative proposals to government agencies?
Question28	Would you be comfortable sharing innovative ideas with government in the future?
Question29	How well does doing business with a government agency compare with doing business with your other customers?
Question30	Would you recommend government as a customer to other businesses?
Question31	Across the whole of your experience how would you rate the quality of government procurement activity (including initial engagement, tender activity and contract management)?
Question32	What differences (if any) do you see in how government agencies manage contracts compared with your other customers?
Question33	What should government agencies improve on to become a more attractive customer to you?
Question34	How important is government business to your organisation?
Question35	Approximately how much of your turnover comes from supplying government?
Question36	In full time equivalents, how many people work in your business?
Question37	What is your approximate annual turnover in New Zealand dollars?
Question38	Where is your company's ownership based?
Question39	In which regions do you supply government?

Question40	What is the main field of your business?
Question41	Would you be willing to discuss your responses in further detail?
Question42	Please provide us with your contact details
Question1	What is your main source of information about government contracts?
Question2	Generally, when do you first hear about a government contract opportunity?
Question3	Have you bid for any government contracts during the past five years?
Question4	Have you been successful in any of your previous bids in the past five years with Government?
Question5	What are your main reasons for not currently bidding?
Question6	What are the main factors that <u>help</u> you to effectively bid for government contracts?
Question7	What are the main factors that <u>make it difficult</u> for you to effectively bid for government contracts?
Question8	Do you feel you can effectively bid for government contracts?
Question9	On average, how would you rate the following aspects of the tender documents provided by government agencies: Sufficiency
Question9	On average, how would you rate the following aspects of the tender documents provided by government agencies: Clarity
Question10	Generally, how openly have government officials discussed their requirements when you have asked for more information about a contract opportunity?
Question11	Do you generally have enough time to respond during the procurement process?
Question12	After you bid for a contract, what follow-up (e.g. debrief) is generally provided by government agencies?
Question13	How often do NZ government agencies ask for innovative ideas, processes, or solutions as part of: tender
Question13	How often do NZ government agencies ask for innovative ideas, processes, or solutions as part of: Contract
Question14	How often have your organisation's innovative proposals to government been adopted?
Question15	Would you be comfortable sharing innovative ideas with government in the future?
Question16	Would you recommend government as a customer to other businesses?
Question17	How well does doing business with a NZ government agency compare with doing business with your other customers?
Question18	How would you rate how government agencies manage their supplier relationships?
Question19	Overall, how would you rate the quality of government procurement activity (including initial engagement, tender activity and contract management)?
Question20	What should government agencies improve on to become a more attractive customer to you?
Question21	Are you currently supplying to government?
Question22	How would you rate how government agencies manage their contracts?
Question23	How satisfied are you with the following aspects of your contract manager's performance: Professionalism
Question23	How satisfied are you with the following aspects of your contract manager's performance: Timing
Question23	How satisfied are you with the following aspects of your contract manager's performance: Decision making
Question23	How satisfied are you with the following aspects of your contract manager's performance: Communication
Question23	How satisfied are you with the following aspects of your contract manager's performance: Innovation
Question23	How satisfied are you with the following aspects of your contract manager's performance: Incentivising
Question24	Do the government agencies you contract with hold regular contract review meetings?
Question25	Overall, do these contract review meetings generally add value to your business?
Question26	What differences (if any) do you see in how government agencies manage contracts compared with your other customers?
Question27	How well do you understand how the government procures and the way different types of government agencies operate?
Question28	How well do you understand the Government Rules of Sourcing (the Rules which government agencies should follow when procuring goods and services)?
Question29	Are you aware of any advisory services or supplier resources offered by government agencies?
Question30	Have you used any advisory services or supplier resources offered by New Zealand government agencies to help you bid for international government contracts?
Question31	How much do you know about the processes available to complain about a procurement activity?
Question32	In full time equivalents, how many people work in your business?
Question33	What is the main field of your business?
Question34	What is your approximate annual turnover in New Zealand dollars?
Question35	How important is government business to your organisation?
Question36	Approximately how much of your turnover comes from supplying government?

