



New Zealand  
Immigration Service  
*Te Ratonga Manene*

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Immigration Research Programme

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The Evaluation  
of the  
Settlement Services Pilots

February 2002

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of the  
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# 1 Executive Summary

## Background

This report '*Evaluation of the Settlement Services Pilots*' describes an evaluation of pilot projects that were set up to provide for the settlement needs of new migrants and the resettlement of refugees. Excluding the six-week orientation programme for Refugee Quota arrivals, this was the first time for a considerable period that the government had expressly set out to meet the needs of new arrivals in New Zealand.

One of the aims of the pilots and therefore this evaluation was to provide information useful for making decisions about the scope and character of future settlement services. It should be noted that this evaluation has reported prior to the end of the pilots as information was required by the end of November 2001 to feed into a possible budget bid for future funding. Therefore there was only limited outcome or throughput information available, as some of the funded organisations had only completed the implementation phase of their projects.

## Evaluation methodology

Where possible, and in many cases it was, output and outcome information was collected from projects. However, this latter information is only partial and it is recommended that the outputs and outcomes achieved by the projects be collated at the end of the piloting process. The main methods used were analysis of project files and reports, face to face interviews with key stakeholders, and focus groups with project participants.

## The Pilots

Three pilots with varying levels of funding were established and were focussed on the following three target groups:

- asylum seekers and refugees;
- the families of refugees; and
- migrants.

The pilots included a range of service provision encompassing accommodation, support, orientation, networking, information and employment related programmes. The Government allocated \$1,238,575.00 to the three pilots and this money was sourced from the migrant levy (payable by migrants to New Zealand), and from crown funding for refugee services.

In total, 19 separate projects were funded. In some cases one organisation was funded for more than one project and at times one project acted as an umbrella with funding then directed to separate organisations. Thirteen organisations were funded to provide services. The majority of services were provided in Auckland, with Hamilton, Palmerston North, Wellington and Christchurch also represented. Many of the organisations were funded for services they had previously been providing on a voluntary basis.

Five of the thirteen organisations were funded to deliver more than one project. It is also noteworthy that many of the projects were delivered by more than one organisation. For

example, the Refugee and Migrant Centre in Christchurch is the umbrella organisation for three organisations that share the same buildings and collaborate to provide services to migrants and refugees.

Projects had different start dates, ranging from January to May 2001 and the outcomes were collated in September and October 2001.

## Administration

Overall, the development and management of the settlement pilot process has worked quite well. There were avoidable problems with the timing of the application process, which created time pressures for the applicants and also for the Recommendations Committee. The Christmas break, some continuing decision making with the Minister, and a lack of dedicated resource for contracting meant that there were subsequent delays in contracting with the selected organisations.

Issues that will need to be taken on board in any future funding round include the timing of the application process, and the need for more efficient administration of the contracts. Depending on decisions about the future of these settlement projects, the NZIS may want to provide organisations with service guarantees of contract timeliness. This would help provide certainty to the project providers regarding when their funding would become available, and ensure projects start closer to the projected dates.

## Summary of the Pilots and Projects

### *Pilot One (Groups working with refugees and asylum seekers) \$335,000*

The projects included in this pilot were funded directly by the Crown. The purpose of the pilot was to purchase services for clients and support for organisations which had been providing emergency services for refugee status claimants for some time.

Four community-based groups and organisations were funded to provide support services for refugee claimants (asylum seekers), claimants' families and/or people in refugee-like situations such as women without permanent residence experiencing domestic violence while married or partnered to New Zealand citizens or residents.

The services purchased for clients by these projects included emergency hostel accommodation for asylum seekers, a safe house for women who were not New Zealand permanent residents and who were escaping domestic violence, and the provision of advocacy, social work, interpreting services, and referrals to government departments and other community agencies.

Service Provider	Funded Objectives	Target group	Throughputs to date
Auckland Refugee Council (ARC)	Providing emergency accommodation hostel in West Auckland and other on-arrival emergency services and assistance	Asylum seekers	167 asylum seekers used the service. <ul style="list-style-type: none"> <li>• 25% adult female</li> <li>• 70% adult male</li> <li>• 5% children.</li> </ul> Approx. 6,296 bednights provided. 3 courses run.
Auckland Latin	Employ social worker part-time for	Refugees and	1800 phone calls during day,

<b>American Community (ALAC)</b>	emergency services, advice, referrals and assistance	asylum seekers	300 after hours. 42 social work cases. 19 people referred to ARC health clinic.
<b>Shakti Women's Safe House</b> Auckland	Accommodation, advocacy, and assistance with victims of domestic violence and part salary of a social worker	Women without status in violent domestic situations	41 women from six ethnic groups assisted. 287 bed nights. 8 courses run. Total course hours: 489 hours over 31 weeks
<b>Refugee and Migrant Centre (RMC)</b> Christchurch	Emergency services, advice, referrals, assistance and some ESOL classes	Refugees and asylum seekers	26 asylum seekers seen. ESOL assistance for 4 people 121.5 social work hours Employment assistance with 2 people in part-time work and 1 in full-time work. Currently working with 13 male and 2 female family members.

*Pilot Two (Orientation courses for families of refugees) \$229,000*

These projects were also funded directly by the Crown. The purpose of the pilot was to provide orientation to New Zealand society for the families of Quota Refugees. Once Quota Refugees are resettled they invariably want to sponsor family members to New Zealand. Many of these family members enter New Zealand through family reunification policies, but come from “refugee-like” circumstances and have the same needs for orientation as refugees arriving via the Refugee Quota.

Four community-based groups were funded to provide support and orientation to New Zealand resident refugees and their families. The main focus of the projects was to provide community linkages and orientation, along with practical assistance with housing and furniture.

<b>Service Provider</b>	<b>Funded Objectives</b>	<b>Target group</b>	<b>Throughputs to date</b>
<b>Enterprise Waitakere</b> Auckland	Orientation for whole families, survival English	Community leaders	Two courses with two more planned. Focus of the courses was revised during the contract period.
<b>Multicultural Learning and Support Service (MCLASS)</b> Wellington	Group orientation on New Zealand services and resettlement assistance	Refugees and their families	131 people attended 38 refugees 47 family reunion people <ul style="list-style-type: none"> <li>• 55 males</li> <li>• 76 females</li> </ul> 15 sessions - 17.5 course hours (May-October)
<b>Refugee and Migrant Centre (RMC)</b> Christchurch	Resettlement support and production of 5 videos on basic orientation topics	Families of refugees	617 clients used the service <ul style="list-style-type: none"> <li>• Male 375</li> <li>• Female 242</li> </ul> One video piloted, four others in production, each 5-7 minutes long in 3 languages Somali, Farsi, and Amharic.
<b>Refugee and Migrant Service (RMS)</b> National Office Wellington	Assistance with information, housing, support and referrals	Families of refugees	No. of families settled <ul style="list-style-type: none"> <li>• Hamilton 25</li> <li>• Wn/Hutt 19</li> </ul> No. of people in those families <ul style="list-style-type: none"> <li>• Hamilton 82</li> <li>• Wn/Hutt 80</li> </ul>



*Pilot Three (Services for new migrants) \$674,575*

This pilot targeted the settlement needs of migrants, and was aimed at enhancing settlement by providing linkages for migrants to the community and to employment. The pilot was funded from a levy charged to most migrants on gaining residence. Eleven projects were funded as part of Pilot Three, which focused on services targeted at migrants. Four projects were targeted towards providing orientation services for new migrants and seven towards developing employment initiatives.

The four projects focussing on assisting new migrants to settle effectively in New Zealand, used services based on past experience and, in one case, a community partnership model, which has been applied successfully in Australia. Successful collaboration across the sector occurred, as many agencies provided information, resource material and personnel.

Seven projects had, as a common theme, the development and provision of employment initiatives for new migrants. Many of these projects were newly established, rather than building on existing service provision. These projects focussed on initiatives that reduced the barriers to employment. Business and community organisations supported the employment of migrants using new technology such as websites and computer based profiling tools, business courses, mentors and people to bridge the gap between employers and prospective employees.

<b>Service Provider</b>	<b>Funded Objectives</b>	<b>Target group</b>	<b>Throughputs to date</b>
<b>Relationship Services</b> Auckland	Relating Well in New Zealand - information programmes and training for trainers	Migrants with family problems	5 courses 60 course hours over 20 weeks. 76 people attended 23 females 53 males 7 were refugees
<b>Shakti Migrant Resource Centre</b> Auckland	Information, seminars, support, networking and referrals	New migrants	148 people and their families used the Centre from May to October 2001 Females 83 Males 65 4 seminars 16 course hours over 26 weeks
<b>Auckland Cities Project</b>	Research the establishment of a Migrant Resource Centre and coordination of services in Auckland and Manukau cities	New migrants	Community meetings Liaison with key stakeholders Report to Mayors of Auckland and Manukau Cities on future directions.
<b>Multicultural Centre for Learning and Support Service (MCLASS)</b> Wellington	Assessment and referral of migrants to appropriate classes and support services. Establish an information database	New migrants	54 people used the service • Females 31 • Males 23
<b>Wellington ESOL Home Tutor Service (WEHTS)</b>	Mentoring of jobseekers using Home Tutor networks	New migrants	36 job seekers registered 26 mentors recruited and trained. 3 training courses (4 hours over 2 weeks.) 25 job seekers have been matched with mentors and are job ready.
<b>Regional Chamber of Commerce,</b> Auckland	<i>New Kiwis</i> Website for jobseekers, database matching, networking and promotion of migrant employment opportunities.	Migrants and employers	Registered users 800+ Registered employers 230 No. of CVs downloaded 639 Successful placements 34 Jobs on offer 105

			(2500-3000 hits per week)
<b>Auckland New Ventures Inc (ANVI) Business and Employment Link Service</b>	Information for jobseekers, mentoring, networking, orientation, New Zealand Small Business Skills.	New migrants	Website developed 80 migrants assisted one to one Female 38 Male 42  5 seminars in partnership with Shakti 3 ANVI seminars 7 people employed full time 4 people employed parttime 7 businesses started.
<b>Auckland New Ventures Inc (ANVI) Highly Qualified Migrants (HQM)</b>	Jobsearch skills, referrals and database employment tool for highly qualified migrants.	New migrants	104 migrants used the service. Female 44 Male 60 4x4 hour seminars run. Employment/contracts for 24 highly qualified migrants.
<b>Enterprise Waitakere Auckland</b>	Business course with small business tools oriented towards self employment.		28 applied 15 attended 1 course run over 10 weeks Four in business Two in employment
<b>Ethnic Council of Manawatu</b>	Programme to introduce migrants to employment networks, employer education.	New migrants	Launch of employment placement programme and media coverage. Start delayed.
<b>Refugee and Migrant Centre Christchurch</b>	Migrant orientation, employment seminars, language as needed, drivers licence courses.		13 migrants had accessed service in the month since the worker was formally appointed. 5 migrants have been placed in employment.

## Summary of the Pilots

The projects funded via the pilots were very diverse, and in a number of cases were demonstratively successful. They spanned the spectrum from providing accommodation and other emergency services for arriving asylum seekers and for at-risk women without permanent residence in New Zealand, through to catering to the employment needs of highly skilled migrants. While it seemed that for some organisations they were on a learning curve when it came to the needs of migrants many demonstrated their experience of the sector by efficiently setting up and conducting their project.

A number of the projects required a longer set up time than was anticipated, which illustrates issues around one off funding. The employment and training of staff and programme development is a process that takes time, particularly for community sector groups relying on volunteers to implement the project. Therefore for groups who were not funding on-going service provision, the first year of funding was as much about the development of an appropriate infrastructure, and, at times, learning through trial and error, as it was about the delivery of contracted outputs. However, any inefficiencies in the use of the funding are compensated for to a degree by the amount of voluntary (i.e. unfunded) work contributed.

## Service Users Views

Three focus groups were held for service users - two in Auckland and one in Wellington. The group participants were very positive about the projects and the different kinds of

assistance that they received. Participants considered the most useful services they received were:

- community information, resources and networks;
- lists of websites for small businesses and English language classes;
- support people to provide practical support for housing, schooling, and dealing with Work and Income;
- access to mental health services and counselling;
- assistance with interpreting and understanding New Zealand systems;
- business courses with transferable skills such as marketing and analysing markets.

Participants were so positive about the assistance they received that they had difficulty identifying the least useful aspects. One person mentioned that courses needed to be graded to suit the ability of students. Another noted the difficulties of getting to the asylum seeker hostel from the airport and that sharing bedrooms with depressed people from other cultures was difficult. Computer skills were not useful for another participant who was highly computer literate.

### **External Stakeholders Views**

External stakeholders spoke highly of the pilots, the range of services provided and the successful models that had been established. They noted the collaboration of service providers and the awareness of the need for working together. The overall achievements of the pilots were that they provided opportunities for disadvantaged migrants and refugees to be included in, and learn about, the systems and values of their new country. Access to bridging programmes for both orientation and employment helped people to adjust to a very different life and had long term benefit in achieving effective settlement outcomes for a relatively small investment by Government.

### **Conclusion**

This was an ambitious programme of pilot projects in a sector that has been acknowledged as being under-resourced. There was a complex array of target groups, organisations, and project types being funded to provide services in five different cities in New Zealand.

The services reached a large number of people from a variety of ethnic groups and nationalities. While very few services were provided to Europeans, the majority have instead met the needs of Asian, South American and African migrants and refugees. What these people have in common is that they come from dissimilar cultures to the predominant New Zealand culture, and are likely to either have English learning issues, or issues with the accent of their spoken English.

As a mechanism for encouraging collaboration and sharing across the sector, the pilots have been a success. In general, the providers collaborated with other agencies to deliver their services. The pilots were also successful in:

- raising awareness of migrant and refugee issues in the wider community;
- building on existing networks to create orientation or employment support for new arrivals;
- boosting the confidence of new settlers and their understanding of New Zealand systems; and

- creating successful models for other agencies to follow for the provision of mainstream settlement services.

Particular success was noted in the employment area where some projects used new technology to link people with employment. Courses were provided to inform on the New Zealand way of doing business and employment co-ordinators or mentors had a coaching role to support new settlers into employment.

All other areas of the pilots, such as providing accommodation, social work support, and orientation-related services were equally successful for their target groups. However, many of these service providers were more likely to be carrying on with essential, existing service provision or extensions of current assistance, than creating innovative new services.

The pilot projects were on the whole meeting their reporting obligations and objectives within the timeframes, or had negotiated changed reporting dates with the New Zealand Immigration Service. A few organisations noted that their objectives were behind schedule because of delayed implementation. The main areas of concern about the pilots raised by participants were the timing of the application process, the time delays in settling contracts and the lack of a transparent tendering process for pilot funding.



## 2 Introduction and Background

### 2.1 Introduction

This report describes an evaluation of pilot projects set up to provide for the settlement needs of new migrants and the resettlement of refugees. The New Zealand Immigration Service (NZIS) obtained funding for, and piloted, the projects. The projects were delivered by a range of groups in the community. This was first time for a considerable period that the government had expressly set out to meet the needs of new arrivals in New Zealand<sup>1</sup>. The funding allowed existing initiatives to be placed on a more secure footing, or in some cases expanded, while some innovative approaches to assisting migrants and refugees were also able to be delivered, particularly in the employment arena. The projects were targeting a number of different groups of people in need of assistance to settle or resettle into New Zealand. These groups included refugees, asylum seekers, migrants, and the families of refugees.

One of the main aims of the pilots and therefore this evaluation was to provide information useful for making decisions about the scope and character of future settlement services. The evaluation has reported prior to the end of the pilots as information was required by the end of November 2001 to feed into a possible budget bid for future funding. As many of the organisations involved had only begun the implementation phase of their programmes or been running the project for a short while, the reporting timeframe has meant that only limited outcome related information was available, and it has therefore limited the conclusions that can be drawn.

### 2.2 Background to the Pilots

There had been a growing awareness that certain groups of migrants and refugees were not settling into New Zealand with the ease that they, the wider community, or the government would have wanted. Non-governmental organisations involved with the resettlement of refugees and the settlement of migrants have been responding to the needs of migrants and refugees, and also raising concerns about the lack of government funding and support for the services they provide. An NZIS report to the Minister of Immigration in December 1999 highlighted, among other things, the lack of a co-ordinated settlement strategy. In response, in early 2000, the Minister of Immigration asked the NZIS to develop a Budget Round bid and seek approval for Migrant Levy monies to be set aside for a series of pilots targeting different groups of refugees and migrants.

In May 2000 Cabinet approval to pilot (re)settlement services was obtained and in July 2000 the Government announced that services assisting refugees, migrants and people in refugee like situations would be piloted. The broad aim of the pilots was to enhance settlement outcomes for refugees and migrants. The development of the pilots was informed by research into the settlement assistance needs of recent migrants<sup>2</sup>.

The pilots, and related projects, were to be delivered by various community groups during

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<sup>1</sup> Excluding the six week orientation programme for Refugee Quota arrivals delivered at the Mangere Refugee Reception Centre.

<sup>2</sup> Settlement Assistance Needs of Recent Migrants, E Ho, E Cheung, C Bedford and P Leung. New Zealand Immigration Service, 2000.

2001 and 2002, and were considered to be a useful way of identifying effective service provision for the future. The NZIS chose to run the pilot projects through established service providers to ensure that robust administration and accounting systems were already in place and that there was already a “philosophy of service”. All except one of the service providers was non-profit making. The Pasifika Employment and Education Training Organisation (PEETO) was profit making but delivered its services under the umbrella of a not for profit organisation (the Refugee Migrant Centre).

Three pilots with varying levels of funding were established and were focussed on the following three target groups:

- asylum seekers and refugees;
- the families of refugees; and
- migrants.

The pilots included a range of service provision encompassing accommodation, support, orientation, networking, information and employment related programmes. The Government allocated \$1,238,575.00 to the three pilots and this money was sourced from the migrant levy (payable by migrants to New Zealand), and from crown funding for refugee services. The money was allocated to the three pilots in the following manner.

#### 2.2.1 Pilot One (Groups working with refugees and asylum seekers) \$335,000

The projects included in this pilot were funded directly by the Crown. The purpose of the pilot was to purchase services for clients and support for organisations which had been providing emergency services for refugee status claimants for some time. While these organisations received some funding from other government and non-government sources, they had difficulty maintaining a reasonable cash flow.

#### 2.2.2 Pilot Two (Orientation courses for families of refugees) \$229,000

These projects were also funded directly by the Crown. The purpose of the pilot was to provide orientation to New Zealand society for the families of Quota Refugees. The annual Refugee Quota intake is currently set at 750 people and a six-week orientation programme is run for them at the Mangere Refugee Reception Centre. Once these refugees are resettled they invariably want to sponsor family members to New Zealand. Many of these family members are from refugee like situations and have previously not had the opportunity to access the type of information that an orientation course can provide.

#### 2.2.3 Pilot Three (Services for new migrants) \$674,575

This pilot targeted the settlement needs of migrants, and was aimed at enhancing settlement by providing linkages for migrants to the community and to employment. The pilot was funded from a levy charged to most migrants on gaining residence. This pilot, because of its emphasis on employment, is also responsible for building bridges with the business community as well as government agencies such as the Department of Work and Income (now part of the Ministry of Social Development). For evaluation reporting purposes, Pilot Three was divided into Part A - Orientation services and Part B -

Employment initiatives.

## 2.2.4 The Fourth Pilot

A fourth pilot, to be funded from crown revenue, was also developed and this was a joint venture between the NZIS and the Ministry of Health. It was targeted towards health screening asylum seekers. However, the pilot was deferred due to difficulties for the health system in coping with the number of referrals. Therefore this pilot has not been included in the evaluation.

## 2.3 Description of the Pilots and Projects

In total, 19 separate projects were funded. In some cases one organisation was funded for more than one project and at times one project acted as an umbrella with funding then directed to separate organisations. Thirteen organisations were funded to provide services. The majority of services were provided in Auckland, with Hamilton, Palmerston North, Wellington and Christchurch also represented. Many of the organisations were funded for services they had previously been providing on a voluntary basis.

The following table briefly describes the projects and organisations funded within each pilot.

**Table 1: Projects Funded**

<b>PILOT ONE (<i>Groups Working with Refugee Claimants</i>)</b>		
<b>Organisation</b>	<b>Service description</b>	<b>Funding</b>
1. Auckland Refugee Council (ARC) Auckland  <u>Funded period:</u> 1 Jan 2001 to 30 June 2002	The ARC provided emergency accommodation for asylum seekers at the new, larger premises they secured in West Auckland.  They also provided a range of other on-arrival services and assistance such as organising health checks and linking asylum seekers with other emergency services and agencies which assist asylum seekers find employment, accommodation and so on.	\$279,758
2. Shakti Asian Women's Safe House. Auckland  <u>Funded period:</u> 1 Jan 2001 to 30 June 2002	Shakti safe house workers provided accommodation, advocacy and assistance for victims of domestic violence who did not have New Zealand permanent residence. The women usually lose their sponsor and often their means of support when the relationship with the spouse or partner breaks up. They need support and assistance to apply to stay in New Zealand. They often have children with their New Zealand spouse and returning to their home country is not the preferred option. The Shakti safe house receives some funding from the Department of Child Youth and Family Services. They were able to pay a 0.5 social worker salary with the funding from the NZIS.	\$22,500
3. Auckland Latin American Community. (ALAC) Auckland  <u>Funded period:</u> 1 March 2001 to 30 June 2002	ALAC worked primarily with Spanish speaking asylum seekers but also helped the Auckland Refugee Council if it had the capacity. They ran a small hostel and employed a social worker to offer emergency services, advice, referrals and assistance. The funding paid 0.5 of the social worker's salary – other funding comes from other government and non-government sources.	\$20,000
4. Refugee and	The RMC is the umbrella organisation for three services who	



Migrant Centre (RMC). Christchurch  <u>Funded period:</u> 1 March 2001 to 30 June 2002	share the same buildings. Refugee Resettlement Support (RRS), PEETO and the Refugee and Migrant Service offered services. RRS offered a small amount of professional social work assistance to advise and refer, PEETO provided help in finding employment or offered survival ESOL, and RMS provided an immigration documentation service.	\$12,742
<b>Sub-Total</b>		<b>\$335,000</b>
<b>PILOT TWO (Orientation Courses for Families of Refugees)</b>		
5. Enterprise Waitakere. Auckland  <u>Funded period:</u> 1 March 2001 to 30 June 2002	Enterprise Waitakere provided a series of orientation courses for whole families – including survival English, introduction to New Zealand systems and local services.  Many Kurdish, Afghani, Somali and Iraqi families have settled in West Auckland.	\$50,891
6. Multicultural Centre for Learning and Support Services (MCLaSS) Wellington  <u>Funded period:</u> 7 March 2001 to 26 Feb 2002	MCLaSS provided a series of group orientation sessions on New Zealand systems and local services.  MCLaSS also provides needs assessment, referral, resettlement assistance and links to other government agencies and NGOs.	\$23,165
7. Refugee and Migrant Service (RMS), National Office Wellington and Hamilton  <u>Funded period:</u> 7 March 2001 to 30 June 2002	RMS provided assistance to families of refugees: assistance with information about living in New Zealand, referral to ESOL, general support and referrals.  These services were provided in the Greater Wellington and Hamilton areas.	\$62,523
8. Refugee and Migrant Centre (RMC). Christchurch  <u>Funded period:</u> 1 March 2001 to 30 June 2002	RMC offered through its three agencies: general resettlement support and referrals, group orientation, and survival English. PEETO offered two six week orientation courses for the families of refugees. RRS produced, with advice and assistance from some of the ethnic communities women's groups and a professional video producer, a series of videos giving a range of orientation information specifically for women, and RMS provided orientation and referral assistance.	\$92,421
<b>Sub-Total</b>		<b>\$229,000</b>
<b>PILOT THREE PART A (Orientation Services for Recent Migrants)</b>		
9. Relationship Services (RS). Auckland  <u>Funded period:</u> 14 March 2001 to 30 June 2002	Using cross-cultural workers RS ran 'Relating Well in New Zealand' courses. These open up problematic issues faced by migrants and assist by supplying information and linkages. A training the trainers programme was also run.  RS work together with the Auckland New Ventures Trust and Shakti.	\$25,000
10. Multicultural Centre for Learning and Support Services (MCLaSS) Wellington  <u>Funded period:</u>	MCLaSS provided English assessment, employment pathway planning and referrals, and established a database for migrants and employers.	\$20,500

1 March 2001 to 30 June 2002		
11. Shakti Migrant Refugee Centre Auckland  <u>Funded period:</u> 30 March 2001 to 30 June 2002	Shakti offered general settlement support and information through seminars, one-on-one support, networking assistance, and referrals to appropriate agencies.	\$50,000
12. Auckland and Manukau City Councils Auckland  <u>Funded period:</u> 30 March 2001 to 30 June 2002	This joint project enabled the development of a plan for one Migrant Resource Centre in the Auckland region and provided the basis for a second. It was intended to result in an improved level of co-ordination of services.	\$132,000
	<b>Sub-Total</b>	<b>\$227,500</b>
<b>PILOT THREE PART B (<i>Employment Initiatives for Recent Migrants</i>)</b>		
13. Auckland New Ventures Inc (ANVT). Auckland  <u>Funded period:</u> 1 May 2001 to 30 June 2002	ANVT offered highly qualified migrants job search skills for the New Zealand employment scene, and developed a data-base of migrants' skills and target employers. The concept of a holding company was to be trialled to act as a buffer between the migrants and the employers.	\$56,250
14. Enterprise Waitakere. Auckland  <u>Funded period:</u> 4 April 2001 to 30 June 2002	Enterprise Waitakere offered a ten week course which was focussed on the needs of migrants who were contemplating self-employment. It provided small-business tools and information about operating in New Zealand.	\$35,188
15. Regional Chamber of Commerce. Auckland  <u>Funded period:</u> 30 March 2001 to 30 June 2002	The Auckland Regional Chamber of Commerce set up a web-site and provided a data-base for skills matching between its member employers and migrants. It provided networking opportunities and promoted the benefits of a multi-lingual workforce.	\$110,000
16. Ethnic Council of Manawatu (ECM). Palmerston North  <u>Funded period:</u> 28 March 2001 to 28 March 2002	Through its already functioning Migrant Resource Centre the ECM ran two programmes to introduce migrants to employment networks and to engage in employer education.	\$22,000
17. Wellington ESOL Home Tutor Service (WEHTS) Wellington  <u>Funded period:</u> 30 March 2001 to 30 June 2002	WEHTS developed a service mentoring job-seekers using their extensive existing networks and data-base. This was a different service to their core work but one which used the personal involvement of sympathetic New Zealanders as job mentors.	\$27,250
18. Refugee and	RRS provided social work support, PEETO an employment	

Migrant Centre (RMC). Christchurch  <u>Funded period:</u> 30 March 2001 to 30 June 2002	linkage service, and the RMC project administration, reception and referrals. The Small Business Enterprise Christchurch (SBEC), provided self employment tools.	\$111,387
19. Auckland New Ventures Inc (ANVT). Auckland  <u>Funded period:</u> 2 April 2001 to 30 June 2002	ANVT developed an information pack, both printed and web-based, and assisted with mentoring, network access, orientation seminars, and New Zealand small business skills seminars and mentoring.  ANVT work together with Shakti and Relationship Services.	\$85,000
	<b>Sub-Total</b>	<b>\$447,075</b>
<b>TOTAL all Pilots (excluding GST)</b>		<b>\$1,238,575</b>

## 2.4 Report Structure

The report is presented in seven main parts. Following this introduction, section three describes the methodology and evaluation objectives, as well as some limitations of the research. Section 4 provides a summary of the administration of the pilots including the application, selection and contracting processes. The next section provides an overview of the pilots and projects, their successes and key developments. Sections 6 and 7 summarise the views of service users, external stakeholders, and some of the key issues for these groups. The final section draws some conclusions. Appendices with detailed tables of each project and their achievements, and the questionnaires used in the research are appended to the report.

## 3 Objectives and Methodology

### 3.1 Introduction

This section outlines the main evaluation objectives and the methodology used for the evaluation. Where possible, the evaluation was conducted in a collaborative style so that community groups and key stakeholders were comfortable with the purposes of the evaluation and would therefore co-operate with the interviewing and reporting requirements.

The reporting timeframe meant that the evaluation covered the period when many organisations were setting up their programmes and therefore it was only possible to evaluate the early stages of the pilots. Where possible, and in many cases it was, output and outcome information was also collected and is reported in this report. However, this latter information is only partial and it is recommended that the outputs and outcomes achieved by the projects be collated at the end of the piloting process.

### 3.2 Objectives

The eleven objectives for the evaluation were to:

1. describe the ways information about the pilots was disseminated to key groups and describe any strengths or weaknesses of the approach adopted;
2. describe the process by which groups and projects were selected and to seek feedback on the selection process;
3. describe the roles of the Project Manager and the activities undertaken by the Project Manager;
4. describe the context within which each project occurred. This objective includes describing reasons for the establishment of each project and the target group;
5. describe the implementation of each project and the activities undertaken;
6. identify the inputs, such as human resources, government funding, and other resources to each project;
7. identify the throughputs of each project, such as numbers of people and their demographic and immigration characteristics;
8. identify the outputs of each project, such as people housed or resources produced;
9. compare the way each project proceeded compared with what had been planned;
10. assess the extent to which each project was achieving its objectives;
11. assess the various stakeholder views on the outcomes of each pilot with particular emphasis on the following stakeholders:
  - Migrants and refugees;
  - Local government;
  - The Department of Work and Income;
  - Ethnic groups;
  - The organisations providing the services.

### **3.3 Methodology**

Emphasis in the evaluation was placed on producing information useful for making decisions about the scope and character of future settlement services. The main methods used were analysis of project files and reports, face to face interviews with key stakeholders, and focus groups with project participants. The evaluation employed elements of three complementary approaches. These were:

- Process evaluation - capturing descriptions of how the pilot projects were implemented and operated;
- Monitoring evaluation - the ongoing review of how projects were proceeding in terms of meeting their objectives, reaching milestones, hitting targets and timeframes; and
- Outcome evaluation - assessing the extent to which projects enhanced migrants' settlement.

### **3.4 Data Sources and Analysis**

Information for answering the objectives and specific evaluation questions came from a range of sources including:

- NZIS paper and electronic records;
- The NZIS and the Settlement Branch in particular;
- Interviews with key NZIS staff involved in the implementation and administration of the pilots;
- Documents arising from the monitoring processes built into the Letters of Agreement with service providers such as the Milestone reports, the Mid-Year Reports and the End of Year Reports;
- Face to face interviews with the settlement project providers (36 people). Often more than one person was interviewed for each project;
- Three focus groups with participants from each of the three settlement pilots (17 people) – two focus groups were held in Auckland and one in Wellington;
- Interviews with 3 employees and 2 employers who had used the New Kiwis website (set up by the Auckland Regional Chamber of Commerce); and
- Interviews with other selected key stakeholders, external to the pilots (9 people).

Qualitative techniques were used to analyse the data and address the evaluation questions.

### **3.5 Limitations**

It was too early in the pilots' life cycle for a thorough description of outcomes. This has limited the recording and analysis of project achievements. This caution should be kept in mind when reading the project achievements summarised in section 5. In many cases the outputs recorded are only partial and are limited to the establishment phase of the projects. Because of the qualitative nature of the analysis undertaken, it may not be possible to generalise from the conclusions reached in this evaluation.

## **4 Administration of the Pilot Projects**

### **4.1 Introduction**

This section describes the overall administration of the pilot projects, including the selection processes used. Included is a description of the processes used for disseminating information about the pilots to community groups, and the way groups and projects were selected. The section concludes with a description of the roles and responsibilities of the Project Manager. The relative effectiveness of these various processes is discussed and suggestions for improvements are provided.

### **4.2 NZIS Best Practice Process Guide**

Once Cabinet approval for the settlement services was received in May 2000 (Cabinet Minute FIN (00) M 13/7 (j) refers), the NZIS began the development of a document to guide the establishment of the pilot projects (*NZIS Best Practice Process Guide for Government's New Migrant & Refugee Settlement Pilots*).

The purpose of the Guide was to provide an overall management plan, risk analysis and to document a process for the administration of the pilot projects including providing templates for milestone reporting. Running these types of community based projects was a new initiative for the NZIS. Therefore the document laid down procedures to ensure accountability and to minimise operational difficulties, and was based on work done by the Department of Work and Income (DWI) and the Department of Labour's Community Employment Group (CEG), both of which had run programmes of a similar nature in the past.

Undertaking the development of this Process Guide helped the NZIS to clarify the parameters of the pilot and to set up appropriate administrative systems. However, the development of the Guide was taking place at the same time as the work to establish the pilots. Having the document ready beforehand would have eased the pressure on the small team involved in the development of the pilots. Based on the actual experience of establishing the pilots, the Guide now requires updating. This should include further templates to speed the administration processes, and the inclusion of evaluation information. Appendix A provides specific suggestions for updating the Guide.

### **4.3 Dissemination of information material to key groups**

This section examines the process used for informing key groups interested in participating in the pilots.

#### **4.3.1 Eligibility for applying for Pilot funding**

At the start of the pilot project planning process, the Minister of Immigration (the Minister) indicated that she had two requirements. Firstly she wanted to include groups who had a reputation for effectively meeting unfilled need, and who secondly worked in a collaborative and innovative manner. It was decided, therefore, to limit eligibility for pilot project funding to community groups with experience in service provision for refugees and migrants so that ineligible organisations did not waste time developing applications.

Invitations to information meetings were sent to community groups who met these criteria.

The list of community groups was compiled from NZIS contacts, some government agencies dealing with migrants, for example the DWI, and other groups who had made themselves known to the Minister.

Limiting eligibility was a deliberate and pragmatic decision so as not to raise unrealistic expectations given the limited funding available. This approach, however, caused some concern for groups not invited to the meetings, such as the Federation of Ethnic Councils which, as a part of their new vision, wanted to access funding to provide settlement services throughout New Zealand. The concerned groups met with NZIS staff and discussed their concerns. Earlier notification of eligibility criteria, possibly at the time of announcing the pilot funding, might have prevented raising the expectations of some groups. However the eligibility criteria were set out clearly in the application form.

It is also of note that evaluation informants commented that the consultation with providers both before and after the community meetings resulted in a positive change to the image of the NZIS among community groups.

#### 4.3.2 Information meetings for community groups

Information meetings were held in Auckland, Christchurch and Wellington. A group of providers from Hamilton were addressed at a separate Auckland meeting. The community groups appreciated having the information presented by an NZIS Senior Manager which, for them, indicated the importance that the NZIS was placing on these initiatives. Positive feedback from people attending the meetings suggested that the presence of senior management added status to the pilot projects.

A *Discussion Guide for Community Meetings* was developed and distributed to all participants to ensure consistency of information sharing at each meeting. The application form and the *Settlement Services Pilot Application Guide* were also distributed at the meetings.

Some initial misunderstanding about eligibility for Pilot One and Pilot Two funding arose from definitions distributed early in the pilot process that stated that people from “refugee-like situations” were target groups for both Pilot One and Two. However the situation was clarified for service providers through full explanation at the meetings and clarification of the application form.

### 4.4 Selection process for groups and projects

#### 4.4.1 Applications

Before applications were sought, a small group of providers was asked to review application forms used by different agencies for funding applications. The forms used by the CEG were considered the most user-friendly and were adapted for the pilots. A document, *Settlement Services Pilot Application Guide*, was developed to ensure that all community groups were informed of the processes for application and selection. Informal feedback on the forms and the guide was given to staff by the applicants, including that

they were shorter than most, easy to fill out, and the information was clear and concise.

The application form was emailed to groups on 24 November 2000 and they were asked to have their completed applications in by 11 December 2000. Where possible, groups had earlier been given a draft application form so that they could commence their applications as the NZIS acknowledged that the deadline was tight.

The NZIS staff worked closely with all the applicants through email, telephone and face to face meetings to assist them to finalise their proposals and ensure that the applicants fulfilled the criteria for the different pilots. Where proposals were clearly outside the parameters of the project, discussions were held with the applicants to reshape their proposals or self-select out of the scheme. All applications were received by 11 December 2000.

#### 4.4.2 Recommendations Committee

An interdepartmental Recommendations Committee of people from government agencies with a strong interest in migrant settlement and refugee resettlement issues was developed. Representatives from the NZIS, the CEG, Office of Ethnic Affairs, and the Ministry of Pacific Island Affairs met on 13 December 2000 to assess the proposals. While part of the Committee, no representative from the DWI (now the Ministry of Social Development) could make the meeting.

A briefing paper outlining the background to, and the scope of, the pilot projects was sent with the applications together with NZIS advice on the proposals to all Committee members. Prior to the Recommendations Committee meeting, the NZIS staff analysed the proposals to ensure they met the criteria and suggested provisional funding allocations. A summary sheet was attached to each application to summarise the main focus of the proposal, the proposed budget, the meeting of general criteria and government objectives, and the provider profile. The NZIS staff also made a provisional recommendation for each proposal based on their knowledge of the application. This recommendation was intended only as guidance for the Committee members. The documentation assisted the Committee members as the timeframe for reviewing the material was very short – one and a half days and a half-day meeting for assessment and selection.

#### 4.4.3 Meeting of the Recommendations Committee

The Best Practice Guide set down that the Committee would meet and make recommendations to the Minister before 15 December 2000. This timeframe appears to have driven the selection process and more time could have been allocated so that Committee members could read and assimilate the project proposals. It was also difficult to get all members together for half a day at that time of year.

Each application was discussed, and a consensus decision was made based on the knowledge of the organisation and the focus of the proposal. The NZIS staff advised on the allocation of funding to the various pilots. The decisions were summarised and the amount allocated to each proposal was listed.

The proposals and recommendations were forwarded to the Minister on 15 December 2000 for her decision. The Minister subsequently required further information on some of



the organisations and this was provided by the NZIS in briefing papers and meetings with the Minister. There was some renegotiation of funding allocations. Twenty seven applications for the funding were received, and nineteen were subsequently approved by the Minister.

#### 4.4.4 More realistic decision timeframes required

While the deadline of 15 December 2000 for the meeting of the Recommendations Committee set out in the Best Practice Guide was met, the timing of the project meant that applications were not received until 11 December. More time should ideally have been made available to investigate applicants who were not already known to the NZIS. Also, the assessment process would be better served if two half days were set aside to consider the applications rather than the one half day.

Scheduling the application process to avoid the busy work demands prior to Christmas and the unavoidable delays of the summer holiday period would also ensure that successful applicants could receive their contracts in a timely manner.

#### 4.4.5 Procedures set out in the Best Practice Guide which were not met

As the Minister did not make final decisions until January 2001, applicants were not notified by the required date of 22 December 2000. The Christmas holiday period, the need for discussions with NZIS staff and requests for further information about applicants were the reasons for this delay.

The NZIS contract letter stated that the NZIS would notify each organisation when the money had been deposited into their bank accounts. This did not occur and the Manawatu Ethnic Council did not know for some weeks that their payment had been deposited, causing delays in starting their project. Slippage in contract development meant that one organisation did not receive their first payment on the expected date and the delay resulted in some cashflow problems for that organisation.

A number of suggestions have been made to improve the selection processes and these are included as Appendix B, although many have been touched on in the preceding text.

### **4.5 Service Providers Views of the Application Process and Administration**

#### 4.5.1 Introduction

The service providers involved with the application process and administration of the pilots spoke highly of the relationships, interactions and communication with NZIS staff.

Comment on the application process from service providers varied:

*Information, meetings and process were excellent, not a lot needs to be improved.*

*Forms very good and easy to complete.*

Less positive comment came from some of the business related organisations:

*Slow process does not fit the business model of getting things done quickly.*

*Bureaucracy gets in the way.*

There was some concern expressed about the Minister making the final decisions on which projects would be funded, but this was balanced by recognition of the Minister's knowledge of the problems faced by refugee and migrant organisations. Others noted that the process was stressful because of the uncertainty of funding and the inability of organisations to continue or develop a service without early notification of the success of their application.

The following is a summary of the applicants' views of the application process. The factors that applicants found to be most useful were:

- community meetings for outlining and discussing the pilots;
- personal contact by NZIS staff with applicants;
- working closely with the NZIS to develop or modify proposals; and
- having the Assistant Settlement Advisor on site in Auckland where a number of the providers are based. She was able to assist with applications and this saved having to return applications for further amendment.

The factors that applicants found to be least useful about the application process were:

- the initial lack of clarity between Pilots One and Two;
- the small amount of time available between the community meetings and the deadline for returning the application (3 to 4 weeks).

The timeframes for applications caused concern for a number of organisations. One noted that it had only three days' notice in which to prepare an application. Others commented that the end of the year was not a good time to complete a comprehensive application and it was particularly difficult for voluntary organisations without paid staff to apply for funding at Christmas time. For some it seemed that there was a rush to have documentation ready before Christmas, followed by a subsequent lack of action until March. This contracting delay had implications for the implementation of their projects.

Providers also raised a number of other issues and these are summarised here.

The requirement for collaboration at the proposal stage was found to be time-consuming, but not needing to get quotes on service provision (some funding applications require comparative quotes for service provision from other providers) and the simple application forms were welcomed. Comments on reporting requirements varied – with quarterly reporting working well for the majority of contracted providers. One provider had concerns: *“Too much reporting - give us time to do some work”*.

Some organisations had extensive consultations with the NZIS about their proposals and changed the focus of their application significantly. There was some concern expressed in the sector that the application and funding process was selective, not openly contestable,

and limited to current service providers. This was seen to be a restrictive factor in terms of innovation and the development of new projects.

Suggested improvements to the application process noted by the applicants included:

- changing the timing of the application process to earlier in the second half of the year to allow timely notification and project planning to be started;
- developing a clear simple, and contestable process;
- developing a more businesslike approach to the application process, including a faster decision making and notification process; and
- improving the timeliness of contract development.

#### **4.6 Roles and responsibilities of the Project Manager**

This section describes the roles and responsibilities of the Project Manager from the initial stages of the Pilot Project, and the changes that have taken place with the establishment of the Settlement Branch within the NZIS. The Settlement Branch was established in June 2001 to run the settlement activities that are managed by the NZIS.

While Cabinet approval for the pilots was received in May 2000, there was a delay in operationalising the pilot projects because of the work to establish the new Settlement Branch and some initial uncertainty about the appropriate location of the Branch within the NZIS, and where the initial responsibility for developing the pilots lay.

The initial development work was undertaken by a Senior Manager and a part-time Assistant Settlement Adviser. In late 2000 the newly employed Settlement Adviser took over responsibility for running the pilots. Since July 2001, different roles have been allocated. The Settlement Adviser took up a wider role and became the Service Manager, Settlement Branch, with overall responsibility for the pilots. The Assistant Settlement Adviser was appointed as the Contracts Manager, and now has responsibility for all contracts.

A potential conflict of interest could have arisen for the Settlement Adviser from her close relationships with Christchurch providers. The Assistant Settlement Adviser was allocated responsibility for these projects in order to avoid any appearance that there may be a conflict of interest.

The main activities undertaken by the Settlement Adviser/Project Manager in setting up the four Pilots focused on administration, relationship management, co-ordination and liaison. The on-going roles were similar although reflect more of a relationship management and liaison role, and include the need to develop and maintain links with community groups and business groups such as the Chamber of Commerce.

##### **4.6.1 Administration**

There was a significant administrative component to the pilots, particularly in relation to preparing the individual contracts for sign out. The contract development stage was estimated to take a month but took two months to complete. This contracting stage needed to have been better resourced so that there could have been a faster turn around of

the contracts.

A person dedicated to the contracting process would have enabled service providers to receive their contracts and funding earlier, and also would have helped to avoid the cash-flow problems experienced by one organisation.

The Health Assessment Project (Pilot Four) took significant time to get agreement between the NZIS and the Ministry of Health on the format of a letter to be sent to asylum seekers, its translation into twelve languages and the forms from the Ministry of Health to be sent with the letter. The NZIS and the Ministry of Health undertook a large mail out, although a considerable number of letters were returned to the NZIS because many asylum seekers move frequently after their arrival in New Zealand, without leaving forwarding addresses. Health facilities, particularly in the Auckland area, were under pressure because of the numbers of asylum seekers taking up the free health check. Therefore continuance of this project has been on hold while the Ministry of Health considers further action.