Question37	Where is your company's ownership based?
Question38	In which regions do you supply government?
Question39	What are the main types of government agencies that you supply?
Question40	Of the agencies you supply, which type is your primary customer?
Question41	The final report will be released in the coming months. Please provide us with an email address if you wish to receive a copy of the report when it is published.
Question1	Where is your organisation's ownership based?
Question2	In which region is your organisation based?
Question3	In full time equivalents, how many people work in your organisation?
Question4	What is the main field of your business?
Question5	What is the legal structure of your organisation? (select one)
Question6	What was your approximate annual turnover in New Zealand dollars in the last financial year?
Question7	Approximately how much of your turnover comes from supplying New Zealand government agencies?
Question8	How important is New Zealand government business to your organisation?
Question9	What are the types of government agencies that you supply?
Question10	Of the agencies you supply which is your primary customer?
Question11	What is your main source of information about government contracts?
Question12	Generally, when do you first hear about a government contract opportunity?
Question13	Have you bid for any government contracts during the past five years?
Question14	Have you been successful in any of your bids in the past five years with government?
Question15	Do you feel you can effectively bid for government contracts?
Question16	What are the main factors that <u>help</u> you to effectively bid for government contracts?
Question17	What are the main factors that <u>make it difficult</u> for you to effectively bid for government contracts?
Question18	On average, how would you rate the following aspects of the tender documents provided by government agencies: Sufficiency
Question18	On average, how would you rate the following aspects of the tender documents provided by government agencies: Clarity
Question19	Do you generally have enough time to respond during the procurement process?
Question20	Generally, how openly have government officials discussed their requirements when you have asked for more information about a contract opportunity?
Question21	After you bid for a tender, what follow-up (e.g. debrief) is generally provided by government agencies?
Question22	Would you recommend government as a customer to other businesses?
Question23	How well does doing business with a NZ government agency compare with doing business with your other customers?
Question24	How would you rate how government agencies manage their supplier relationships?
Question25	During the last financial year, how often did the government agency or agencies you supply ask your business to do each of the following: products and services
Question25	During the last financial year, how often did the government agency or agencies you supply ask your business to do each of the following: reporting
Question25	During the last financial year, how often did the government agency or agencies you supply ask your business to do each of the following: Training
Question25	During the last financial year, how often did the government agency or agencies you supply ask your business to do each of the following: Digital tech
Question25	During the last financial year, how often did the government agency or agencies you supply ask your business to do each of the following: New Tech
Question25	During the last financial year, how often did the government agency or agencies you supply ask your business to do each of the following: Health and Safety
Question25	During the last financial year, how often did the government agency or agencies you supply ask your business to do each of the following: Standards
Question26	During the last financial year, how often were your ideas to develop the following areas adopted by the government agency or agencies you supply: Products and services
Question26	During the last financial year, how often were your ideas to develop the following areas adopted by the government agency or agencies you supply: Reporting
Question26	During the last financial year, how often were your ideas to develop the following areas adopted by the government agency or agencies you supply: Training
Question26	During the last financial year, how often were your ideas to develop the following areas adopted by the government agency or agencies you supply: Digital tech
Question26	During the last financial year, how often were your ideas to develop the following areas adopted by the government agency or agencies you supply: New tech
Question26	During the last financial year, how often were your ideas to develop the following areas adopted by the government agency or agencies you supply: Health and Safety

Question26	During the last financial year, how often were your ideas to develop the following areas adopted by the government agency or agencies you supply: Standards
Question27	Would you be comfortable sharing innovative ideas with the New Zealand government in the future?
Question28	Overall, how would you rate the quality of the following government procurement activities: Initial engagement
Question28	Overall, how would you rate the quality of the following government procurement activities: Tender
Question28	Overall, how would you rate the quality of the following government procurement activities: Contract
Question29	Overall how would you rate the quality of government procurement activity (including initial engagement, tender activity and contract management)?
Question30	What should government agencies improve on to become a more attractive customer to you?
Question31	Is most of your government business from contracting directly with government agencies or as a subcontractor?
Question32	Do you currently have a contract with government?
Question33	Generally how satisfied are you with the following aspects of your contract manager's performance: Professionalism
Question33	Generally how satisfied are you with the following aspects of your contract manager's performance: Timing
Question33	Generally how satisfied are you with the following aspects of your contract manager's performance: Decision making
Question33	Generally how satisfied are you with the following aspects of your contract manager's performance: Communication
Question33	Generally how satisfied are you with the following aspects of your contract manager's performance: Innovation
Question33	Generally how satisfied are you with the following aspects of your contract manager's performance: Incentivising
Question34	Do the government agencies you contract with hold regular contract review meetings?
Question35	Overall, how often are these contract review meetings useful for your organisation?
Question36	What differences (if any) do you see in how government agencies manage contracts compared with your other customers?
Question37	How well do you understand how the government procures and the way different types of government agencies operate?
Question38	How well do you understand the Government Rules of Sourcing (the Rules which government agencies should follow when procuring goods and services)?
Question39	Are you aware of any advisory services or supplier resources offered by New Zealand government agencies?
Question40	Have you used any advisory services or supplier resources offered by New Zealand government agencies to help you bid for international government contracts?
Question41	How much do you know about the processes available to complain about a procurement activity?
Question42	The final report will be released in the coming months, if you would like a copy of the report sent to you, please provide an email address. However, if you prefer to submit the survey anonymously the report will be available online at http://www.procurement.govt.nz/procurement
Question1	Where is your organisation's ownership based?
Question2	In which region is your main office in New Zealand based?
Question3	In what region(s) do you supply to government agencies? (Select all that apply)
Question4	In full time equivalents, how many people work in your organisation?
Question5	What is the main field of your business?
Question6	What is the legal structure of your organisation?
Question7	What was your approximate annual turnover in New Zealand dollars in the last financial year?
Question8	Approximately how much of this annual turnover comes from supplying New Zealand government agencies?
Question9	How important is government business to your organisation?
Question10	What are the types of government agencies that you supply in New Zealand? (Select all that apply)
Question11	Of the agencies you supply, which is your primary customer?
Question12	What is your main source of information about government contracts?
Question13	When do you usually first hear about a government contract opportunity?
Question14	Have you bid for any government contracts during the past five years?
Question15	Have you been successful in any of your bids in the past five years with government?
Question16	Do you feel you can effectively bid for government contracts?
Question17	What are the main factors that help you to effectively bid for government contracts? (Select all that apply)
Question18	What are the main factors that make it difficult for you to effectively bid for government contracts? (Select all that apply)
Question19	Please answer the following questions regarding tender documents: Sufficiency
Question19	Please answer the following questions regarding tender documents: Clarity