#### 4.6.2 Relationships

The Project Manager has a number of relationships to manage in relation to the settlement projects and, in summary, these include the following:

##### *Internal*

- Access to the Minister and her staff
- General Manager of the NZIS
- Policy Section – Senior Manager, Senior Analysts and others as appropriate

##### *Government sector*

- Ministry of Social Development
- Office of Ethnic Affairs
- Ministry of Health
- Community Employment Group
- Skill New Zealand
- Ministry of Education
- Ministry of Pacific Island Affairs

##### *Community groups*

- Service Providers in the Pilot Projects
- Local employment committees
- Executive of New Zealand Ethnic Council
- Women's Committee of New Zealand Ethnic Council
- Polytechnic ESOL sector
- National Association of ESOL Home Tutors
- Refugee and migrant networks

#### 4.7 Summary

Overall, the development and management of the settlement pilot process has worked quite well. There were avoidable problems with the timing of the application process,

which created time pressures for the applicants and also for the Recommendations Committee. The Christmas break, some continuing decision making with the Minister, and a lack of dedicated resource for contracting meant that there were subsequent delays in contracting with the selected organisations.

Issues that will need to be taken on board in any future funding round include the timing of the application process, and the need for more efficient administration of the contracts. Depending on decisions about the future of these settlement projects, the NZIS may want to provide organisations with service guarantees of contract timeliness. This would help provide certainty to the project providers regarding when their funding would become available, and ensure projects start closer to the projected dates.

## 5 Pilots and Projects

### 5.1 Introduction

This section provides an overview of the pilots and the particular projects. It briefly discusses the target group and the main activities undertaken by each project. It also summarises the successes of the projects, the outcomes for clients, where known, and the meeting of objectives by organisations. This information was gathered from interviews with 36 people who organised and/or delivered the projects, and also the documents arising from the monitoring processes built into the contracts.

People targeted by the projects included women in New Zealand who were escaping domestic violence and who did not have permanent residence, newly arrived asylum seekers, the families of refugees, highly skilled – but unemployed – new migrants, and migrants in need of orientation or employment assistance. However, this diversity of projects and target groups raised challenges when it came to assessing the success of the pilots and also when assessing the outcomes of each project. The approach adopted in this report is to summarise some of the main findings in this section and also to include detailed tables in Appendix C that provide the following information on each project:

- the organisation running the project;
- the funded objectives;
- activities undertaken;
- how they identified the need for the service;
- the inputs to the project, throughputs, outcomes, and any comments;
- the process undertaken by the organisations to implement the project;
- any additional benefits noted by the organisation;
- the demand for the service, and any problems or concerns; and finally
- the organisations future plans.

It is important to note that projects received their contracts and funding at various times between January and May 2001. Some contracts are for a twelve-month period while others are for eighteen months, through until the end of June 2002. Many organisations employed staff members, which again delayed the implementation of some projects as they sought and trained suitable staff.

Table 2 below shows the location of projects and the organisations providing them. Five of the thirteen organisations were funded to deliver more than one project. It is also noteworthy that many of the projects were delivered by more than one organisation. For example, the Refugee and Migrant Centre in Christchurch is the umbrella organisation for three organisations that share the same buildings and collaborate to provide services to migrants and refugees. Pasifika Employment and Education Training Organisation (PEETO), Refugee Resettlement Support (RRS) and the Refugee and Migrant Service (RMS) were involved in delivering the projects. Therefore, although RMS were directly funded to deliver one project (in Hamilton and Wellington), they actually participated in a further two in Christchurch.

**Table 2: Organisations, Projects and Locations**

Organisations	Pilot One Refugee Claimants	Pilot Two Orientation for Families of Refugees	Pilot Three Orientation & Employment Initiatives for Migrants
<b>Auckland – 11 projects delivered</b>			
1. Auckland Refugee Council	✓		
2. Shatki Asian Women's Safe House.	✓		✓
3. Auckland Latin American Community.	✓		
4. Enterprise Waitakere.		✓	✓
5. Relationship Services (RS).			✓
6. Auckland and Manukau City Councils.			✓
7. Auckland New Ventures Inc			✓✓
8. Regional Chamber of Commerce.			✓
<b>Christchurch – 3 projects</b>			
9. Refugee and Migrant Centre	✓	✓	✓
<b>Palmerston North – 1 project delivered</b>			
10. Ethnic Council of Manawatu			✓
<b>Hamilton – 1 project delivered*</b>			
11. Refugee and Migrant Service, National Office*		✓	
<b>Wellington – 4 projects delivered*</b>			
11. Refugee and Migrant Service, National Office*		✓	
12. Multicultural Centre for Learning and Support Services		✓	✓
13. Wellington ESOL Home Tutor Service (WEHTS)			✓
<b>Projects</b>	<b>4</b>	<b>5*</b>	<b>11</b>

\*The Refugee and Migrant Service project was undertaken in both Wellington and Hamilton and, for this reason, has been counted twice in this table.

The rest of this section describes each pilot and summarises the achievements of the various projects funded, first in tabular form, and then with a brief discussion of each project. The section concludes with a summary of the overall achievements of the pilots and projects. The tables briefly summarise the projects and what they had reported as the throughputs of their services through until September/October 2001. The contract start and end dates are provided for each project.

## **5.2 Pilot One - Services for Refugees and Asylum Seekers**

### **5.2.1 Introduction**

Four community-based groups and organisations were funded to provide support services for refugee claimants (asylum seekers), claimants' families and/or people in refugee-like situations such as women without permanent residence experiencing domestic violence while married or partnered to New Zealand citizens or residents.

The need for social services and support for this group of people had been evident for several years and a number of community groups had responded by providing services. However, there has been little systematic funding for these services by the government. The pilot funding formalised the current activities of these groups and, in some cases,

enabled existing services to continue more effectively in larger premises, to employ more resource staff, or to have sufficient funding to avoid closing the service.

The services purchased for clients by these projects included emergency hostel accommodation for asylum seekers, a safe house for women who were not New Zealand permanent residents and who were escaping domestic violence, and the provision of advocacy, social work, interpreting services, and referrals to government departments and other community agencies.

All project organisations had collaborated with community organisations and utilised funding from other sources to support their services.

**Table 3: Pilot One Projects**

<b>Service Provider</b>	<b>Funded Objectives</b>	<b>Target group</b>	<b>Throughputs to date</b>
<b>Auckland Refugee Council (ARC)</b>	Providing emergency accommodation hostel in West Auckland and other on-arrival emergency services and assistance	Asylum seekers	167 asylum seekers used the service. <ul style="list-style-type: none"> <li>• 25% adult female</li> <li>• 70% adult male</li> <li>• 5% children.</li> </ul> Approx. 6,296 bednights provided. 3 courses run.
<b>Auckland Latin American Community (ALAC)</b>	Employ social worker part-time for emergency services, advice, referrals and assistance	Refugees and asylum seekers	1800 phone calls during day, 300 after hours. 42 social work cases. 19 people referred to ARC health clinic.
<b>Shakti Women's Safe House</b> Auckland	Accommodation, advocacy, and assistance with victims of domestic violence and part salary of a social worker	Women without status in violent domestic situations	41 women from six ethnic groups assisted. 287 bed nights. 8 courses run. Total course hours: 489 hours over 31 weeks
<b>Refugee and Migrant Centre (RMC)</b> Christchurch	Emergency services, advice, referrals, assistance and some ESOL classes	Refugees and asylum seekers	26 asylum seekers seen. ESOL assistance for 4 people 121.5 social work hours Employment assistance with 2 people in part-time work and 1 in full-time work. Currently working with 13 male and 2 female family members.

*Refugees and asylum seekers have been given status - they are acknowledged as officially existing. Building the self esteem of asylum seekers helps the resettlement process.*

*Service provider*



## 5.2.2 Auckland Refugee Council (ARC)

Funded period: 1 Jan 2001 to 30 June 2002

The ARC has run an on-arrival hostel for asylum seekers in Auckland for a number of years. In addition to providing hostel accommodation for a stay of six to 12 weeks, they have a health screening service, an advocacy service, provide social work and referral to services such as those provided by the Ministry of Social Development. The ARC has 16 volunteers who, to date, collectively provided 455 hours to the project. Once the pilot funding was confirmed, the ARC moved to a larger hostel building in Glendene – provided by Housing New Zealand – and continued their existing work. They also employed additional staff. While a wide range of ethnic groups use the service, most clients were from the Middle East and Asia. Most of the asylum seekers had good knowledge of English; for example of the 21 clients at the hostel in October, only 3 had poor English. All people at the hostel were health screened and had follow up checks at Greenlane if necessary. The ARC provided approximately 6,296 bednights to 167 asylum seekers.

## 5.2.3 Auckland Latin American Community (ALAC)

Funded period: 1 March 2001 to 30 June 2002

ALAC was formed in 1993 to provide programmes aimed at assisting Latin American refugees, asylum seekers and their families in their resettlement process. In January 2000 ALAC opened a small hostel for Latin American asylum seekers. The contract funding enabled them to formalise their current services by assisting with the half time employment of a trained bilingual social worker. The social worker addressed the needs of asylum seekers by providing individualised case assistance, approximately 60 hours support per client. ALAC was able to provide a more holistic service, which included working more effectively with other agencies. Assistance with housing, immigration matters, social services, and employment was provided. People assisted were mainly from Columbia, Peru, Brazil, Bolivia and Chile. Very few spoke English, which meant more time was required to assist each individual, especially with other agencies. ALAC provided social work services to 42 people, and they also referred 19 people to the Auckland Refugee Council health clinic.

## 5.2.4 Shakti Women's Safe House

Funded period: 1 February 2001 to 30 June 2002

The need for a safe house for migrant women in violent domestic situations was necessary because Women's Refuge is not funded to provide services for women without permanent residence status in New Zealand. These were women who were no longer in a long-term and stable relationship with a New Zealand citizen or resident and who did not have permanent residence. A five-bedroom house provides the safe refuge. In the same fashion as the ARC and ALAC, the funding allowed Shakti to provide their services in a more coherent manner. By employing a part time worker Shakti has been able to more effectively support these women. Volunteers contribute and, on average, 143 volunteer hours are provided per week. Women and children have been settled into new homes to

get on with their lives. Shakti provided 287 bednights to 41 women. The main nationalities using the services were women from China, India, Thailand and Korea.

### 5.2.5 Refugee and Migrant Centre (RMC)

Funded period: 1 March 2001 to 30 June 2002

For this, and other, projects attributed to the RMC, services were delivered by participating organisations. For this project, PEETO, RRS and the RMS collaborated to ensure that a seamless approach was taken to the needs of an individual. The services were tailored to the specific needs of asylum seekers. The division of responsibilities included PEETO providing orientation and ESOL course placements, pastoral guidance and practical interventions. RRS provided a social work service to address resettlement needs, and RMS an immigration documentation advice service. Some of the specific services provided included “surviving in Christchurch”, advocacy services in finding employment, and training in interview techniques. The RMC project had assisted 26 asylum seekers to date, and provided, amongst other things, 121.5 hours of social work support. Four people received ESOL assistance, and three people had received employment assistance and were in either part or full time work.

### 5.2.6 Summary

All four of these organisations were to some extent already providing the services included in these projects. People interviewed noted that two of the key factors in the success of their current work were:

- security of funding for the pilot period; and
- employment of a dedicated worker to facilitate their work and to take the burden off the volunteer staff.

Altogether, 276 people, to date, had been the direct beneficiaries of the services funded through this pilot, not counting the other forms of assistance provided, such as telephone assistance. All four organisations were meeting their objectives.

## 5.3 Pilot Two - Services for Families of Refugees

### 5.3.1 Introduction

Four community-based groups were funded to provide support and orientation to New Zealand resident refugees and their families. These are people entering New Zealand through family reunification policies, but who come from “refugee-like” circumstances and who have the same needs for orientation as refugees arriving via the Refugee Quota. For the organisations involved, the need for these services has been evident for many years with increasing numbers of refugees coming to New Zealand, and especially since the 1996 policy changes when a wider variety of nationalities began to be accepted, and family reunification through the Refugee Quota was restricted to only those who were referred to New Zealand for resettlement by the UNHCR.

The main focus of the pilot was to provide a similar experience of community linkages

and orientation for people arriving through family reunification policies as that received by the Quota Refugees, along with practical assistance with housing and furniture.

**Table 4: Pilot Two Projects**

<b>Service Provider</b>	<b>Funded Objectives</b>	<b>Target group</b>	<b>Throughputs to date</b>
<b>Enterprise Waitakere</b> Auckland	Orientation for whole families, survival English	Community leaders	Two courses with two more planned. Focus of the courses was revised during the contract period.
<b>Multicultural Learning and Support Service (MCLASS)</b> Wellington	Group orientation on New Zealand services and resettlement assistance	Refugees and their families	131 people attended 38 refugees 47 family reunion people <ul style="list-style-type: none"> <li>• 55 males</li> <li>• 76 females</li> </ul> 15 sessions - 17.5 course hours (May-October)
<b>Refugee and Migrant Centre (RMC)</b> Christchurch	Resettlement support and production of 5 videos on basic orientation topics	Families of refugees	617 clients used the service <ul style="list-style-type: none"> <li>• Male 375</li> <li>• Female 242</li> </ul> One video piloted, four others in production, each 5-7 minutes long in 3 languages Somali, Farsi, and Amharic.
<b>Refugee and Migrant Service (RMS) National Office</b> Wellington	Assistance with information, housing, support and referrals	Families of refugees	No. of families settled <ul style="list-style-type: none"> <li>• Hamilton 25</li> <li>• Wn/Hutt 19</li> </ul> No. of people in those families <ul style="list-style-type: none"> <li>• Hamilton 82</li> <li>• Wn/Hutt 80</li> </ul>

### 5.3.2 Enterprise Waitakere

Funded period: 1 March 2001 to 30 June 2002

Enterprise Waitakere, a Charitable Trust, is the economic development agency for Waitakere City, and was set up in 1994. The organisation's structure includes economic development, business and tourism divisions, along with educational expertise. A private training establishment offers a range of motivational, pre-employment, employment and workplace learning courses. Originally the project was to run three 6 week duration orientation courses for family members of Quota Refugees. However, after two unsuccessful recruitment drives they found that the original target group was no longer present in the expected numbers.

After discussion with community leaders the focus of the courses was changed to provide training for community leaders. The new course for community leaders was developed so they could themselves provide the necessary support to family members of Quota Refugees. The focus of the course was on integration into New Zealand life, goal setting, job search, stress management and coping skills. Cross cultural workers from Relationship Services provided the coping with migration section and others delivered

different aspects of the course.

People from seven ethnic groups responded to the revised course and nine people completed the course, including people from the Congolese, Somali and Ethiopian communities. While Enterprise Waitakere has had previous experience delivering services subscribed to by migrants and refugees, this was the first time they had delivered a programme specifically aimed at refugees and migrants. A number of difficulties were experienced stemming from their lack of experience, for example, with the cultural requirements of the participants.

### 5.3.3 Multicultural Learning and Support Service (MCLASS)

Funded period: 7 March 2001 to 30 February 2002

MCLASS was formed in Wellington in 1996 to respond to the educational needs identified by refugee and migrant communities. Since then, MCLASS has provided adult ESOL classes that incorporate orientation topics such as New Zealand schools, health care services, road safety, dealing with emergencies, family law and government agencies.

MCLASS had originally planned to run community based courses using community leaders but there was a lack of interest and poor attendance. After consultation with community leaders it was decided to incorporate the orientation classes with the ESOL extension classes they were already running. High needs families who could not attend were given one to one support through cross cultural workers. As noted, people were not enthusiastic at first but demand grew. The courses were developed after consultation with cross cultural workers, community leaders, and ESOL students who as part of their homework interviewed their families on orientation needs. The participants included families of refugees, humanitarian migrants and other disadvantaged migrants.

While 12 nationalities were involved in the courses, Somali, Ethiopian, Assyrian, Iraqi, Cambodian and Chinese were the main groups. The course was not suitable for children so whole families did not attend. Benefits for the participants included having information about relevant daily topics such as tenancy agreements and driver licences, and families with low educational levels learning the value of keeping older children at school. One hundred and thirty one people had attended to date. All courses were evaluated and were rated highly. The project objectives have been modified and as the start of the project was delayed due to refocusing of the proposal, fewer courses than contracted had been run within the scheduled timeframe.

### 5.3.4 Refugee and Migrant Centre (RMC)

Funded period: 1 March 2001 to 30 June 2002

This project was delivered by the three agencies under the umbrella of the RMC – PEETO, RMS and RRS. The project consisted of a number of components, including an orientation and cultural induction programme and the development of educational/informational video's providing basic information on settling in Christchurch. Videos were chosen to disseminate information, as written material was not useful to the target group since many were preliteracy in their own language. A video production

company was contracted and women participated via a focus group and by acting in the video. The videos included information for women on maternity and health matters, enrolling children in school and “safety in a kiwi house”.

Cross-cultural workers supported volunteers who could not speak the indigenous language, so they could work more effectively with families. Some difficulties were experienced particularly where the cross cultural workers became stressed and over worked because of the demand. It was noted that there needed to be more careful monitoring of these staff and better time management. In total, 617 clients used the service and the demand was higher than anticipated.

*[Demand was] way higher than we ever dreamed among Kurds and Afghans. We didn't anticipate the health needs of Afghans. Their [family reunification migrants] health is pretty abysmal. Also many suffered trauma and depression. Kurds have very limited English and the women are illiterate.*

*Service provider*

### 5.3.5 Refugee and Migrant Service (National Office) (RMS)

Funded period: 7 March 2001 to 30 June 2002

RMS is the Government's chief partner with regard to the resettlement of Quota Refugees. It is therefore a key provider of practical refugee resettlement services in partnership with government and local communities, and has a range of social workers, cross cultural workers, community workers and volunteers with specialist knowledge of refugee needs. RMS has been aware of the needs of non-quota refugees for quite some time and due to funding and other constraints they have only been able to offer assistance to these people on an ad-hoc basis.

This project aimed to assist approximately 150 family members of refugees, or people from refugee like situations, who had been granted residence through family reunification policies or the Humanitarian policy. These people were split between Wellington and Hamilton. Activities undertaken for these people included providing linkages with their new communities, assisting with housing and furniture, assisting with health requirements, and issues such as cleanliness, rental agreements and rubbish disposal. The demand was greater than expected and within seven months RMS had exceeded their contracted numbers. In Wellington the main groups assisted were Assyrian, Christian Iraqi, and Somali. In Hamilton the main groups were Ethiopian, Iraqi and Cambodian. In total, 43 families with 162 people in them were assisted to resettle in New Zealand. Around 70 to 80 percent spoke little or no English.

### 5.3.6 Summary

In summary, some of the successes of these projects, for the people participating, included:

- a boost in confidence and self image;
- more awareness and understanding of systems in New Zealand;
- access to information;

- increased coping skills;
- assisting people to settle into a new life.

The service providers noted the high demand for the services.

Two organisations changed the focus of their projects because actual community needs and demand differed from their original proposals. One organisation had less experience in working with people from other cultures and required some oversight from other groups to assist them. Collaboration between projects and with other community organisations was a feature of all the projects and was beneficial for both organisations and participants in terms of increased awareness of community resources and the sharing of expertise.

All projects were meeting their objectives and reporting requirements, although Enterprise Waitakere and MCLASS were behind schedule because of their later start due to the need to refocus their projects.

*Bilingual programmes which allow people to attend in their own language groups with an interpreter work really well.*

*Service Provider*

## 5.4 Pilot Three Part A – Orientation services for migrants

### 5.4.1 Introduction

Eleven projects were funded as part of Pilot Three, which focused on services targeted at migrants. Four projects were targeted towards providing orientation services for new migrants and seven towards developing employment initiatives. The orientation services are discussed here and the employment initiatives in 5.5 below.

Despite increasing numbers of migrants from countries with dissimilar cultures and from non-English speaking backgrounds, there had been little systematic settlement assistance available to assist them to orient to the New Zealand way of life. Four projects were funded that were designed to assist new migrants integrate into New Zealand society, and these are briefly described in Table 5 below.

**Table 5: Pilot Three Projects – Part A**

Service Provider	Funded Objectives	Target group	Throughputs to date
<b>Relationship Services</b> Auckland	Relating Well in New Zealand - information programmes and training for trainers	Migrants with family problems	5 courses 60 course hours over 20 weeks. 76 people attended 23 females 53 males 7 were refugees
<b>Shakti Migrant Resource Centre</b> Auckland	Information, seminars, support, networking and referrals	New migrants	148 people and their families used the Centre from May to October 2001 Females 83 Males 65 4 seminars

			16 course hours over 26 weeks
<b>Auckland Cities Project</b>	Research the establishment of a Migrant Resource Centre and coordination of services in Auckland and Manukau cities	New migrants	Community meetings Liaison with key stakeholders Report to Mayors of Auckland and Manukau Cities on future directions.
<b>Multicultural Centre for Learning and Support Service (MCLASS)</b> Wellington	Assessment and referral of migrants to appropriate classes and support services. Establish an information database	New migrants	54 people used the service <ul style="list-style-type: none"> <li>• Females 31</li> <li>• Males 23</li> </ul>

#### 5.4.2 Relationship Services

Funded period: 14 March Jan 2001 to 30 June 2002

Relationship Services is New Zealand's largest counselling and relationship education agency, and provides services in around 70 communities throughout New Zealand. During its work, staff have become aware of the issues faced by some migrants during their settlement process. Relationship Services, over three years, had developed and run the course Relating Well in New Zealand as a response to their counselling migrants with family problems. It developed this multiculturally responsive programme to assist adult migrants develop resources and coping skills as they met and dealt with the range of issues that settlement in a new country brings.

Once this pilot project was approved they employed a co-ordinator, networked among ethnic groups and made presentations to community groups about the course to seek participants. The course covered topics such as networking resources, own stories, migration as a transition with expected stages, and the need for a holistic and balanced life. The course is held over one day, with two 2 hour follow-ups. Demand was greater than expected although people needed good English or to bring an interpreter with them. Five courses with 76 attendees had been held to date. The courses have received high ratings from the course evaluations made by participants.

#### 5.4.3 Shakti Migrant Resource Centre

Funded period: 30 March 2001 to 30 June 2002

Shakti has changed its image over the years from being seen only as a women's refuge to its wider role of a migrant resource centre. Shakti was already providing a resource centre and the funding enabled it to recruit and train volunteers to staff the centre. The activities undertaken at the centre included workshops, one to one advocacy, interpretation, and on-site access to staff from the Departments of Inland Revenue and Work and Income, and the NZIS. Demand was greater than anticipated and as it had received less funding than asked for, Shakti responded by reducing the level of services provided per person to cope with the demand.

Between May and October 2001, 148 people and their families had used the centre. Twenty-three different nationalities had used the service although the migrants were

mainly Chinese, Indian, Pakistani, Sri Lankan, Vietnamese, and people from Africa. Collaboration with other agencies to provide more of a one stop shop approach was a feature of the project, although a more central location would have provided better access for migrants.

#### 5.4.4 Auckland and Manukau Cities Project

Funded period: 30 March 2001 to 30 June 2002

Auckland and Manukau cities developed this joint project to research the establishment of a migrant resource centre and develop “one stop shop” service delivery approaches. A gap analysis originally undertaken by the Manukau City Council had identified the need for a migrant service centre. It was felt that current service delivery to migrants was fragmented and limited, while there was no central point of access to information and service delivery. The joint approach could also assist with avoiding duplication and service overlap.

Consultants were employed to scope out and develop the project. Community meetings were held with key stakeholders leading to a report to the Mayors of Auckland and Manukau Cities. There was some comment that the extensive consultation process used for this project was not required as the need was already known. However the data collected will be useful for the design of the resource centre. Positives to emerge from the project, thus far, included an increased awareness of migrant issues, and the collaboration between the two city councils.

Following significant community consultation, a migrant resource centre located in a central area for migrants, i.e. a suburban shopping centre rather than downtown Auckland, was considered the best way of providing a one-stop shop approach to support and orientation services. Collaboration with other agencies was seen as the best way of providing easy access to community information and to utilise the resource people in the community.

#### 5.4.5 Multicultural Centre for Learning and Support Service (MCLASS)

Funded period: 1 March 2001 to 30 June 2002

MCLASS provided English language assessment, employment pathway planning and referrals for migrants. MCLASS had been primarily a refugee organisation and it expanded its services to cater for the needs of migrants who wanted to access ESOL provision and other services. An assessment tool was developed so migrants could be referred to appropriate ESOL classes. Migrants were interviewed, had their ESOL needs assessed, were referred on when necessary, and were given information and options for further study or employment.

Fifty-four people had used the service through to October 2001. Ninety three percent of those enrolled in an ESOL class were satisfied with the course they had been referred to. There was less demand than expected, and this was put down to information about the service not reaching all those who could benefit. It was felt that networks in migrant communities were less developed than those in refugee communities. The main ethnic



groups using the service were Chinese, Indian and Cambodian migrants.

#### 5.4.6 Summary

New migrants' need for support and orientation after their arrival in New Zealand is a service gap that these projects were targeted towards filling. Relationship Services had been counselling many migrants with family problems arising from migration and had run a successful migrant focussed orientation course for around two years. Other organisations had become aware of the need through working in the area, and their own research and gap analysis.

These projects focussed on assisting the new migrants to settle effectively in New Zealand, using services based on past experience and, in one case, a community partnership model, which has been applied successfully in Australia. Successful collaboration across the sector occurred, as many agencies provided information, resource material and personnel.

The successes of these projects are difficult to measure in the short term, although each service aimed to improve the quality of life for migrants either through making information more accessible or assisting with the personal adjustment arising from migration. Relationship Services was providing excellent training on migrant issues which was relevant to both migrants and the wider community, including employers.

All projects were meeting their objectives and reporting requirements although the MCLASS information database had been delayed while appropriate software was investigated. Shakti noted that because it had not received the full funding sought in the application, it had had to reduce the level of service offered per person to meet the demand.

### 5.5 Pilot Three Part B – Employment initiatives for migrants

#### 5.5.1 Introduction

The following seven projects had, as a common theme, the development and provision of employment initiatives for new migrants. Many of these projects were newly established, rather than building on existing service provision. Obtaining satisfying employment, using the skills and experiences of migrants, was considered by many of those interviewed to be the single most important issue for helping them to settle into New Zealand. Table 6 describes the projects.

**Table 6: Pilot Three Projects – Part B**

<b>Service Provider</b>	<b>Funded Objectives</b>	<b>Target group</b>	<b>Throughputs to date</b>
<b>Wellington ESOL Home Tutor Service (WEHTS)</b>	Mentoring of jobseekers using Home Tutor networks	New migrants	36 job seekers registered 26 mentors recruited and trained. 3 training courses (4 hours over 2 weeks.) 25 job seekers have been matched with mentors and are job ready.
<b>Regional Chamber of Commerce, Auckland</b>	<i>New Kiwis</i> Website for jobseekers, database matching, networking and promotion of migrant employment opportunities.	Migrants and employers	Registered users 800+ Registered employers 230 No. of CVs downloaded 639 Successful placements 34 Jobs on offer 105 (2500-3000 hits per week)
<b>Auckland New Ventures Inc (ANVI) Business and Employment Link Service</b>	Information for jobseekers, mentoring, networking, orientation, New Zealand Small Business Skills.	New migrants	Website developed 80 migrants assisted one to one Female 38 Male 42  5 seminars in partnership with Shakti 3 ANVI seminars 7 people employed full time 4 people employed parttime 7 businesses started.
<b>Auckland New Ventures Inc (ANVI) Highly Qualified Migrants (HQM)</b>	Jobsearch skills, referrals and database employment tool for highly qualified migrants.	New migrants	104 migrants used the service. Female 44 Male 60 4x4 hour seminars run. Employment/contracts for 24 highly qualified migrants.
<b>Enterprise Waitakere Auckland</b>	Business course with small business tools oriented towards self employment.		28 applied 15 attended 1 course run over 10 weeks Four in business Two in employment
<b>Ethnic Council of Manawatu</b>	Programme to introduce migrants to employment networks, employer education.	New migrants	Launch of employment placement programme and media coverage. Start delayed.
<b>Refugee and Migrant Centre Christchurch</b>	Migrant orientation, employment seminars, language as needed, drivers licence courses.		13 migrants had accessed service in the month since the worker was formally appointed. 5 migrants have been placed in employment.

## 5.5.2 Wellington ESOL Home Tutor Service (WEHTS)

Funded period: 30 March 2001 to 30 June 2002

WEHTS has been a community-based organisation assisting with resettlement for 26 years. Its primary focus is to train, resource and support volunteer home tutors to work both one on one, and with groups, to assist people acquire the English language skills required to survive in New Zealand. The focus of this project was to provide migrants from a non-English speaking background, and who are seeking employment, with assistance and a clearer pathway by matching them with trained mentors who have a range of work skills in their general area of employment.

WEHTS employed a worker to develop a Mentors Guide and a training kit. Three training courses of four hours over two weeks had been held to train mentors. The mentors act as a bridge by informing and linking job seekers with employment opportunities. The demand from job seekers was as expected, with 30 to 40 job seekers waiting commencement of the project. WEHTS delayed advertising the service until sufficient mentors were available. They considered that using volunteers was a cost effective way of assisting migrants into employment. Assyrians, Chinese, Russian and Indian migrants were the main ethnic groups who had used the service to date and all were highly educated and job ready. In total, 25 job seekers had been matched with mentors to date, and the outcomes of this matching was not known at the date of this evaluation.

## 5.5.3 Regional Chamber of Commerce, Auckland

Funded period: 30 March 2001 to 30 June 2002

The Auckland Regional Chamber of Commerce is a voluntary organisation of companies and individuals engaged in commercial activity in the Auckland region. The Chamber recognised that there was a lack of support for migrants with skills to enter the workforce and that there were times when the personnel consulting industry and employers resisted employing people with foreign names. In response to these concerns, the Chamber developed the *New Kiwis* website ([www.newkiwis.co.nz](http://www.newkiwis.co.nz)) for job seekers and employers. This site provides a forum for new migrants to list a range of skills and then to match with employer's needs. The Chamber ran a promotional exercise and media coverage to underpin the challenge to business to employ migrants. The demand ended up being much higher than expected, and the extra cost of meeting this demand was met by the Chamber by employing an extra worker to cope with the extra work. This act showed a high degree of commitment to the project. Indian migrants were the largest ethnic group using the web-site, followed by Chinese. In total, there were 230 registered employers and over 800 registered jobseekers. Thirty-four work placements had been made.

This was a successful development, especially the speed with which the new web-site was developed and implemented. The website was considered to be user friendly and a low cost way of matching skilled migrants to employment opportunities.

#### 5.5.4 Auckland New Ventures Inc – Business and Employment Link Service

Funded period: 2 April 2001 to 30 June 2002

Auckland New Ventures Inc (ANVI), which is partially funded by the Auckland City Council, had two projects funded in Pilot Three. The first was a business and employment link service. ANVI worked in partnership with Shakti and Relationship Services to provide information to job seekers, mentoring, networking, orientation and New Zealand small business skills. ANVI employed a project manager while Shakti volunteers provided 40 hours of volunteer time. This ANVI project developed a web based database of information for migrants, and one to one facilitation and coaching in setting up a business. The provision of information from their website was considered to be a user friendly and low cost way of matching skilled migrants to employment opportunities.

To date, 80 migrants had been assisted one to one. Of these, seven were employed full-time, four part-time and seven businesses had been started. The demand for business information from new migrants was growing rapidly, while the demand for employment assistance was such that they did not need to advertise their service.

#### 5.5.5 Auckland New Ventures Inc – Highly Qualified Migrants

Funded period: 1 May 2001 to 30 June 2002

The second project from ANVI was targeted at highly qualified migrants. ANVI noted that many highly skilled migrants were not aware of the employment environment in New Zealand where there was a trend towards portfolio or multi-contract employment. Many migrants in the past had been used to being recruited based on their loyalty and length of experience. ANVI encouraged a change in attitude towards contract work, and to the expectation of working full-time. One hundred and four migrants had used the service to date, 60 percent of whom were male. Employment contracts had resulted for 24 of these highly skilled migrants, while ANVI had also helped to change the attitudes of migrants towards work.

The client group came from a variety of ethnic groups, often from word of mouth referral. All of the clients spoke good English. Promotion of the service has yet to be undertaken because of a limited number of resource people to assist with providing the service, although there had been a steady demand even without promotion. It was noted that migrants could not become portfolio workers without a good command of English. ANVI were also developing a profiling tool that was almost ready for implementation. Development of a website and database to link job ready migrants with employers had taken longer than expected, therefore while project objectives were being met, the timeframe had been delayed.

#### 5.5.6 Enterprise Waitakere

Funded period: 4 April 2001 to 30 June 2002

Enterprise Waitakere developed and ran a business related course oriented towards providing migrants with the business tools necessary to move into self-employment.

Topics included presentation, marketing, compliance, the value of networks, and the development of a business plan. Fifteen participants participated in the full-time 10-week course. Four eventually went into business while another two went into employment. The self-esteem and confidence of those attending was also developed. Enterprise Waitakere gained by better understanding different cultures so they could better provide for migrants in the future. The main ethnic groups attending the course were Indian, Thai, other Asians, and Tuvaluans. An English language test was a prerequisite for entry to the course.

There were issues with the contract that signal that greater specification of the requirements is needed. The NZIS thought they were funding four courses while Enterprise Waitakere thought only one was contracted. While Enterprise Waitakere collaborated with different agencies such as Inland Revenue and Occupational Safety and Health, it did not appear to have collaborated with other pilot groups or wider business groups such as the Chamber of Commerce.

### 5.5.7 Ethnic Council of Manawatu (ECM)

Funded period: 28 March 2001 to 28 March 2002

ECM was formed in 1994 and now includes over 30 different ethnic groups. ECM is affiliated to the New Zealand Federation of Ethnic Councils. This project sought to provide practical support to migrants, and to reduce the barriers migrants may experience in the labour market through a buddy plan, mentor placement and employer education. The project acknowledged that networks were often the main way of gaining employment and the project was designed to assist with linking skilled migrants with employers seeking workers with particular skill sets.

Difficulty in employing a suitable co-ordinator meant that the timeframe for the project was delayed. The employment placement programme had been launched and media coverage obtained. The ECM was the only Ethnic Council funded. This was because they were already involved in service delivery through their Migrant Resource Centre.

### 5.5.8 Refugee and Migrant Centre (RMC)

Funded period: 30 March 2001 to 30 June 2002

The RMC was funded to assist with migrant orientation, to provide employment seminars, and English language as required. PEETO was responsible for employing a 0.75 FTE Employment Placement Support Co-ordinator, while Refugee Resettlement Support employed a social worker for 12 hours per week. The project extended the successful concept of employment placement support that was being used for refugee support. Since the appointment, the previous month, of a placement co-ordinator, five migrants had been placed in employment.

### 5.5.9 Summary

Obtaining employment which used the skills and experience of migrants was considered by providers as being the single most important issue for helping them to settle in New

Zealand. These projects focussed on initiatives that reduced the barriers to employment. Business and community organisations supported the employment of migrants using new technology such as websites and computer based profiling tools, business courses, mentors and people to bridge the gap between employers and prospective employees. Many of the migrants were highly educated, job ready and language was not an issue (as they spoke intermediate or better English), although in some cases people with poor English were screened out from participating in the services.

Service providers identified the three main barriers to the employment of migrants as:

- negative employer attitudes towards people from other cultures;
- perception that all migrants have a low level of English skills;
- migrants being required to have New Zealand work experience before being considered for a job.

The successes of the projects included the numbers of people who had been placed in work, started their own businesses, or had been given work experience opportunities. Other features included the increase in confidence and self esteem, changed attitudes by highly qualified migrants towards the need to develop a portfolio approach to work, and the development of networks for jobseekers. New technology using a website to match jobseekers with employers was very successful because employers were presented with a person's skill set first, and were more likely to employ the person. Migrants who were interviewed noted that they very rapidly found their employment by using the New Kiwis website.

Adequate staffing of these initiatives was considered important as all aspects of employment liaison work was labour intensive. Three organisations were meeting their objectives but were behind schedule because of delays in implementing their projects. These delays indicate the difficulties involved in starting new services from scratch. One organisation was in negotiation with the NZIS because of a misunderstanding regarding the outputs required.

There was general agreement among all the providers interviewed that creating a coherent process for the employment of migrants through consistent policy, support for, and education of, employers and the development of networks for jobseekers using both technology and employment co-ordinators was a positive and constructive way forward.

*Businesses are having trouble employing people with the right skill mix yet there is a resource of migrants with skills wanting employment.*

*Service Provider*

## **5.6 Summary of the Pilots**

The projects funded via the pilots were very diverse, and in a number of cases were demonstratively successful. They spanned the spectrum from providing accommodation and other emergency services for arriving asylum seekers and for at-risk women without permanent residence in New Zealand, through to catering to the employment needs of highly skilled migrants. While it seemed that for some organisations they were on a learning curve when it came to the needs of migrants (for example, Enterprise Waitakere)

many demonstrated their experience of the sector by efficiently setting up and conducting their project.

A number of the projects required a longer set up time than was anticipated, which illustrates issues around one off funding. The employment and training of staff and programme development is a process that takes time, particularly for community sector groups relying on volunteers to implement the project. Therefore for groups who were not funding on-going service provision, the first year of funding was as much about the development of an appropriate infrastructure, and, at times, learning through trial and error, as it was about the delivery of contracted outputs. However, any inefficiencies in the use of the funding are compensated for to a degree by the amount of voluntary (i.e. unfunded) work contributed.

While this evaluation has reported too early in the piloting process to make any definitive statements about project success, it is evident that the projects were having a demonstrable impact on the settlement of refugees and migrants. Perhaps most notable was the early success of the employment initiatives; and each of these appear to be providing models worth building on. However, the large majority of the services are fulfilling the needs they were set up to meet. The services targeted towards asylum seekers, or people without status in New Zealand, assisted these organisations to provide more consistent service delivery.

It is evident that for many migrants and refugees there is a staircasing process that moves through orientation and support, to ESOL provision (where needed) and then to employment. This highlights the need for a strategic approach to the sector to ensure there is integration of service delivery. This is a point that is amplified further in the next two sections.

## 6 Service Users' Views

### 6.1 Introduction

This section describes the views of service users – the asylum seekers, refugees and migrants who made use of the services. Three focus groups were held for service users - two in Auckland and one in Wellington. Service providers were invited to nominate two people who had used their service within the pilot period, were reasonably fluent in English and who were willing to share their experience of the pilots. Participants were then recruited from these lists.

The focus group in Wellington was held with the assistance of Assyrian and Cambodian interpreters. Separate interviews were held with users of the New Kiwi website, both employers and their new employees. In total, 22 people participated in the interviews and focus groups.

In general, the focus group participants were very positive about the services being provided for refugees and migrants, the attitude of service providers and the different kinds of assistance that they received. Service users captured the sentiment evident in the focus groups by commenting:

*I will never forget the help - they (the organisation) did me much kindness.*

*Thank you to the New Zealand Government and the Immigration Service for setting up good services.*

*My life changed when I found the (organisation).*

### 6.2 Finding out about the services

Settlement service users found out about the services in various ways and from an array of sources, which included: an immigration officer at the airport, the Auckland United Nations Office, a community newspaper, an ethnic language newspaper, friends and family, ethnic group networks, the library, and Inland Revenue. The participants also suggested other ways of publicising the services, and these included:

- local radio;
- TV advertisements for the Citizens Advice Bureaux as a reference point for new settlers;
- central directory of services for new arrivals in booklet form, or on a website, to be given on arrival; and
- providing information to libraries about the courses run by providers, and other courses likely to be of interest to migrants and refugees.

### 6.3 Most useful services

Participants considered the most useful services they received were:

- community information, resources and networks;



- lists of websites for small businesses and English language classes;
- support people to provide practical support for housing, schooling, and dealing with the DWI;
- access to mental health services and counselling;
- assistance with interpreting and understanding New Zealand systems;
- business courses with transferable skills such as marketing and analysing markets.

*Being taught how to fish, not being given fish. Not how to do business, but how to do business the New Zealand way*

*Service User*

#### **6.4 Least useful aspects**

Participants were so positive about the assistance they received that they had difficulty identifying the least useful aspects. One person mentioned that courses needed to be graded to suit the ability of students. Another noted the difficulties of getting to the asylum seeker hostel from the airport and that sharing bedrooms with depressed people from other cultures was difficult. Computer skills were not useful for another participant who was highly computer literate.

*Some people can run and some people can only walk - it is very hard if you are a runner in a class of walkers.*

*Service User*

#### **6.5 Suggested changes to services**

Participants identified that there was a need for positive success stories and role models on the courses to provide inspiration to those attending and help combat the negativity from New Zealanders that the migrants and refugees often experienced. Publishing success stories in the local media was also seen as important. In Wellington there was a need identified for more access to ESOL classes and longer sessions so migrants and refugees could improve their English more quickly, and therefore assist them to become work ready faster. Assistance with jobseeking was considered very important because new arrivals found it difficult to obtain employment.

Participants also made a number of other suggestions for the introduction of useful services, and these included:

- the need for a person to bridge between new settlers and government departments, such as the Children, Young People and their Families Service (CYFS), to translate different cultural understandings. It was suggested that employing migrants, and particularly utilising the skills of older people would be useful;
- before setting up further services the government should consult with migrants to see what additional services are required;
- income support should be more flexible and give people more latitude over a period of time to earn money without losing it all in taxes;
- access to mental health services and counselling were important services for newcomers.

## 6.6 Service user comments on migrant employment issues

As has been found in other research into settlement assistance needs, employment issues were seen as critical by the participants. They considered that assisting new arrivals to access employment opportunities and New Zealand work experience would assist their integration process. Currently the jobs offered by the DWI, in the view of many settlement service users were too far away from a person's skills and experience – for example, doctors working as taxi drivers rather than in a health related area meant they lost their professional skills and confidence. Providing part time work in a field related to a person's training was proposed. An alternative suggestion was to use skilled migrants as “volunteers” and provide a small payment.

Participants were frustrated by their failure to secure employment:

*I want to use and expand my experience in your country. I don't need to go back to school to learn the same things again.*

*I don't need to change countries to change my job.*

*Professionals coming to New Zealand need a job, but not a low level job.*

The participants considered that employers needed to be open minded about employing migrants and should be targeted with information about the value migrants could bring to the workplace. It was suggested that employers should attend workshops to learn about migrant issues and that successful migrants should be involved in these courses.

## 6.7 New Kiwi website comments

The two employers interviewed became aware of the website through a business course, personal promotion by the local mayor and contact with the Chamber of Commerce. They noted the difficulty of finding good staff with a work ethic and the cost of advertising in major newspapers. It was suggested that employers who had used the website could be invited to plan a promotion regarding the benefits of recruiting migrants using this new technology so they could encourage other employers to use it.

### 6.7.1 Benefits for employers

A major advantage of the website noted by employers was that they were looking first at a skill set rather than a person's ethnic background or command of English. Employers who were interviewed found the website straightforward and easy to use and six people were quickly employed by them at no financial cost. One employer created a new position to use the accountancy and computer programming skills of an applicant who had applied for a data entry position simply to get employment. The type of position might influence whether an employer would consider migrants. For example, migrants with different English accents in frontline reception or sales positions might be regarded negatively by customers.

## 6.7.2 Benefits for migrants

The New Kiwi website resulted in rapid employment for the respondents. The respondents obtained jobs using the website within a week of posting their CVs on-line, and while this would not be the case for all migrants, it does give an indication of the potential of the website. The respondents had applied for many jobs, up to 50 in one case, through the newspaper and personnel agents without success. Most often they were refused a job on the grounds that their skills were too high, they lacked New Zealand experience or their English was not good. The respondents noted that the website was very user-friendly and easy to use. They discovered the website through an article in the daily newspaper and a display in the Library by the City Council.

*The advantage of using the website is that employers who use the website are willing to employ migrants. We don't have to compete with New Zealanders for jobs.*

*Service user*

## 6.7.3 Suggested improvement to the website

Emerging from the interviews with employers and migrants, a number of improvements were suggested to the New Kiwi website, and these included:

- automatic removal of vacancies when filled and potential employees' CVs when they got a job, so as not to waste the time of employers and migrants;
- refining the website so that it remembers the login address and ID;
- adjusting the programme as clicking "previous" results in showing the same page;
- updating the content and the site design on a progressive basis to increase hits;
- incorporating a feedback loop from users;
- providing a link to the NZIS site, and also to jobsearch opportunities, courses, consultants and information about arrival, transport and accommodation;
- expanding the website to include opportunities for New Zealand experience e.g. volunteer or part-time work; and
- providing editing assistance with CVs to ensure they were short and appropriate for a website.