Question20	Do government officials discuss their requirements openly with you when asked for more information about a contract opportunity?
Question21	Do you have sufficient time to respond during a procurement process?
Question22	After you bid for a tender, how often were you offered a follow-up (e.g. debrief) by the government agency?
Question23	When you were provided with a follow-up from a government agency, was it helpful?
Question24	Would you recommend government as a customer to other businesses?
Question25	How well does doing business with a NZ government agency compare with doing business with your other customers?
Question26	During the last financial year, how often did the government agency or agencies you supply ask your business to do each of the following: products and services
Question26	During the last financial year, how often did the government agency or agencies you supply ask your business to do each of the following: reporting
Question26	During the last financial year, how often did the government agency or agencies you supply ask your business to do each of the following: Training
Question26	During the last financial year, how often did the government agency or agencies you supply ask your business to do each of the following: Digital tech
Question26	During the last financial year, how often did the government agency or agencies you supply ask your business to do each of the following: New Tech
Question26	During the last financial year, how often did the government agency or agencies you supply ask your business to do each of the following: Health and Safety
Question26	During the last financial year, how often did the government agency or agencies you supply ask your business to do each of the following: Standards
Question27	During the last financial year, how often were your ideas to develop the following areas adopted by the government agency or agencies you supply: Products and services
Question27	During the last financial year, how often were your ideas to develop the following areas adopted by the government agency or agencies you supply: Reporting
Question27	During the last financial year, how often were your ideas to develop the following areas adopted by the government agency or agencies you supply: Training
Question27	During the last financial year, how often were your ideas to develop the following areas adopted by the government agency or agencies you supply: Digital tech
Question27	During the last financial year, how often were your ideas to develop the following areas adopted by the government agency or agencies you supply: New tech
Question27	During the last financial year, how often were your ideas to develop the following areas adopted by the government agency or agencies you supply: Health and Safety
Question27	During the last financial year, how often were your ideas to develop the following areas adopted by the government agency or agencies you supply: standards
Question28	Overall, how would you rate the quality of the following government procurement activities: Initial engagement
Question28	Overall, how would you rate the quality of the following government procurement activities: Tender
Question28	Overall, how would you rate the quality of the following government procurement activities: Contract
Question28	Overall how would you rate the quality of the following government procurement activities: Supplier Relationships
Question29	Overall, how would you rate the quality of government procurement activity (including initial engagement, tender activity, contract management and supplier relationships)?
Question30	What should government agencies improve on to become a more attractive customer to you?
Question31	Do you currently have a direct contract with government?
Question32	How satisfied are you with the following aspects of your contract manager's performance: Professionalism
Question32	How satisfied are you with the following aspects of your contract manager's performance: Timing
Question32	How satisfied are you with the following aspects of your contract manager's performance: Decision making
Question32	How satisfied are you with the following aspects of your contract manager's performance: Communication
Question32	How satisfied are you with the following aspects of your contract manager's performance: Innovation
Question32	How satisfied are you with the following aspects of contract management across government agencies: Incentivising
Question33	Do the government agencies you contract with hold regular contract review meetings?
Question34	Overall, how often are these contract review meetings useful for your organisation?
Question35	What differences (if any) do you see in how government agencies manage contracts compared with your other customers?
Question36	How well do you understand how the government procures and the way different types of government agencies operate?
Question37	How well do you understand the Government Rules of Sourcing (the Rules which government agencies should follow when procuring goods and services)?
Question38	Are you aware of any advisory services or supplier resources offered by New Zealand government agencies?
Question39	Have you used any advisory services or supplier resources offered by New Zealand government agencies to help you bid for international government contracts?
Question40	Are you aware of any of the following complaint/dispute resolution processes available? (Select all that apply)
Question41	If you had a complaint, which of the following did you do? (Select all that apply)

Question42	Why didn't you take any action on your problem? (Select all that apply)
Question43	The final report will be released in the coming months. If you would like a copy of the report sent to you, please provide an email address. However, if you prefer to submit this survey anonymously, the report will be available online at www.procurement.govt.nz