## 7 External Stakeholders Views

### 7.1 Introduction

This section describes the views of external stakeholders selected to provide some comment on the pilots and projects. These stakeholders came from a range of government and community agencies. In total, nine people were interviewed and they came from the following agencies:

- Office of Ethnic Affairs, Wellington and Auckland
- Ministry of Education, Wellington and Christchurch
- Refugees as Survivors, Wellington
- Department of Work and Income, Auckland
- Chinese Settlement Services, Auckland
- New Zealand Federation of Ethnic Councils.

Although these organisations had varying levels of knowledge and contact with the pilots, they were able to give a broader perspective on migrant issues, and the impact of the pilots on migrants and refugees.

*Empowering people was essential: self-reliance versus generating dependency.*  
*External Stakeholder*

### 7.2 Positive response

The response by the present Government to recognise the need for extra assistance for migrants and refugees was welcomed by all stakeholders and they noted the opportunity for initiatives to be community led rather than directed by government agencies. All stakeholders spoke highly of the three pilots, the range of services provided and the successful models which had been established. They noted the collaboration of service providers with other community organisations and the awareness of the need for working together. Transforming the pilots into mainstream services was considered essential by all stakeholders.

From the perspective of these stakeholders, the overall achievements of the pilots were that they provided opportunities for disadvantaged migrants and refugees to be included in, and learn about, the systems and values of their new country. Access to bridging programmes for both orientation and employment helped people to adjust to a very different life and had long term benefit in achieving effective settlement outcomes for a relatively small investment by Government.

The stakeholders were in agreement that the pilots had created successful models which, with adequate funding, could become effective mainstream services.

*The recent turnaround in attitude by NZIS is excellent – support, acknowledgement and dollars for the sector.*

*External Stakeholder*

### **7.3 Concerns expressed**

Most stakeholders noted that not enough time had been allowed for full implementation of the pilots and that a much longer term was required for consolidation before a full evaluation could be undertaken. Some also mentioned the slow start to most of the projects and the lack of publicity networks for some of the pilots. The lack of advertising in the sector about the availability of the pilot funding, the need for a contestable fund with a clear public process, and inadequate levels of funding for resettlement programmes generally were noted.

Concern was expressed about issues which were wider than the pilots. For example, one noted that many tertiary providers of ESOL courses were targeting overseas students and that domestic students were not a high priority. This strategy limited places for migrants and refugees. The need for employment strategies which encouraged businesses to employ new settlers and provide career paths appropriate to their skills was raised. It was also noted that as refugees and migrants settled outside the main centres, regional settlement issues and their associated co-ordination, support and resourcing needed to be addressed.

However, the responses overall to the pilots were very positive.

### **7.4 Issues raised by the External Stakeholders**

The external stakeholders raised a number of concerns about migrant and refugee access to services. These concerns included lack of access to ESOL classes and employment opportunities, the need for a co-ordinated approach to orientation and support services, the lack of coherent strategic policy for new settlers, government department service levels, and the regional settlement issues noted above.

The lack of settlement policy at regional and local levels, or the infrastructure and resources to meet the varying needs of new arrivals, their spouses and children in the first few years of resettlement was raised by several people. Many external stakeholders considered there was a need for consistent policy, clear definition of refugee/migrant status and equity of service and resources for all.

A more strategic interdepartmental approach was suggested by a number of stakeholders to develop proactive policies which were more reflective of migrant and refugee needs, to monitor programmes and identify future needs arising from migration.

Evaluation and monitoring of migrants and refugees to determine the success of resettlement was mentioned. Some external stakeholders considered that clarification by central government was required on the allocation of funding, the responsibility for settlement issues and the co-ordination of services. External stakeholders commented:

*People need to be viewed as parts of families, there is a lack of co-ordination.*

*Departments need to work together to solve the problem collaboratively.*

*A strategic, holistic approach to resettlement is missing.*

#### 7.4.1 Issues to be addressed

A number of issues that the stakeholders thought should be addressed were raised. These issues were not confined to the pilots and were mainly an overview of issues faced by the sector. The points raised included:

- the seeming lack of a consistent, broad overview or policy across government to address migrant and refugee issues;
- fragmentation of service without case management or a one-stop-shop to assist with working through the system;
- restricted access to services because organisations are not sufficiently funded to cope with demand;
- insufficient ESOL classes for all migrants and refugees;
- discriminatory stereotyping of migrants not being addressed;
- a perceived need to encourage businesses, possibly through incentives such as a subsidy, to give new arrivals employment opportunities;
- a lack of skills, knowledge and cross cultural understanding by government agency staff, e.g. the DWI and CYFS, when working with new arrivals; and
- an ad hoc approach to new settler issues across government agencies.

#### 7.4.2 Demand

Some stakeholders noted that the demand for, and expectations of, service had been raised by the pilots and this needed to be managed at a government level through careful targeting, prioritising, and transparent strategies to cope with the numbers requiring service. Raising expectations through pilots then withdrawing funding was considered damaging for clients and wasteful of money, time and investment in infrastructure.



## 8 Conclusion

### 8.1 Introduction

This was an ambitious programme of pilot projects in a sector that has been acknowledged as being under-resourced. There was a complex array of target groups, organisations, and project types being funded to provide services in five different cities in New Zealand. The choice of these cities was a deliberate strategy as many of the new migrants and refugees arriving are concentrated in only five or six different regions in New Zealand – Auckland being by far the largest recipient.

The projects funded ranged across three broad types. First were organisations assisted to meet their existing functions in a more co-ordinated and cohesive manner. Second were organisations assisted to expand an existing service to a new target group, and thirdly organisations were funded to develop new services. The services reached a large number of people from a variety of ethnic groups and nationalities. While very few services were provided to Europeans, the majority have instead met the needs of Asian, South American and African migrants and refugees. What these people have in common is that they come from dissimilar cultures to the predominant New Zealand culture, and are likely to either have English learning issues, or issues with the accent of their spoken English.

As a mechanism for encouraging collaboration and sharing across the sector, the pilots have been a success. In general, the providers collaborated with other agencies to deliver their services. The pilots were also successful in:

- raising awareness of migrant and refugee issues in the wider community;
- building on existing networks to create orientation or employment support for new arrivals;
- boosting the confidence of new settlers and their understanding of New Zealand systems; and
- creating successful models for other agencies to follow for the provision of mainstream settlement services.

It is interesting to note that the projects were delivered by organisations representing local government, the business community and the community or voluntary sector. The scope of these organisations helps demonstrate the breadth of interest in migrant and refugee settlement issues. In total, five projects were initiatives developed by local government, including part-funded trusts or trading arms, one project was delivered by the business sector (the Auckland Regional Chamber of Commerce), and the remaining 13 projects involved the sector most active in the area – the community.

Particular success was noted in the employment area where some projects used new technology to link people with employment. Courses were provided to inform on the New Zealand way of doing business and employment co-ordinators or mentors had a coaching role to support new settlers into employment.

Employment outcomes were more visible and more measurable than the projects which dealt with the orientation of new settlers. However, these latter projects were equally important for the overall settlement of refugees and migrants. For example, courses run



by Relationship Services and Shakti Migrant Resource Centre catered to different groups but both seemed to be successful in assisting migrants cope with the impact of migration on their lives.

All other areas of the pilots, such as providing accommodation, social work support, and orientation-related services were equally successful for their target groups. However, many of these service providers were more likely to be carrying on with essential, existing service provision or extensions of current assistance, than creating innovative new services.

Given the reporting timeframe, this evaluation was not able to determine the overall success or otherwise of particular projects, or indeed of the pilot programme overall. However, the results and feedback received to date are generally positive and help demonstrate what is possible to be successfully delivered to refugees and migrants with these types of projects.

From a new settler's perspective there was a hierarchy of needs when arriving in a new country - accommodation, orientation, ESOL classes and then employment. These needs did not necessarily relate to immigration status. Refugees and their families, asylum seekers, people without permanent residence, and migrants all needed to participate in these steps, with the exception of ESOL tuition.

The apparent success of the pilots highlights the need for all aspects of settlement to be addressed in a consistent and coherent manner. For example, deciding to invest only in the employment area because it is easier to measure success, without taking account of the wider settlement continuum, could lead to migrants who were in need of orientation prior to employment slipping through the gap.

## **8.2 Achievements of the pilots**

What follows is a brief summary of achievements made by the projects, from their implementation in early and mid 2001 through to September/October 2001. It is difficult to summarise results across the projects, both because of the wide diversity of activities being undertaken and the different target groups being addressed. Also the reporting was not consistent across the projects. Therefore the summary below is only intended as an indication of the types of activities that could be expected from these types of projects. It does not summarise all of the activities and results.

**Table 7: Indicative summary of results January to September/October 2001**

Service Type	Results
Courses run, e.g. <ul style="list-style-type: none"> <li>• Counselling</li> <li>• Orientation (and support, networking etc)</li> <li>• Survival English and ESOL</li> <li>• Training Employment Mentors</li> <li>• Business Set Up</li> <li>• Employment Seminars</li> </ul>	30 courses run to date, by seven different projects
Bednights for asylum seekers and women without status	6,583 bednights provided
Resettlement / Orientation Service Provided	1138 asylum seekers, refugees and their families and migrants
Direct employment assistance provided	184 people (conservatively estimated)
Number of Job seekers registered for employment opportunities	836 plus migrants
Number of registered employers interested in providing employment opportunities	220 employers
Number of migrants in employment or started business	76 migrants into employment – either full or part-time. 11 business start ups
Volunteer Employment Mentors trained	26 people from the community trained
Social Work	42 people provided with assistance

In addition, a wide variety of other services were developed and delivered. For example, training courses were developed, websites and databases implemented, and videos on orientation to New Zealand society produced. Overall, there were many positive features of the projects in terms of innovation, and targeting the needs of particular groups with tailored services. Collaboration across the sector was also enhanced. Many of these features would be difficult to replicate if the services were delivered directly by government agencies.

The pilot projects were on the whole meeting their reporting obligations and objectives within the timeframes, or had negotiated changed reporting dates with the NZIS. A few organisations noted that their objectives were behind schedule because of delayed implementation. The main areas of concern about the pilots raised by participants were the timing of the application process, the time delays in settling contracts and the lack of a transparent tendering process for pilot funding.

It will be important to collate the outputs and outcomes at the end of the funded period to compliment the information provided in this evaluation.

Overall, while there have been some teething problems, the piloting process has demonstrated an effective way of establishing partnerships to provide a more coherent approach to service provision for new arrivals. Involving the community in the development of these projects has meant that there has also been additional leverage in terms of volunteer hours and networks that are not available to government agencies. It would be important to ensure that any mainstreaming of these projects kept alive the collaboration and innovation that has been demonstrated.



## **Appendix A: Suggestions for updating the Best Practice Process Guide**

The following are suggestions for improving the Guide to reflect the learnings from developing and running the pilot projects.

- Inclusion of templates for monitoring (eg compliance with milestone reporting)
- Development of a monitoring checklist for recording the main issues discussed with service providers at each visit
- Ensuring there is sufficient time for investigating new applicants and their proposals
- Including more information on monitoring and evaluation
- Information on the steps to take when a group does not meet the milestone reporting requirements
- Information on relationship management
- Reminders for milestone reports
- Information on the checking of management structures and constitution of organisations



## **APPENDIX B: Suggested improvements to the selection processes**

The following suggestions are made for improvements to the selection process:

- Timing of the selection process – move from the two month Christmas/summer holidays timeframe
- Allow time to undertake a full analysis of proposals and the organisations
- Clearer paper trail of selection discussions and decisions
- Minute secretary for taking minutes of selection meeting
- Ensure committee members receive associated paperwork at least two weeks in advance of the meeting to allow for adequate preparation
- Allow two half days for meeting to carry out the selection process
- Allow two months for negotiation of contracts from time of notification by the Minister
- More information is needed in the guide on the processes for allocating the amount of funding to the different pilots
- Develop a selection process based on a system of allocating points to each application according to agreed criteria to make the process for deciding successful applicants transparent.



## **Appendix C: Summary of projects**

In this Appendix the pilots are summarised - in table form below - by individual projects and the service providing organisations. The columns address: how the need for the each project was identified; the way projects were implemented; the activities involved in delivering projects; the inputs to projects, such as human resources and funding; and the throughputs of projects, including the numbers of migrants and their demographic characteristics. For each project there are also discussions of: successes; the demand for services; problems encountered; and service providers' plans for the future.





## **Pilot One - Services for Refugees and Asylum Seekers**

**Auckland Refugee Council (ARC)** – *for asylum seekers*

**Auckland Latin American Community (ALAC)** - *for refugees and asylum seekers*

**Shakti Women's Safe House Auckland** – *for women without status in violent domestic situations*

**Refugee and Migrant Centre (RMC) Christchurch** – *for refugees and asylum seekers*

<b>Organisation</b>	<b>Funded Objectives</b>	<b>Activities Undertaken</b>	<b>Identification of Needs</b>	<b>Inputs</b>	<b>Throughputs</b>	<b>Outcomes</b>	<b>Comments (Capture essence of project)</b>
<b>Auckland Refugee Council (ARC)</b>	Emergency accommodation hostel in West Auckland and other on-arrival emergency services and assistance	Hostel for a maximum stay of 6-12 weeks, Health Clinic, health screening, advocacy service, social work, referral to services eg WINZ	Started in 1997- value of ongoing service was recognised by ARC as demand was growing and people were being turned away from the previous house.	\$297,758 (GST Excl) Employed staff Found larger hostel premises 16 volunteers 455 total volunteer hours.	167 asylum seekers used the service. 25% female 70% male 5% children Approx 6296 bednights provided. 3 courses run.	More coherent holistic service for asylum seekers. Not meeting the demand, only about 2/3 of clients are using the service. People are referred by the Court.	<i>“Service has improved with secure funding Can concentrate on core activities instead of chasing funding”</i>

**Process**

Once the pilot funding was confirmed, the Auckland Refugee Council continued the work they were already doing providing accommodation and support in bigger, more suitable Housing New Zealand premises and employed more staff. All aspects had worked well especially the holistic approach and the new building.

**Benefits**

While the holistic approach of ARC benefits asylum seekers, other agencies also gain from:

- a) clients being in one place
- b) clients assisted with forms or provided with interpreters
- c) training for agencies
- d) education of the public through raising the awareness of refugee issues
- e) access to information on refugee communities.

All people at the hostel were health screened and had follow up checks at Greenlane Hospital. Asylum seekers who did not use the hostel missed the health screening process and were a potential public health risk. Other benefits included a free place to come and go while sorting their status, a community atmosphere and being involved with mixed ethnic groups. The organisation gained security of funding, being able to concentrate on core activities instead of chasing funding and having the Government recognise the worth of their work.

**Demand**

Even with bigger premises ARC were still not meeting the demand as only an estimated two thirds of asylum seekers were using the service. People were also being referred by the Court. A wide range of ethnic groups but mainly Middle Eastern and Asian were using the service and most people had a knowledge of English - only 3 of 21 in October had little English.

**Problems/Concerns**

- Non funding by Government of this service has been an issue and has caused serious cashflow problems and threatened the viability of the service.
- Concerned about funding after 30 June 2002 and need notification if not being funded
- When work permits are not issued from the Immigration Service, people cannot access a benefit, are penniless and can only stay seven days in the hostel.
- Conflict between operating financially and providing a social service
- Management of staff at Glendene and new appointments were an issue.

**Future Plans**

Provided that adequate funding was secured, ARC planned a furniture bank, volunteer programme, clothing and donated goods centre, leisure activities, English lessons, orientation, better statistics, better follow up of people, keeping links with people who have used the hostel, working more closely with other agencies providing refugee services, job search and househunting assistance.

**Other Issues Raised**

- Budget of the hostel depends on people getting benefit. Work permit essential for getting a benefit. If no benefit is received, social problems, crime and ill health result leading to long term issues for the government to fund
- Government could address the issue immediately by funding the ARC to cover the \$3-4000 they spend supporting each person without a work permit or benefit.
- Govt funding, community funding plus person's benefit pays the cost of service and is very cost effective
- The alternatives, both of which are more expensive than funding ARC adequately were:
  - 1) Detention Centre
  - 2) Prison

**Comment**

The service has improved with secure funding and is more coherent, more holistic in its approach to asylum seekers. There is a need for some assistance from Government as it is not able to be self-sufficient. With the growing demand, services for asylum seekers is essential to provide basic humanitarian assistance. Secure, ongoing funding is needed to ensure the service remains viable.

<b>Organisation</b>	<b>Funded Objectives</b>	<b>Activities Undertaken</b>	<b>Identification of Needs</b>	<b>Inputs</b>	<b>Throughputs</b>	<b>Outcomes</b>	<b>Comments (Capture essence of project)</b>
<b>Auckland Latin American Community (ALAC)</b>	Employ social worker part-time for emergency services, advice, referrals and assistance	Half time, trained social worker employed to meet the special needs of refugees, cultural support, interpreter services and basic English for asylum seekers in ALAC hostel and in the community.	Need for social services and support has been evident for the 8 years ALAC has been in existence.	\$20,000 (GST Excl) Half time salary for trained social worker Approx 60 hours social work support per refugee client.	1800 phonecalls during day, 300 after hours 42 social work cases. 19 people referred to ARC health clinic.	Holistic support service with a case management approach to families with very little English. Assistance with housing, immigration, social services and employment	<i>“My life changed when I met the Latin American Community”</i>

**Process**

This funding enabled the Auckland Latin American Community to formalise its current services by employing a trained social worker.

**Benefits**

The social worker was able to address the special needs of asylum seekers to assist them in settling in New Zealand. Amongst the benefits were providing a complete holistic service, including casework which met social work standards, working effectively with other agencies and community development particularly through encouraging the Latin American culture in young people and assisting them to obtain professional jobs. Gains for the organisation included recognition by the Minister and NZIS of the importance and need for their work, acceptance into the community networks and being better informed with better links to community resources. Interpreter services enabled Latin American people to understand the requirements of government agencies.

**Demand**

The main groups assisted were Columbian, Peruvian, Brazilian, Bolivian, Chilean and very few spoke English. The lack of English meant that more time was needed with every person to interpret and ensure real understanding of issues.

**Problems /Concerns**

- Uncertainty of funding, insufficient funding to meet the demand one off funding, and competing for scarce funding with other groups (30% of their time is spent on funding applications) were real concerns
- The lack of adequate affordable premises meant that social work support was carried out in less than satisfactory settings (a seat outside on the pavement on occasions) and that social activities and language nests could not be held because of a lack of affordable meeting rooms.
- Better premises are needed for their hostel - difficulties with Housing New Zealand in obtaining suitable premises have been experienced
- There is sufficient demand to employ a full time social worker in a case management role.
- Funding of a full time social worker would enable the administration costs (which still occur with a part-time social worker) to be paid by CYFS

**Future Plans**

ALAC planned to employ a social worker full time to meet the demand, liaise with schools to provide language nests and develop a website.

**Other Comment**

ALAC is meeting the needs of a particular group of asylum seekers and refugees in a culturally appropriate manner. Case work support is essential for new arrivals with very little English and is time consuming. The demand for services is not decreasing. Adequate funding of a trained social worker using an empowerment model appears to be working well and some previous service users have developed enough confidence to assist other new arrivals.

<b>Organisation</b>	<b>Funded Objectives</b>	<b>Activities Undertaken</b>	<b>Identification of Needs</b>	<b>Inputs</b>	<b>Throughputs</b>	<b>Outcomes</b>	<b>Comments (Capture essence of project)</b>
<b>Shakti Women's Safe House Auckland</b>	Accommodation, advocacy, and assistance with victims of domestic violence and part salary of a social worker	Continuation of existing services: Safe house, support, financial assistance	Women in violent domestic situations having nowhere to go, Shakti set up 8 years ago, ongoing need	\$22,500 (GST Excl) Social worker Legal adviser 7 volunteers Volunteer hours 4433 Average volunteer hours per week 143	41 women from 6 ethnic groups have been assisted. 8 courses run Total course hours: 489 hours over 31 weeks	287 bednights provided for 41 women Able to assist women effectively	<i>"Shakti has stopped begging in the community for food, equipment, supplies because of the funding."</i>



**Process**

Shakti continued to provide the services in a more coherent way because of secure funding. The need for a safe house for women in violent domestic situations was necessary as the Women's Refuge is not funded to provide services for women without PR status. Refugees from around New Zealand had contacted Shakti on many occasions seeking accommodation for a client they could not fund.

**Benefits**

Shakti has been able to support women in violent domestic situations more effectively through employing a part time worker. Shakti has been able to assist women and children to settle in new homes and get on with their lives.

Establishing links with NZIS and having a dedicated person to work with Shakti clients has helped significantly.

**Demand**

Women from 32 nationalities the main ones being Chinese, Indian, Thai and Korean have used the services of Shakti. Most of them have no English and need an interpreter.

**Concerns**

- The dedicated worker at NZIS keeps changing and continuity of service, which is important to women in a stressful situation, is lost.

**Future plans**

Shakti planned to expand to meet the need as their current five bedroom house was overfull constantly. They wanted to provide a transition house for crisis situations and allocate more rooms in the safe house for women without PR

**Other Issues**

The recent policy change for women allowing women who cannot return home because of social and cultural reasons to apply for a special needs grant in cases of hardship has helped to relieve the stress on Shakti's finances and the women themselves.

However if a woman is unsuccessful in obtaining PR, questions are raised about her future and who has responsibility for her and for family members.

A humanitarian issue was raised: should they be placed in a detention centre if they do not gain PR

**Comment**

Adequate continued funding is needed to ensure that women in situations of domestic violence can be assisted to leave. Shakti has achieved a huge shift in image and has made the transition from providing a safe house only for women (and a perception in some parts of the community of breaking up families) to providing effective Migrant Resource Centre services and is respected for its increased role.

Organisation	Funded Objectives	Activities Undertaken	Identification of Needs	Inputs	Throughputs	Outcomes	Comments (Capture essence of project)
<b>Refugee and Migrant Centre (RMC) Christchurch</b>	Emergency services, advice, referrals, assistance and some ESOL classes	Varied with the needs of specific asylum seekers but included ESOL, surviving in Christchurch, assistance with drivers licensing, advocacy services in getting jobs, and training in interview techniques.	Asylum seekers asked to attend ESOL and other courses and while permitted to "sit in" they were not funded	\$12, 742.00 (GST Excl) Social work hours 121.5 Social work support hours 24.75 Supervision 13.5 hours Administration 16 hours ESOL assistance for 2 people x 15 hours per week 2 people x 23 hours per week Employment assistance 2 people in parttime work and 1 in full time work	26 asylum seekers seen Currently working with 13 male and 2 female family members	Able to offer more English courses and that asylum seekers are finding work. Building self esteem of asylum seekers helps the resettlement process.	<i>"Asylum seekers have been given status. They are acknowledged as officially existing."</i>

**Process**

RMC noted that asylum seekers were already, but unofficially, participating in PEETO training. Data collection of the numbers attending the courses had proved the need for the funding. As the courses had already been developed, RMC explicitly included and counted asylum seekers in the training.

**Benefits**

RMC has been able to offer more English courses and asylum seekers are finding work. Asylum seekers have been given status and are acknowledged as officially existing. The funding of training for asylum seekers has lifted their morale and thus assisted the resettlement process. Through building the self esteem of asylum seekers and increasing their language skills, opportunities to participate in their new country have become more available.

**Demand**

This was hard to predict and changed in response to wider global events. Most service users could speak at least some English.

*"The money allocated was used up very quickly, but we are still providing the services and counting asylum seekers"*

**Concerns**

- There is a need for an automatic entitlement to English classes of asylum seekers regardless of their immigration status.
- Women at risk of domestic violence were still slipping through the cracks
- Smaller classes would be more effective.
- There is a need to develop a placement with employers scheme.

**Future Plans**

RMC will continue to provide the classes even though the classes are at saturation levels because they believe this service is essential to effective resettlement.

**Other Issues**

"Thank you [NZIS, Minister] for the extra funding".

**Comment**

The RMC combines with three services on one site and this pilot provides an essential component of assistance to asylum seekers. Integrated services and collaboration are features of their programmes. Funding of ESOL classes to meet the needs of asylum seekers soon after their arrival in the country is believed to assist their resettlement process considerably. RMC has noted that it will continue to provide ESOL classes but without adequate funding, the resources of the organisation will be stretched and could only be sustained for a short period.

## Pilot Two - Services for Families of Refugees

- Enterprise Waitakere Auckland
- Multicultural Learning and Support Service (MCLASS) Wellington
- Refugee and Migrant Centre (RMC) Christchurch
- Refugee and Migrant Service (RMS) National Office Wellington

### Overview

*“Useful initiatives – build on them to create permanent services to assist resettlement.”*

Four community-based groups were funded to provide support and orientation to New Zealand resident refugees and their families. The need for these services had been self evident for many years with increasing numbers of refugees coming to New Zealand, especially since the 1996 policy changes when family reunification was stopped. People were arriving through migration with the same needs for orientation – they were being absorbed by families as best as possible but not always successfully.

The main focus of the pilot was to ensure similar community linkages and orientation were made for family reunification people as for quota refugees and to provide orientation courses and practical assistance with housing and furniture.

All providers acknowledged the high demand for the services. RMS noted that within eight months of the fifteen month pilot period it had exceeded the numbers for which it had been funded.

Two organisations changed the focus of their projects because actual community needs differed from the original proposals. Collaboration between pilots and with other community organisations was a feature of all projects and was beneficial for both organisations and participants in terms of increased awareness of community resources and sharing expertise.

The successes of the pilots included:

- Boost in confidence/self image of participants
- More awareness and understanding of systems in New Zealand
- Access to information
- Increased coping skills
- Helping people settle into a new life

*“Bilingual programmes which allow people to attend in their own language groups with an interpreter work really well.”*

As a result of funding from this pilot, orientation has been provided in an organised manner.

*“Very useful, essential for settling successfully”*

Organisation	Funded Objectives	Activities Undertaken	Identification of Needs	Inputs	Throughputs	Outcomes	Comments (Capture essence of project)
<b>Enterprise Waitakere Auckland</b>	Orientation for whole families, survival English	New course developed for community leaders who could then provide support for family members of non-quota refugees. Focus on integration into New Zealand life, goalsetting, job search, stress management, coping skills, orientation at a psychological level	Family members of refugees were the main target group initially based on information received for orientation on housing education transport	\$50,891 (GST Excl) Tutor hours Research into community resources	Two courses with 2 more planned	Changed direction of course to meet current situation. Boost in confidence/self image of participants, Greater self awareness Coping skills	Change of focus to training community leaders so they could deal with families as they arrive in the area
<p><b>Process</b> Family members of non-quota refugees were the main target group initially based on information received for orientation on housing education transport. However after two recruitment drives for participants were unsuccessful. As new arrivals may move frequently in the first years of resettlement and family members were no longer living in the Waitakere area, refugee community leaders were invited to check the relevance of the course. There was a change of focus to training community leaders so they could deal with families as they arrived in the community. Course members identified what topics they wanted – group members had varying needs and levels of education, many at university or polytechnic for more than 2 years. They wanted integration into New Zealand life, goalsetting, job search, stress management, coping skills and orientation at a psychological level. Cross cultural workers from Relationship Services for the coping with migration section, the migrants as participants and an education specialist (Una and Associates) facilitating learning and carrying it into the community, NZIS –a very useful talk on immigration policy changes and Enterprise Waitakere on job search.</p> <p><b>Demand</b> Demand for the revised course was good, seven ethnic groups responded, five people were targeted from each of these groups: Congolese, Somali, Ethiopia - nine completed course. Only one person's English was below the level of the rest and he was assisted by his colleagues.</p> <p><b>Benefits</b> Course participants gained a boost in confidence and self image, more awareness of community resources, and increased coping skills. The organisation gained an appreciation of migrant issues and more awareness of the need for relevant educational courses. The rapport between facilitators and students was very apparent. <i>“Useful initiatives – build on them to create permanent services to assist resettlement”</i></p>							

**Concerns**

- Organisation and staff lacked experience in working with new arrivals.
- Lack of communication between facilitators
- Perception of ownership of course by Relationship Services, and a negative response by them towards Enterprise Waitakere
- Employment or study commitments during the week prevented participants from attending planned weekday seminars
- Location of weekday seminars was too far away from their work or study sites to attend.

**Future Plans**

Enterprise Waitakere plans to target future courses at specific groups eg mothers at home, women's groups, refugee women

**Other Issues**

The intention of NZIS to help these groups was admirable but service providers need more accurate, up to date information from NZIS on the actual need as refugee numbers and needs can change quite quickly.

**Comment**

Enterprise Waitakere displayed flexibility in seeking a new focus for its course when actual community needs differed from the original proposals. While Enterprise Waitakere had provided courses for various DWI groups, it was a new service provider for migrant and refugee courses. This lack of experience and experienced staff created some difficulties in responding to the cultural requirements of the participants, for example course food did not meet Muslim dietary needs. Other concerns were expressed by a collaborating partner regarding the course facilities, the lack of organisation and the of difficulty relying on others to ensure that high standards of presentation are maintained. However, course participants enjoyed the course, and Enterprise Waitakere, now that they are aware of migrant issues are planning to provide further courses for migrants and refugees.

Organisation	Funded Objectives	Activities Undertaken	Identification of Needs	Inputs	Throughputs	Outcomes	Comments (Capture essence of project)
<b>Multicultural Learning and Support Service (MCLASS) Wellington</b>	Group orientation on New Zealand services and resettlement assistance	Orientation, information for community leaders, and families of refugees who have not had Mangere input. Target group widened and integrated into ESOL programme. Own language groups each with an interpreter present	MCLASS had been running these courses as part of their ESOL extension. Consultation with cross cultural workers, community leaders, ESOL students as part of their homework to interview their families on orientation needs	\$23,165 (GST Excl) Cross cultural workers, migrants, refugees, ESOL teachers, interpreters who are refugees themselves speakers from community and government agencies. Ministry of Education contracts for staff salaries and venue. Refugee and migrant communities helped with publicity	131 people attended 38 refugees 47 family reunion people 55 males 76 females 15 sessions 17.5 course hours (May-October)	Improved understanding systems in New Zealand. Having information on such topics as drivers licences and tenancy law. Families with low education levels learning the value of keeping older children at school and getting an allowance for them to stay in school	MCLASS has a lively, social, community atmosphere and effective programmes which allow people to attend in their own language groups with an interpreter

**Process**

MCLASS had originally planned to run community based courses using community leaders but there was a lack of interest and poor attendance. After consultation with community leaders it was decided to incorporate the orientation classes with the ESOL extension classes they were already running. MCLASS talked to RMS, reconsidered the list of topics, consulted with community leaders and thought about what students needed from their perspective. Past experience of using own language based groups each with an interpreter had worked successfully before. High needs families who could not attend were given one to one support through cross cultural workers.

MCLASS had previous experience of working with Newtown Health Union, Relationship Services, and Refugees As Survivors. Courses were developed through consultation with cross cultural workers, community leaders, and ESOL students who as part of their homework interviewed their families on orientation needs. MCLASS asked participants what they wanted to know, found speakers, identified questions for speakers, ensured speakers could clarify and inform and worked with interpreters.

**Benefits**

All courses were evaluated and were rated highly by the participants.

The benefits include understanding systems in New Zealand, having information about relevant daily life topics such as tenancy agreements and driver licences, and families with low education levels learning the value of keeping older children at school and getting an allowance for them to stay in school. From an organisational view the benefits are: updated information on immigration issues, more people know about MCLASS, staff knowledge of resources increases.

**Demand**

People were not enthusiastic at first but demand grew. The response depended on a person's interest in the topic and people self selected which sessions they attended. Participants included families of refugees, humanitarian migrants, and disadvantaged migrants. Twelve nationalities were involved - Somali, Ethiopian, Assyrian, Iraqi, Cambodian, and Chinese were the main groups. The course was not suitable for children so whole families did not attend. Only one partner attended if the family had small children and could not arrange child care.

**Topic Speakers**

WCC, Community Law Centre, NZIS, NZQA, Consumer Affairs, Newtown CAB, People's Resource Centre, LTSA, WINZ, ACC, Belmont School Dental Nurse, Library tours.

**Meeting Objectives**

Objectives have been modified and as the start of the project was delayed due to refocussing of the proposal, not as many courses had been run within the scheduled timeframe.

**Future Plans**

There was a need to plan ahead so community leaders could be informed and involve their communities, to delegate and keep the information sessions simple and use the great speakers again. One off sessions on a particular topic with follow it up in English classes would be of benefit to new arrivals.

**Other Issues**

There is a need for continued funding for the migrant section as the funding from Education is not sufficient.



**Comment**

MCLASS has been running very successful programmes in a friendly community based manner. Their formula of providing information relevant to new arrivals, in their own language groups with an interpreter has been very effective and service users have spoken highly of this aspect. There is a need to link these sessions into English classes for followup and for more English classes to be available, as service users believe that improving their English is essential to getting a job and settling well.

<b>Organisation</b>	<b>Funded Objectives</b>	<b>Activities Undertaken</b>	<b>Identification of Needs</b>	<b>Inputs</b>	<b>Throughputs</b>	<b>Outcomes</b>	<b>Comments (Capture essence of project)</b>
<b>Refugee and Migrant Centre (RMC) Christchurch</b>	Resettlement support and production of 4 videos on basic orientation topics	Resettlement help, following up family re-unification Interpreting, providing cross-cultural workers as advocates, and advisors. Video production using a focus group of refugee women for script advice and acting.	Past experience of service provider of the need for resettlement support Not being able to keep up with family re-union related work Need for information for women.	\$92,421 (GST Excl) Employed cross cultural workers 35 hours per week (but 63 hours of time in lieu is owing) Training of volunteers  30 hours agency manager's time for video. Contracted video production company Women's time in focus group and acting.	617 clients used the service Male 375 Female 242	One video piloted, four others in production, each 5-7 minutes long in 3 languages Somali, Farsi, Ahmeric, with English subtitles.	Through the employment of cross cultural workers who supported volunteers, effective service delivery for family reunion has been achieved Videos are a good way to inform people or reinforce information.

**Process**

In the past RMS had only worked with quota refugees, and had only spent minimal time with family reunion but were aware of the need for resettlement help families of refugees. Using cross-cultural workers who could be advocates, spokes people and provide advice eg DWI, Health they provided Interpreting and support services. Before employing the cross cultural workers, two people attended volunteer training, so that they could understand the resettlement process.

Videos were chosen as written material was not useful to the target group as many were illiterate in their own language. "Orientation at Mangere covered some of the topics, but because they (refugees) were stressed, they don't retain information." Focus groups were held with women from refugee like circumstances who had been resident in New Zealand for between 5-7 years and identified the need for information for women on maternity and health matters, enrolling children in school and "safety in a kiwi house". A video company was located, scripts were developed in consultation with the women's focus group and the first video on enrolling children in school was produce using women from the focus group as actors. RMS collaborated with the Polytech, Christchurch Womens Hospital and the local GP and school.

**Benefits**

*"We've been freed up to do other work."* Employment of cross cultural workers was a huge bonus in supporting volunteers without the language so they could work more effectively and appropriately with families. Cross cultural workers were giving back to their own people Housing issues which required delicate negotiations were resolved. The videos are still in production but the focus group was pleased with the progress.

**Demand**

*"Way higher than we had ever dreamed among Kurds and Afghans. We didn't anticipate the health needs of Afghans. Their (family reunification migrants) health is pretty abysmal. Also many suffered trauma and depression. Kurds have very limited English and the women are illiterate."*

**Concerns**

- A male cross cultural worker needed to be trained to deal with some delicate issues.
- Workers were stressed and over worked because of the demand which led to illness. There needed to be more careful monitoring and better time management.
- There is likely to be less demand from Somali and Ethiopians. In the future there may be a need for a worker some one from a different culture.
- "The NZIS policy changes will cause much despondence."

**Comment**

RMS is providing a much needed support service for the families of refugees. Through employing cross cultural workers and training volunteers they have created an effective and appropriate service for this group of refugees and have freed up staff to work with other groups. The videos will ensure that women can access information on basic health and education issues for their families

Organisation	Funded Objectives	Activities Undertaken	Identification of Needs	Inputs	Throughputs	Outcomes	Comments (Capture essence of project)
<b>Refugee and Migrant Service (RMS) National Office Wellington</b>	Assistance with information, housing, support and referrals	Ensure similar community linkages are made for family reunification people as for quota refugees Assist with housing and furniture Generic service linkages Regionally specific as needed Health requirements, cleanliness, rubbish disposal, rental agreements Bilingual booklets on family law, consumer law, tenancy law	Through the historical experience of RMS the need was self evident for many years. Increasing numbers of refugees esp since 1996, when family reunification was stopped, arriving through migration with exactly the same needs for orientation - Issue has only just been recognised by government in the pilot	\$62,523 (GST Excl) Cross cultural workers, migrants, refugee coordinators, a social worker and in Hamilton a community worker and the van driver were involved. No. of hours: Hamilton 823 Wn/Hutt 407	No. of families settled Hamilton 25 Wn/Hutt 19  No. of people in those families Hamilton 82 Wn/Hutt 80	Families successfully settled in new communities and given orientation assistance as needed.	RMS has fulfilled its contracted service provision for refugees within seven months. The demand remains and the need for funding continues.

**Process**

RMS continued its current service of making generic community linkages and providing practical support for family reunification refugees because of a perceived and expressed need by the community. Regionally specific issues were addressed as needed eg Hamilton had issues with Somali driving and with Housing New Zealand. Other topics addressed included health requirements, cleanliness, rubbish disposal, rental agreements and bilingual booklets on family law, consumer law, tenancy law.

**Benefits**

- Very useful, essential for settling successfully
- Developed confidence in refugees
- Achieving objectives
- Meeting the needs of people
- Seeing the confidence of people increase
- Helping people settle into a new life
- A sense of satisfaction that the Government had recognised the issue
- Staff provided a top notch programme despite the limited resources.

**Demand**

The demand was greater than expected and within seven months RMS had exceeded the numbers for which it had received one year of funding. In Wellington the main groups were Assyrian, Christian Iraqi, Somali and in Hamilton - Ethiopian, Iraqi Cambodian. The nationality of the people assisted depended on which people are successful under the refugee quota. 70-80% spoke little or no English

**Concerns**

- Wellington - difficulty providing housing and furniture - equity issue between quota refugees who get priority and family reunification refugees.
- Hamilton has had difficulties dealing with Housing New Zealand.

**Future Plans**

- Would like to continue provided enough \$\$\$\$ are made available to cope with the extra numbers and the additional costs such as rent rises
- Acquisition of a warehouse to provide a furniture bank which needs to be budgeted for - it will never be self sustaining
- Effective volunteer programme which needs adequate resourcing

**Other Issues**

There is a need for orientation to be recognised by Government with secure adequate ongoing funding - being done properly now as a result of funding from pilot. Demand on RMS over 5 years has increased as a result of changes in policy removing family reunification from quota. RMS does not get any information/formal communication regarding whose families are coming Three thousand humanitarian applications are outstanding - many are refugee related (maybe 20%). Expansion of the service nationally is necessary. Equity is needed between quota and other groups and access to a trained RMS support worker is essential

The selection of quota refugees needs to be clarified.

## Pilot Three - Part A - Orientation Services for Migrants

- **Relationship Services (Auckland)**
- **Shakti Migrant Resource Centre (Auckland)**
- **Refugee Resettlement Service (Christchurch)**
- **Auckland Cities Project**
- **Multicultural Centre for Learning and Support Service (Wellington)**

### Overview

Despite increased numbers of migrants over several years, there had been no systematic resettlement assistance available to migrants arriving in New Zealand. Relationship Services had been counselling many migrants with family problems arising from migration and had run a successful migrant focussed orientation course for three years. These pilots focussed on providing support and orientation to migrants to assist them with settling effectively in New Zealand using the past experience of the organisations and the community partnership model which had been very successful in Australia. Successful collaboration occurred with many community agencies providing information, resource material and personnel.

There was general agreement that orientation services which encouraged positive attitudes and confidence in migrants, together with the development of networks for migrants were necessary for them to settle in New Zealand. A migrant resource centre located in a central area for migrants, ie a suburban shopping centre not downtown Auckland, was considered the best way of providing support and orientation services for them. Collaboration with other agencies in a one stop shop approach was seen to provide easy access to community information and utilise the resource people in the community. Relationship Services was providing excellent training on migrant issues which was relevant to both migrants and the wider community including employers and could be expanded to support further employment and settlement initiatives for migrants.

*“Partnership with the community is very important”*

Organisation	Funded Objectives	Activities Undertaken	Identification of Needs	Inputs	Throughputs	Outcomes	Comments (Capture essence of project)
<b>Relationship Services (Auckland)</b>	Relating Well in New Zealand - information programmes and training for trainers	<i>Relating well in New Zealand</i> – course for migrants <i>Training the trainers</i> – course for people who work with migrants (community leaders, DWI, counsellors)	RS was counselling a lot of migrants with family problems resulting from migration Developed a very successful course orientation course over 3 years Not a pilot	\$25,000 (GST Excl) Employed a coordinator 2 volunteers gave 16 hours	5 courses 60 course hours over 20 weeks. 76 people attended 23 females 53 males 7 were refugees	Very high ratings of courses in evaluations More positive attitudes and confidence of migrants from addressing the emotional impact of migration. Creation of networks Tools for helping migrants 3 people in jobs Contracts with DWI training their managers	<i>“Relationship Services knows how to do it and does it really well”</i>

**Process**

Relationship Services had over three years developed and run the course *Relating Well in New Zealand* in response to counselling many migrants with family problems. Once the funding was approved they employed a coordinator, networked amongst ethnic groups and made presentations to community groups about the course to seek participants. They liaised with community groups to provide speakers and information resource packs. The course covered networking of resources, own stories, migration as a transition with expected stages, holistic balanced approach to life including relationships. There were two 2hour followups three weeks later covering stress management and health issues. They had tried an ongoing course but found a one day course in Gordon House –very cheap welcoming community based rooms, provided more opportunity for personal growth and bonding and the follow ups very effective. The best aspects of the course were the inspiring migrants, facilitation, change of attitude, and networking.

**Benefits**

- Successfully run 5 courses
- Evaluations show very high ratings for courses
- More positive attitudes/confidence of migrants
- Networks
- Tools for helping migrants
- 3 people in jobs
- Contracts with DWI training their managers
- Image of Relationship Services different – a bigger community involvement
- Okay for migrants to use counselling services

**Demand**

The demand was greater than expected and growing. Relationship Services could provide different levels of courses (one course a week to meet the demand was suggested) at a regional resource centre for various groups.

**Level One** – refugees and migrants from many different ethnic groups

**Level Two** – Government departments, DWI, IR,

**Level Three** – Employers who are missing out on a skilled resource, people who don't understand the cultural differences.

They noted that people who have not been reached by the course included:

- Private immigration services staff
- Private employment agencies
- DWI staff
- Muslim women - difficult to reach at present, needed to reach them through their community leaders
- Indian and Sri Lankan people –their community leaders are on a training for trainers course

People needed good English or to bring an interpreter with them.

**Concerns**

One course had only 5 people and relying on enrolment forms was not enough to ensure attendance – needed to contact community leaders and get them to encourage participation.



**Future Plans**

RS planned a bigger programme with more depth in a broadbased community resource centre.

**Other Issues**

Need funding to continue with courses

Need to have a database

Utilise the resource people in the community more.

**Comment**

*“Relationship Services knows how to do it and do it well.”*

Relationship Services has been running a very successful programme developing confidence, providing information and creating networks for migrants. Feedback from participants has been excellent and has resulted in more effective settlement outcomes. The demand for this type of orientation course has grown as word of mouth recommendation has spread through ethnic communities. There was a need for this type of course to be extended to other groups in the community such as employers and government agency staff to reduce the barriers to effective settlement and employment of migrants.

<b>Organisation</b>	<b>Funded Objectives</b>	<b>Activities Undertaken</b>	<b>Identification of Needs</b>	<b>Inputs</b>	<b>Throughputs</b>	<b>Outcomes</b>	<b>Comments (Capture essence of project)</b>
<b>Shakti Migrant Resouce Centre (Auckland)</b>	Information, seminars, support, networking and referrals	Workshops, 1-1 advocacy, interpretation, case management, computer and fax available, transport Onsite access to IRD, WINZ and immigration staff	Awareness over the 8 years that Shakti has been in existence that there was no systematic help to get settled, ESOL classes driving licence, employment,	\$50,000 (GST Excl) recruitment and training of volunteers 4 volunteers Total volunteer hours: 3640 Average volunteer hours per week 140	148 people and their families used the Centre from May to October 2001 Females 83 Males 65 4 courses 16 course hours over 26 weeks	Migrants being given information and resources to assist with resettlement Male volunteers assisting with the delivery of services at Migrant Resource Centre	<i>Migrants very satisfied with having a centre of their own. “Migrant faces – our faces”</i>

**Process**

Shakti were already providing the service as the centre had been set up some years earlier. They chose to continue with this format because the community model had been successful in Australia and they believed that partnership with the community was important.

**Benefits**

- Orientation services
- Migrants having a centre of their own
- Knowing how others have coped
- Staff / volunteer experience
- Struggle of years and years finally recognised
- Unity in Auckland regarding the need for a regionally based migrant resource centre.

**Demand**

The demand was greater than expected but as Shakti received less funding than needed, they reduced the level of services to cope with the demand. Twenty three nationalities mainly Chinese, Indian, Pakistani, Sri Lankan, Vietnamese, African used the centre and one third of the Chinese people could not speak English.

**Concerns**

Concerns related to management issues, burnout of workers, staffing and volunteers.

**Future Plans**

As a central location and access to transport eg a minibus had been identified as necessary, future work will be in these areas. Shakti also wanted to develop adequate presettlement information to give to migrants before coming to New Zealand.

**Comment**

Shakti had established a viable migrant resource centre which catered for a wide range of ethnic groups. Collaboration with other agencies in a one stop shop approach was seen to provide easy access to community information and utilise the resource people in the community. Its location needed to be more central ie near a shopping centre so that access was easier. Demand had been an issue and services reduced to provide services within the available funding and with a better location demand was likely to increase. Shakti had changed its image over recent years from being seen only as a women's refuge to its wider role of a migrant resource centre. Its president was a male and the Ethnic Council was wanting to work with them in establishing resource centres in provincial areas.

<b>Organisation</b>	<b>Funded Objectives</b>	<b>Activities Undertaken</b>	<b>Identification of Needs</b>	<b>Inputs</b>	<b>Throughputs</b>	<b>Outcomes</b>	<b>Comments (Capture essence of project)</b>
<b>Auckland Cities Project</b>	Research the establishment of a Migrant Resource Centre and coordination of services in Auckland and Manukau cities	Employed consultants Community consultations Gap analysis Identification of providers Analysis and stocktake Working with stakeholders, building collaboration Identifying gaps, costs, options, locations for a resource centre for Auckland	MCC services for migrants undertook a gap analysis which identified need for resource centre. Need for a proactive approach rather than just reactive	\$132,000.00 (GST Excl) Consultant City Council staff, Venue for meetings Resources – time, administrative support Facilitation of project Catering Oversight of consultants	Community meetings Liaison with key stakeholders Report to Mayors of Auckland and Manukau Cities on future directions.	Increased awareness of migrant issues within the councils and the wider community Collaborative work between the two City Councils. Integrity of information leading to stage two of the project	<i>“Migrant issues are now on the Council agendas”</i>  A thorough research and documentation of the issues and the need for a migrant resource centre to service the Auckland region.

**Process**

A consultant with experience in community consultation was employed to research and identify the options for a migrant resource centre. The consultant engendered confidence through networking and consultation with key stakeholders. Two rounds of community consultation 1) to get ideas for a service and 2) to feed back ideas. Phone calls were made to Australia to research their migrant resource centres. This way was chosen so as to ensure the integrity of the process which was needed to document data and get long term buy in from stakeholders. A report which will serve as the basis for the implementation phase (part two of the project) will be presented to the Manukau and Auckland City Councils in October 2001.

**Benefits**

- Community consultation with stakeholders
- Awareness of migrant issues increased
- Buy-in of staff into migrant issues

**Demand**

A gap analysis undertaken by Manukau City Council identified the need for migrant services.

**Concerns**

Resourcing of the project was limited. External stakeholders did not want to see money being spent on council staff which they believed Council should provide. The provision of more resources, allocation of a full time person from each Council would have improved the process. Thoroughness and due process suffered because of time constraints.

**Future Plans**

- 1) political buy-in at central and local level
- 2) Implement stage two and ensure regional governance
- 3) Close the gaps for migrants
- 4) Raise the profile of migrant issues
- 5) Involvement of Auckland and Manukau City Councils in migrant issues

**Other Issues**

Policy development needed at a central, regional and local government level

Political issue – central or local government responsibility or a partnership

More collaboration with “whanaungatanga”

Councils need to be positive about migrant services and champion it

Service provider of resource centre needs to complement existing services

**Comment**

The Auckland Cities project has identified and documented the need for migrant services on a regional basis in the Auckland area. Through extensive community consultation with stakeholders considerable buy-in from key stakeholders has been obtained and there is widespread agreement that a migrant resource centre with satellite services should be developed to complement the existing services. Some comment was made that such an extensive consultation was not necessary as the need for migrant services was already known to service providers. The data collection and consultation process, however, was very thorough and a condensed version could be used to set up a national network of migrant centres in provincial areas once policy development on migrant issues has been undertaken at a national and local level.

Organisation	Funded Objectives	Activities Undertaken	Identification of Needs	Inputs	Throughputs	Outcomes	Comments (Capture essence of project)
<b>Multicultural Centre for Learning and Support Service (MCLASS)</b>	Assessment and referral of migrants to appropriate classes and support services. Establish an information database	Developed tools for assessment and referral, employment and advocacy Raised issues /awareness Assess Consult Advise Problem solve Refer	No support for migrants. People came to the centre - because in private classes they couldn't afford the cost or the level was too high.	\$20,500 ESOL teachers, interpreters IT consultant Ministry of Education grant	54 people used the service Females 31 Males 23	High percentage of migrants interviewed enrolled in an appropriate class 93% of respondents were satisfied with their referred ESOL course Migrants now receiving information and options	Realistic assessment of migrants ESOL needs and referral to other appropriate services
<p><b>Process</b> Migrants were coming to the centre, which is primarily a refugee organisation, because they could not afford private classes or the level was too high. Information flows in migrant communities were not so developed as in refugee communities and migrants were missing out on ESOL class enrolment dates. MCLASS needed to know what migrants wanted and needed so using interpreters where necessary they interviewed migrants. The main issues were access to appropriate ESOL classes, referral to support services, employment and advocacy. They collaborated with ESOL agencies, providers of assessment tools, and national tertiary providers. They developed tools for assessment and referral, researched what other providers were offering, sorted out procedures and system of managing the information, started informing institutions of assessment tool, refining and ongoing modification of the assessment tool. Publicity was geared to fit around the enrolment dates for ESOL classes in the community. MCLASS interviewed migrants, assessed their need, referred where necessary and gave information and options for further study or employment.</p> <p><b>Benefits</b></p> <ul style="list-style-type: none"> <li>• High percentage of migrants who have been assessed have been enrolled in an appropriate class</li> <li>• Migrants understand the options available</li> <li>• Better networks for identifying relevant providers for migrants</li> <li>• Opportunity to assess people who come into the centre's own classes</li> <li>• Awareness of the enrolment cycle, process and dates for other organisations leading to more efficient referrals</li> <li>• People are referred quickly</li> <li>• Waiting lists are lower</li> <li>• Using trained ESOL providers adds to professional development and better programmes.</li> </ul>							

**Demand**

Less than expected as networks in the migrant communities were less developed than refugee communities. The main ethnic groups were Chinese, Indian and Cambodian. 60-70% of migrants using the service had low levels of English and needed an interpreter.

MCLASS has established the framework and with publicity can increase the numbers of people assessed to meet their objectives

**Concerns**

- No vacancies for migrants and refugees in private provider classes and the centre's orientation courses are full
- Not as many interviews with business and general skills migrants and people were falling through the gaps.
- Database development for migrant information delayed.

**Future Plans**

- Planning map locating ESOL establishments in the city
- Annual planner of strategic dates eg enrolment dates
- See more migrants getting service in the centre
- Publicise and share accurate information with migrants.

**Other Issues**

Pleased that NZIS is looking at the issues for migrants

Usual ESOL providers are full of paying foreign students - no vacancies for migrants and refugees - issue for Government to address.

Secondary schools are refusing to enrol students who are entitled

**Comment**

MCLASS, primarily a refugee organisation has expanded its services to cater for the needs of migrants who were wanting to use the centre's resources and classes. Through the development of an assessment tool, networking with the other ESOL providers and developing information resources, migrants are informed of their options.

Coordination of ESOL course enrolment dates has led to better information sharing amongst providers and improved outcomes for migrants. Concerns were raised about the lack of appropriate, affordable ESOL classes and that not only private providers but also tertiary institutions were catering to the lucrative foreign student market, leaving no room for migrants and refugees.



## Pilot Three - Part B - Employment Initiatives for Migrants

- Wellington ESOL Home Tutor Service (WEHTS)
- Auckland Chamber of Commerce
- Auckland New Ventures Inc (ANVI)
- Auckland New Ventures Inc (ANVI) Highly Qualified Migrants (HQM)
- Enterprise Waitakere Auckland
- Ethnic Council of Manawatu
- Refugee and Migrant Centre (Christchurch)

### Overview

*“Businesses are having trouble employing people with the right skill mix yet there is a resource of migrants with skills wanting employment.”*

Obtaining employment which used the skills and experience of migrants was considered the single most important issue for helping them to settle in New Zealand. The projects in this section of Pilot Three focussed on initiatives that reduced the barriers to employment. Business and community organisations supported the employment of migrants using new technology such as websites and computer based profiling tools, business courses, mentors and people to bridge the gap between employers and prospective migrant employees including highly qualified migrants. Most migrants were highly educated, job ready and language was not a problem as they spoke intermediate or above English.

Service providers identified the three main barriers to the employment of migrants as:

- Negative employer attitudes towards people from other cultures
- Perception that all migrants have a low level of English skills
- Migrants being required to have New Zealand work experience before being considered for a job.

The successes of the pilot included the numbers of people who had been placed in work, started their own businesses, or had been given work experience opportunities by the pilot organisations. Other features included the increase in confidence and self esteem, changed attitudes resulting from the one-to-one support, the numbers of highly qualified migrants who were developing a portfolio approach to work and the development of networks for jobseekers.

Adequate staffing was considered important as all aspects of employment liaison work was labour intensive. Three organisations were meeting their objectives but were behind schedule because of delays in implementing their projects. One organisation was in negotiation with NZIS because of a misunderstanding regarding the outputs required.

There was agreement that creating a coherent process for the employment of migrants through consistent policy, support for, and education of, employers and the development of networks for jobseekers using both technology and employment coordinators was the way forward.

<b>Organisation</b>	<b>Funded Objectives</b>	<b>Activities Undertaken</b>	<b>Identification of Needs</b>	<b>Inputs</b>	<b>Throughputs</b>	<b>Outcomes</b>	<b>Comments (Capture essence of project)</b>
<b>Wellington ESOL Home Tutor Service (WEHTS)</b>	Mentoring of jobseekers using Home Tutor networks	Development of the Mentors Guide Development of the Mentors Training. Database being developed. Training and matching of mentors. Support and resources for mentors. Advocacy. Awareness raising and development of publicity leaflet.	Accumulated knowledge of Home Tutors over 15 years. Feedback from tutors that employment is a big issue High migrant unemployment statistics and anecdotal underemployment.	\$27,250 (GST Excl) Worker employed for 8 hours per week to create resource kits but the hours were extended to 20 per week to meet the demand of task. 19 volunteers 130 volunteer hours Average volunteer hours per week: 20 hours	36 job seekers registered 26 mentors recruited and trained. 3 training courses (4 hours over 2 weeks.)	25 jobseekers matched with mentors and job ready Resource kits for mentors produced. Training Kit for mentors produced. Developed Best Practice Guidelines on mentoring. Database in development	WEHTS decided to meet the need for job assistance and mentoring using its existing infrastructure of resources as a complementary extension of services.

**Process**

With the disbanding of the Local Employment Group, WEHTS had to take a bigger role in dissemination of information. They decided to meet the need for jobseeking assistance for migrants by extending the existing networks and infrastructure to include a mentoring service where mentors would act as a bridge, informing and linking jobseekers with employment. This format fitted the organisation's experience of working in the community and they knew that networking was an acknowledged way of getting jobs in New Zealand.

They consulted with community groups and employed a worker 8 hours a week to develop the Mentors Guide and a Training for Mentors kit. The hours were increased to twelve but 20 hours per week were needed to meet the demands of setting up the project developing resources and matching mentors. A measured approach was taken to launching the project so that the demand for mentors by jobseekers did not outstrip their availability. In October the first matching was undertaken and second intake for training started. WEHTS has been involved in recruiting further mentors, raising the profile of migrant employment issues and visiting employment related groups.

**Benefits**

- Production of the mentor kit
- Training of mentors
- Developing of leaflet
- Launching the project
- Having an extra worker
- Having an extra much needed service available
- Broader collaboration with other organisations

**Demand**

The demand was as expected with 30-40 job seekers waiting. WEHTS delayed advertising until sufficient mentors were available. They have built the mentor base step by step because it was a pilot and a measured approach prevented the raising of expectations which could not be met without adequate funding and infrastructure being available. Assyrians, Chinese, Russian, and Indians were the main ethnic groups and all were highly educated, job ready and language was not a problem.

**Concerns**

- Need more mentors
- Need a recruitment drive and more publicity of the scheme
- More money for recruitment /advertising
- Delayed development of database

**Future Plans**

WEHTS planned to establish a job club to support migrants in the employment process and to employ a recruitment coordinator to speed up process. They also wanted to change the attitudes of personnel agencies and business organisations which could influence employers to consider employing migrants.

**Other Issues**

NZIS needed to reconsider the employment area for migrants including underemployment, time to resettle, capturing the time of motivation ie stage of belief and confidence.

Social planning for jobs should be placed under Department of Labour not Department of Ethnic Affairs (mainstreaming principle?)

The pilot had been a reflective process and the milestones were a good framework for reporting

Organisations providing migrant services need to be community based to be successful

NZIS had been very supportive and the recent meetings of personnel from pilot projects to share progress was very useful.

**Comment**

By building on their existing networks and structures, WEHTS had provided an effective model for assisting migrants with jobseeking. WEHTS considered that mentoring using volunteers was a very cost effective way of getting migrants into jobs. However, volunteer organisations needed to be funded and resourced adequately to carry out their work. Employment of a dedicated worker had meant that resources could be developed to fully support the project. WEHTS noted that the evaluation had occurred too early in the pilot to see the benefit of the programme and that more than a year was needed to assess the longterm benefits of the scheme.

Organisation	Funded Objectives	Activities Undertaken	Identification of Needs	Inputs	Throughputs	Outcomes	Comments (Capture essence of project)
<b>Auckland Chamber of Commerce</b>	<i>New Kiwis</i> Website for jobseekers, database matching, networking and promotion of migrant employment opportunities.	Development of a website - New Kiwis Provided a forum to list a range of skills, pooling of resources, matching with employers needs, contacting employers, getting media buy in and working with community groups.	Feedback from Chamber members showed that with the growth in Auckland, businesses can't employ people with the right skill mix. Resource available of migrants with skills wanting employment. Chamber of Commerce decided to facilitate useful outcome.	\$110,000.00 (GST Excl) Employed project manager Contracted a website developer Employed an assistant.	Registered users 800+ Registered employers 230 No. of CVs downloaded 639	Successful placements 34 Jobs on offer 105 Getting the website running within six weeks Getting knowledge of New Kiwis out into the environment (2500-3000 hits per week) Keeping the media interested Establishing links with businesses and community groups.	<i>"The Website is today's technology and an excellent medium for recruitment."</i>

**Process**

The Chamber of Commerce decided to facilitate a useful outcome arising from employers not being able to locate people with the right skill set and the resource of highly skilled migrants seeking employment. The Chamber identified the barriers, consulted with groups on the issue and started a promotional exercise and media coverage to underpin the challenge to business of employing migrants. They employed a committed project manager who organised the building of a website, establishing links with the media to raise public awareness, communicating with employers who don't see migrants as a resource. They collaborated with community groups, ethnic groups, the media and other business organisations and worked with them in a businesslike way. The Chamber chose this format because the website is today's technology and an excellent medium for recruitment.

*"Young people are technology savvy".*

**Benefits**

The biggest benefit had been working together, sharing and networking. Other benefits included:

- 34 successful placements
- 105 jobs on offer
- 800+ registered migrant users
- Speed of getting the website running – completed within six weeks.
- Speed of getting knowledge of New Kiwis out into the environment (2500-3000 hits per week)
- Keeping the media interested
- Links with businesses
- Awareness of the difference of working with government departments versus partnership with business
- Increased tolerance and awareness of migrant issues through having migrants working in the Chamber.

**Demand**

The demand was much greater than expected. The underestimated demand led to an additional cost on Chamber, and was met by them, of employing an extra worker to cope with the extra work. The main client group were migrants – 27.2% were Indians followed by Chinese as the next largest ethnic group. All had an intermediate or higher level of English. 167 people from outside the Auckland area have registered their CVs, 639 have not specified a location suggesting they are willing to move to regional locations for employment.

**Concerns**

The huge demand for the planned proofreading of CVs was too labour intensive and costly within the available resources and could not be achieved. Developing other tools to enhance getting a job and a business language course certificate were needed.

**Future Plans**

The Chamber planned to go national with the website through its regional networks, extend the project beyond 12 months and undertake strategic planning to ensure this occurred.

**Other Issues**

*“The will is there to continue and expand – momentum will be lost if not carried out immediately.”*

**Comment**

The Chamber of Commerce was extremely successful in the development of its New Kiwis website, the speed of its implementation and the awareness raising resulting from continued media coverage. Employers and migrants who have used the website found it user-friendly, and praised it as a rapid, lowcost means of finding employees or employment. Some refinements are needed to the website to make it easier to use but it has been an innovative and successful pilot which could be implemented readily throughout New Zealand to the benefit of both migrants and employers.

<b>Organisation</b>	<b>Funded Objectives</b>	<b>Activities Undertaken</b>	<b>Identification of Needs</b>	<b>Inputs</b>	<b>Throughputs</b>	<b>Outcomes</b>	<b>Comments (Capture essence of project)</b>
<b>Auckland New Ventures Inc (ANVI)</b> <i>Business and Employment Link Service</i>	Information for jobseekers, mentoring, networking, orientation, New Zealand Small Business Skills.	Web based database of information for migrants. 1-1 facilitation and coaching in setting up business, seeking employment, direction setting and CV development.	Migrant issues research showed that coordination was lacking Needed to get a database on the website.	\$85,000.00 (GST Excl) Employed project manager Developed website 40 volunteer time from Shakti volunteers.	Website developed 80 migrants assisted one to one Female 38 Male 42  5 seminars in partnership with Shakti 3 ANVI seminars	7 people employed full time 4 people employed parttime 7 businesses started.  Very positive feedback on the database Database design almost completed and almost live ANVI integrated with other service providers ANVI focussed now on migrant issues.	Effective assistance for jobseeking migrants.



**Process**

Research into migrant issues showed that coordination was lacking for employment of migrants. ANVI decided to create a database on the website as the focus in business was now on the web and was accessible to most people. The services were to include a web based database of information for migrants, 1-1 facilitation and coaching in setting up business, seeking employment, direction setting and CV development. They employed a facilitator and researched people to develop the database. They mailed out information to all service providers and emailed DEA service providers who were seen as important components of the service.

**Benefits**

- Individual coaching
- Developing networks of key people contacts
- Very positive feedback on the database
- Automatic updating of the website to ensure up to date accurate information.
- Database design almost completed and almost live
- 3-4 people employed
- 3-4 businesses started
- ANVI is focussed now into migrant issues and has become a specialist in this area.

**Demand**

The demand for business information was growing rapidly while the demand for employment assistance was enough without advertising. The demand for services came in waves – word of mouth recommendation filtering through a migrant community often followed an interview with a person from that community. Most spoke English or they brought an interpreter with them.

**Concerns**

The website took longer than planned to develop and become operational

**Future Plans**

ANVI planned to consolidate and expand migrant services as part of its business plan and ensure a permanent migrant presence in ANVI.

**Other Issues**

- Heartening to see issue is flavour of the month – local /central government interest
- Nelson – potential provincial destination for migrants – seeking coaching from ANVI on this issue
- DWI are not training their staff in migrant issues

**Comment**

ANVI set up an information service for migrants on-line because they believed this was the way of the future. The specialised automatic updating feature should be included in future website and online information systems to ensure accuracy. ANVI also recognised the need for one to one support and coaching to develop networks for jobsearch and the demand for this service has often arisen from a successful jobseeker informing their communities through word of mouth recommendation.

<b>Organisation</b>	<b>Funded Objectives</b>	<b>Activities Undertaken</b>	<b>Identification of Needs</b>	<b>Inputs</b>	<b>Throughputs</b>	<b>Outcomes</b>	<b>Comments (Capture essence of project)</b>
<b>Auckland New Ventures Inc (ANVI)</b> <i>Highly Qualified Migrants (HQM)</i>	Jobsearch skills, referrals and database employment tool for highly qualified migrants.	Profiling tool, setting up a website and database to screen and link job seeking migrants with employers one to one coaching crossover with other projects profiling on website Next stage: promotion of scheme to employers.	Highly qualified migrants (HQMs) facing blocks to employment A changing employment environment HQMs not used to a contract environment.	\$56,250 (GST Excl) Employed a co-ordinator Contracted the employment tool developer 40 hours of Shakti volunteer time.	104 migrants used the service. Female 44 Male 60 4x4 hour seminars run.	Employment/contracts for 24 highly qualified migrants. Interviews where migrants' attitudes have changed Changes to migrants' expectations of working full time Preparing them for contract/portfolio work Website in development.	Good results from high energy effective coaching and innovative seminars

**Process**

Research had shown that highly qualified migrants were having difficulty finding employment. Many were not aware of the changed employment environment and the trend towards portfolio employment as they had been recruited in the past based on their loyalty or length of experience. A specialised computer based profiling tool was seen as a way of identifying a skills match beyond the usual CV. A facilitator was employed to oversee the development of the profiling tool, together with a website and database to screen and link job seeking migrants with employers.

**Benefits**

- Employment for 24 highly qualified people in temporary work
- Interviews where migrants' attitudes have changed
- Changes to migrants' expectations of working full time
- Preparing them for contract/portfolio work

**Demand**

There has been a steady demand by migrants for assistance without promotion so far. Promotion of the service has yet to be undertaken because of limited number of resource people to provide a service. The client group came from mixed ethnic groups, often by word of mouth. All clients spoke good English as they could not become portfolio workers without it.

**Concerns**

- This project was put on the back burner as the development of the website took longer than expected
- Objectives are being met although on a delayed timeframe. Everything has taken longer than expected.
- An extra person is needed to coach and interview highly qualified migrants.

**Future Plans**

Promotion to employers once the website with the profiling tool is implemented.

**Other Issues**

- Review ways of dealing with intellectual capital such as the profiling tool
- Investment capital is needed to provide further employment but the shortsighted and risk averse attitudes of banks hinders innovation.

**Comment**

ANVI has addressed the issue of placing highly qualified migrants in temporary employment through encouraging a change of attitude in this group of people towards contract work. One on one support and coaching has been successful and ANVI expected promising results from the profiling tool which was almost ready for implementation. While the New kiwis website and ANVI pilots were both working in the employment area, ANVI was dealing with the harder to place migrants through personal support and specialist tools. It would seem that further benefits could be gained by aligning the two pilots and increasing the existing collaboration to promote migrant employment.

Organisation	Funded Objectives	Activities Undertaken	Identification of Needs	Inputs	Throughputs	Outcomes	Comments (Capture essence of project)
<b>Enterprise Waitakere Auckland</b> <i>Business course</i>	Business course with small business tools oriented towards self employment.	Business services – <i>Starting up in Business</i> course (10 weeks fulltime) on PresentationMarketing Compliance Value of networks Developed a business plan for their proposed businesses.	Business Manager had met with many migrants having problems understanding how to do business in New Zealand.	\$35,188 (GST Excl) Course tutors Guest speakers	28 applied 15 attended 1 course run over 10 weeks	Four in business Two in employment Self esteem and confidence developed Business plans prepared and presented at course. Better agency understanding of different cultures and experience to deal better with migrants in the future.	A useful course which shows migrants the New Zealand way of doing business and the regulatory requirements of employers.

### Process

Enterprise Waitakere had encountered many migrants having problems understanding how to do business in New Zealand and as the organisation were already delivering business courses, they knew the need. They considered the course was the best vehicle for getting information to group as it covered business practice and employment and legal requirements. They collaborated with consultants, Inland Revenue, OSH, specialists eg on Treaty Issues and business networks.

### Benefits

- Four in business
- Two in employment
- Self esteem and confidence developed
- Better understanding of cultures
- Experience to deal better with migrants
- Employed people from courses in office to give them work experience
- One woman getting a job as an accountant – working for a Samoan accountant who was open to employing skilled migrants.

### Demand

The demand was greater than expected. The course was promoted through the Chinese newspaper as local networks of migrants were not present in the community. The

main ethnic groups attending the course were Asian, Indian, Thai and Tuvalu. An English test was a prerequisite for entry to the course – 28 applied, 15 attended.

#### **Concerns**

- Unrealistic/ idealistic expectations that all participants would succeed in setting up businesses
- The section on motivation needs developing and possibly the inclusion of a Migrant Personal Development section through collaboration with Relationship Services.
- There is a need to enlist potential employers to provide work experience for course participants.
- Disagreement about whether Enterprise Waitakere is meeting its objectives ie the number of course it was contracted to run.

#### **Future Plans**

Enterprise Waitakere will run the course again as they considered successful and it has been included in their business plan for the coming year.

#### **Other Issues**

There was a misunderstanding about the contracted number of courses to be run. NZIS thought they were funding four courses while Enterprise Waitakere thought the contract was for one. Currently this issue is under negotiation.

#### **Comment**

Enterprise Waitakere has run a successful business course offering migrants the opportunity to learn the New Zealand way of doing business. With some refinements such as enlisting the support of employers to provide work experience and creating further employment-related networks, the course content provides a model for other organisations to implement similar courses. Enterprise Waitakere does not appear to have collaborated with other pilot groups or with wider business groups such as the Chamber of Commerce and Auckland New Ventures Inc. The misunderstanding regarding the contracted number of courses is an issue which highlights the need for clarity in the contracting system.

Organisation	Funded Objectives	Activities Undertaken	Identification of Needs	Inputs	Throughputs	Outcomes	Comments (Capture essence of project)
<b>Ethnic Council of Manawatu</b>	Programme to introduce migrants to employment networks, employer education.	Employed coordinator, Clarified expectations in the community Determined actual need Established networks in the community and started outreach with other agencies.	Through direct contact everyday with client group at the resource centre Aware that people were missing out on finding employment Also aware through literature search and research.	\$22,000 (GST Excl) Employed a coordinator. Time of volunteer board members.	Launch of employment placement programme and media coverage.	Start delayed. Too early in the process for outcomes.	

#### **Process**

The Ethnic Council was aware through research they had undertaken, a literature search and direct contact everyday with the client group at the resource centre that migrants were missing out on finding employment. Without employment, health, housing family and social problems often arose. They employed a coordinator who established networks in the community and started outreach with other agencies. This format was used as a person dedicated to liaison was needed for networking and promoting migrants as valuable employees. The start of the project was delayed as it took sometime to employ a coordinator with the skills needed for the task. The Ethnic Council noted that the evaluation occurred too early in the process for people to have been placed in jobs.

#### **Benefits**

Networks were considered the main way of gaining employment in New Zealand and this programme would assist in linking skilled migrants with employers seeking workers with particular skill sets. Other benefits included:

- Being based in the Migrant Resource Centre, an existing hub for migrants
- Arranging a launch of scheme and increasing awareness of migrant issues
- Increased awareness of the role of the Ethnic Council
- Recognition by the City Council through a Civic Award of the Migrant service.

#### **Demand**

There was a large demand for the service particularly as migrants finished their study at Massey University. The main ethnic groups were Chinese (the largest group) followed by Pakistani, Indian, and Thai, which was consistent with research undertaken

**Concerns**

The start of the project was delayed by the difficulty in employing a suitable co-ordinator and while objectives were being met, the timeframe was delayed.

**Future Plans**

The Ethnic Council planned to continue raising awareness in the community of migrant issues, undertake employer education, hold a work shop for the future directions, develop cultural education programmes and work collaboratively with other agencies.

**Other Issues**

- A small project could prove what the benefits of focussing on employment issues for migrants and providing support to employers using a dedicated worker.
- Employment for migrants was a big issue and both central and local government need to pick it up and fund adequately for the long term benefit.
- Consistent policy was needed and preparation by Government for an increase in migration was necessary if migrants were to settle successfully.
- There was a lack of information for migrants regarding where to obtain employment and employer attitudes towards migrants as employees needed addressing.

**Comment**

The Ethnic Council of Manawatu was the only Ethnic Council which had been funded for this pilot because it was already providing a service with its Migrant Resource Centre. It was too early to evaluate outcomes but it was likely that the project with its well researched base and a dedicated worker could demonstrate the value of linking employers and migrants in a smaller provincial centre to secure employment for migrants.

Organisation	Funded Objectives	Activities Undertaken	Identification of Needs	Inputs	Throughputs	Outcomes	Comments (Capture essence of project)
<b>Refugee and Migrant Centre (RMC) Christchurch)</b>	Migrant orientation, employment seminars, language as needed, social work support.	Placing migrants in work, directing migrants into starting businesses. Social work with a community development role,	Workers at the Centre found migrants wanting to use the services available to refugees so they extended the service to migrants.	\$111,387 (GST Excl) Employment placement worker. Other agencies on site with RMC Liaison with employers.	13 migrants have accessed service in the month since the worker was formally appointed. (107 refugees and migrants ,have accessed the service since July 32 were placed in employment and 11 in training) 18 clients received social work support.	5 migrants have been placed in employment. The small businesses course has been a success.	One on one support is resulting in migrants learning networks and getting employment.
<p><b>Process</b> The job placement advice for refugees service was extended to cover job seeking migrants. They employed placement workers as having a dedicated worker had worked in the past. The service was an extension to current activities of placing people in work, directing people into starting businesses. They were involved with networking with industries such as hotels, the wool industry, Christchurch Chamber of Commerce and other sympathetic local employers and arranging for migrants, English classes and seminars on New Zealand culture in the work place. Placing migrants in jobs, following up placed migrants to determine what works well and what does not was also undertaken. A job description was formulated for a social worker and one appointed for 12 hours per week.</p> <p><b>Benefits</b> Five migrants have been placed in employment in the previous month since the appointment of a placement co-ordinator , the small businesses course have been a success.</p> <p><b>Demand</b> There was more demand than expected.</p> <p><b>Concerns</b> A database of employers is needed. Employers need to be educated about hiring migrants and learn of some of the advantages migrants can supply, such as overseas networks.</p>							



**Future Plans**

To continue services to migrants

**Comment:** RMC extended its service for refugees to meet the needs of migrants who were seeking employment assistance. The success of the project is due in part to having dedicated employment placement workers to make the links between employers and migrant job seekers.

## Appendix D: Detailed Evaluation Questions and Sources of Data

Evaluation questions	Information sources
<b>Objective 1: To describe the ways information about the pilots was disseminated to key groups and describe any strengths or weaknesses of the approach adopted</b>	
<ul style="list-style-type: none"> <li>• With which groups and individuals were the settlement pilots discussed?</li> <li>• How were those groups and individuals selected?</li> <li>• In what ways were the establishment of the settlement pilots communicated?</li> <li>• What worked well?</li> <li>• What did not work well?</li> </ul>	NZIS staff involved in setting up the pilots, Best Practice Manual, Service Excellence Group (SEG) files, Settlement Branch Files
<b>Objective 2: To describe the process by which groups and projects were selected and to seek feedback on the selection process</b>	
<ul style="list-style-type: none"> <li>• What were the criteria used to select the projects selected?</li> <li>• What were the criteria for selecting settlement services providers?</li> <li>• How transparent were the selection processes?</li> <li>• How closely did the selection of projects follow the "Settlements Pilots Application Process" as set out in the NZIS Best Practice Process Guide?</li> <li>• How could the Guide be improved?</li> <li>• For those applying, what were the most useful and least useful aspects of the processes?</li> </ul>	NZIS staff involved in setting up the pilots, Best Practice Manual, Service Excellence Group (SEG) files, Settlement Branch Files, Service Providers, External Stakeholders
<b>Objective 3: To describe the roles of the Project Manager/Settlement Advisor and the activities undertaken by the Project Manager</b>	
<ul style="list-style-type: none"> <li>• What were the main activities undertaken by the project manager in setting up the four Pilots and projects?</li> <li>• What relationships did the project manager have:               <ul style="list-style-type: none"> <li>• Internally?</li> <li>• With other government departments? And</li> <li>• With Community groups?</li> </ul> </li> <li>• How were the projects progress monitored?</li> <li>• How were any difficulties with projects resolved?</li> <li>• What are the ongoing roles of the Project Manager?</li> </ul>	Settlement Branch Manager, Settlement Advisor, Service Providers
<b>Objective 4: To describe the context within which each project occurred. This objective includes describing reasons for the establishment of each project and the target group(s) or Area(s)</b>	
<ul style="list-style-type: none"> <li>• Which pilot did the project address?</li> <li>• What sort of group delivered the project?</li> <li>• What was the group's purpose?</li> <li>• How long had the group existed?</li> <li>• What were the purpose and objectives of the project?</li> <li>• Why was the project needed?</li> <li>• How was the need for the project established?</li> <li>• How was the project innovative and not duplicating existing services?</li> <li>• What was the support for the project?</li> <li>• What was the target group for the project?</li> </ul>	NZIS records, Service Providers
<b>Objective 5: To describe the implementation of each project and the activities undertaken.</b>	

<ul style="list-style-type: none"> <li>• What were the key tasks and activities?</li> <li>• What, if any, partnerships were formed?</li> <li>• Who performed the activities?</li> <li>• Where did the activities occur?</li> <li>• Over what period did the project run?</li> <li>• How was the project managed?</li> </ul>	NZIS records, Service providers, service users
<b>Objective 6: To identify the inputs, such as human resources, government funding, and other resources (i.e. from the organisation or the wider community) to each project</b>	
<ul style="list-style-type: none"> <li>• What resources were used in running the project? <ul style="list-style-type: none"> <li>• Financial?</li> <li>• Human? <ul style="list-style-type: none"> <li>• Paid?</li> <li>• Unpaid?</li> </ul> </li> <li>• Plant?</li> <li>• Accommodation?</li> <li>• Consumables?</li> <li>• Other (to be specified)</li> </ul> </li> <li>• What were the sources of the resources used in the project? <ul style="list-style-type: none"> <li>• Government funding?</li> <li>• Other sources of finance?</li> </ul> </li> </ul>	NZIS records, service providers
<b>Objective 7: To identify the throughputs of each project, such as numbers of people and their demographic and immigration characteristics</b>	
<ul style="list-style-type: none"> <li>• How many people used the settlement service?</li> <li>• What type of people used the service? <ul style="list-style-type: none"> <li>• Refugees?</li> <li>• Asylum seekers?</li> <li>• People in refugee-like circumstances?</li> <li>• Targeted?</li> <li>• Family reunion?</li> </ul> </li> <li>• What were their demographic characteristics? <ul style="list-style-type: none"> <li>• Country of origin?</li> <li>• Gender?</li> <li>• Age?</li> </ul> </li> </ul>	Service providers
<b>Objective 8: To identify the outputs of each project, such as people housed or resources produced (these will often be quite specific to individual projects)</b>	
<ul style="list-style-type: none"> <li>• How many courses were provided?</li> <li>• How many seminars were provided?</li> <li>• How many community workers were trained?</li> <li>• What resources were produced? <ul style="list-style-type: none"> <li>• Printed guides?</li> <li>• Videos?</li> <li>• Web sites?</li> </ul> </li> <li>• Mentoring relationships established?</li> <li>• How many asylum seekers were health screened?</li> </ul>	Service providers, NZIS records, DWI, MoH
<b>Objective 9: To compare the way each project proceeded compared with what had been planned</b>	
<ul style="list-style-type: none"> <li>• Did the project achieve its milestones?</li> <li>• Were the key tasks and activities of the project, as specified in its application, undertaken?</li> <li>• What difficulties were encountered in undertaking the planned activities?</li> </ul>	NZIS records, service providers

<b>Objective 10: To assess the extent to which each project achieved its objectives</b>	
<ul style="list-style-type: none"> <li>• Which project objectives were met?</li> <li>• Which project objectives were not met?</li> </ul>	NZIS records, service providers, the Settlement Branch Manager, DWI, MoH, other selected stakeholders
<b>Objective 11: To assess the uptake of the free health screening.</b>	
<ul style="list-style-type: none"> <li>• Measure the uptake of the free health screening</li> </ul>	Arrange the collection of before and after uptake statistics from the Ministry of Health
<b>Objective 12: To assess the various stake holder views on the outcomes of each pilot with particular emphasis on the following stakeholders</b>	
<ul style="list-style-type: none"> <li>• What impact did the pilot have on filling a gap in the available settlement services in the views of : <ul style="list-style-type: none"> <li>• Migrants and refugees?</li> <li>• Local government?</li> <li>• The Department of work and Income?</li> <li>• Ethnic groups?</li> <li>• The organisations providing the services? and</li> <li>• The NZIS?</li> </ul> </li> <li>• Did the pilot improve the settlement processes of: <ul style="list-style-type: none"> <li>• Asylum seekers?</li> <li>• Refugee-like migrants?</li> <li>• Migrants?</li> </ul> </li> </ul>	The Settlement Branch Manager, DWI, MoH, other selected stakeholders



## Appendix E: The Interview Guides

### Settlement Services Evaluation: External Stakeholders

#### Introduction

We recently contacted you to inform you that we are undertaking an evaluation of the settlement services pilots the Government is funding. The main aim of the evaluation is to provide information useful for making decisions about the scope and character of future settlement services. An important component of the evaluation is to discuss the settlement pilots and projects with stakeholders who are not directly involved, but with an interest in the pilots.

#### Confidentiality

Throughout the interview I will be taking notes of the key points you raise, however, as a participant in the evaluation, anything you say will remain confidential and it will not be possible for individuals to be identified in the final report on the evaluation. Please note that groups and projects will be identified.

#### Report

Once completed, we will send you a summary report on the evaluation of all the settlement pilots.

The evaluator will fill in the boxes below before doing the interviews

Date	
Name	
Organisation	

Three settlement services pilots for migrants, refugees and asylum seekers are currently underway. The areas encompassed by the pilots are:

1. Support for community groups working with refugees;
2. Resident refugee family orientation courses;
3. Resident migrants settlement services.
4. Which Settlement Pilots/Projects do you know about?
5. How did you come to find out about the Settlement Pilots/Projects?
6. Could you describe the needs that you think are being met by these Settlement Pilots/Projects?
7. What gaps do you think are still left in these areas?
8. What has worked well overall for the Settlement Pilots/Projects?
  - Each one that they know about
9. What has not worked well for the Pilots/Projects?
  - Each one that they know about
10. Overall, what do you think have been the achievements of the Pilots/Projects
11. What changes are needed?
12. Are their particular projects or features of projects that you think are particularly worthwhile, and

perhaps could be set up elsewhere or expanded?

13. Particular Pilot / Project comments

14. Process comments

15. Relationships comment

16. Future need/developments

17. Other Comments

**Settlement Services Evaluation: Pilot One** (Support for groups providing services to asylum seekers)

**Introduction**

We recently contacted you to inform you that we are undertaking an evaluation of the settlement services pilots your group is part of. The main aim of the evaluation is to provide information useful for making decisions about the scope and character of future settlement services. An important component of the evaluation is to discuss settlement projects with service providers.

**Confidentiality**

Throughout out the interview I will be taking notes of the key points you raise, however, as a participant in the evaluation, anything you say will remain confidential and it will not be possible for individuals to be identified in the final report on the evaluation. Please note that groups and projects will be identified.

**Report**

Once completed, we will send you a summary report on the evaluation of all the settlement pilots.

The evaluator will fill in the boxes below before doing the interviews

Objectives	Measures/Monitoring indicators	Outcomes

1. How did you identify the need for this service?
2. How did you find the experience of applying for project funding?
  - What went well?
  - What could be improved?
3. Once your funding was approved, how did you go about starting the service?
4. What were the main activities undertaken to provide the services?
5. Why was this way chosen?
6. What collaboration with other organisations was there in performing these activities?
  - E.g. Coalition of groups
7. At what location were the service activities performed?
8. What was the demand for the service?



- As expected
- Less than expected
- More than expected.

9. Who did you expect to be your main clients?

- E.g. demographic characteristics

If your expectations were not met, why was this?

10. About what proportion of those using your services could speak little or no English?

11. How many asylum seekers were health screened?

12. What do you think are the successes of the project to date?

13. What do you think are the successes of the settlement pilot process you are part of?

14. Were there any activities that did not occur as planned?

15. Why did these activities not happen as planned?

16. What aspects of the services you delivered went particularly well?

17. What did not go so well?

20. To what extent is your project meeting the project objectives?

21. In what ways could delivery of the project be improved?

22. What are your group's plans for the future?

25. What other comments would you like to make?

**Settlement Services Evaluation: Pilot Two** (Orientation Courses for Resident Refugee Families: Pilot Two)

**Introduction**

We recently contacted you to inform you that we are undertaking an evaluation of the settlement services pilots your group is part of. The main aim of the evaluation is to provide information useful for making decisions about the scope and character of future settlement services. An important component of the evaluation is to discuss settlement projects with service providers.

**Confidentiality**

Throughout out the interview I will be taking notes of the key points you raise, however, as a participant in the evaluation, anything you say will remain confidential and it will not be possible for individuals to be identified in the final report on the evaluation. Please note that groups and projects will be identified.

**Report**

Once completed, we will send you a summary report on the evaluation of all the settlement pilots.

The evaluator will fill in the boxes below before doing the interviews

Objectives	Measures/Monitoring indicators	Outcomes

1. How did you identify the need for this service?
2. How did you find the experience of applying for project funding?
  - What went well?
  - What could be improved?
3. What were the main courses your group was funded to provide?
4. Once your funding was approved, how did you go about setting up your courses?
5. How were the orientation information and training needs of refugee families identified?
6. How were appropriate courses developed to meet the needs of refugee families?
7. What were the main activities undertaken in providing the courses?
8. Why was this way chosen?
9. Who was involved in running the courses?  
(Possible prompts)

- Cross- cultural workers
- Migrants
- Refugees
- ESOL teachers
- Teachers

10. What collaboration with other organisations was there in providing courses?

11. Where were the courses held?

12. What was the demand for the courses?

- About as expected
- Greater than expected
- Less than expected

13. Who did you expect to be your main clients?

- E.g. demographic characteristics

If your expectations were not met, why was this?

14. To what extent did entire families complete courses together?

15. What were the reasons for entire families not completing courses together?

16. About what proportion of those attending your courses who could speak little or no English?

17. What agencies provided guest speakers and what topics were covered

18. Are courses evaluated by participants?

- *If so, after finishing the interview, could we have evaluation summaries if these are available*

19. Generally, how useful were the courses to those attending?

20. What do you think are the successes of the project to date?

21. What has your organisation gained from being part of this settlement pilot?

22. Were there any activities did not occur as planned?

23. Why did these activities not happen as planned?

24. What aspects of the courses you delivered went particularly well?

25. What did not go so well?
26. To what extent is your project meeting the project objectives?
27. In what ways could delivery of the project be improved?
28. What are your intentions for the future?
29. What other comments would you like to make?

## Settlement Services Evaluation: Pilot Three (Services for migrants)

### Introduction

We recently contacted you to inform you that we are undertaking an evaluation of the settlement services pilots your group is part of. The main aim of the evaluation is to provide information useful for making decisions about the scope and character of future settlement services. An important component of the evaluation is to discuss settlement projects with service providers.

### Confidentiality

Throughout out the interview I will be taking notes of the key points you raise, however, as a participant in the evaluation, anything you say will remain confidential and it will not be possible for individuals to be identified in the final report on the evaluation. Please note that groups and projects will be identified.

### Report

Once completed, we will send you a summary report on the evaluation of all the settlement pilots.

The evaluator will fill in the boxes below before doing the interviews

Objectives	Measures/Monitoring indicators	Outcomes

1. How did you identify the need for this service?
2. How did you find the experience of applying for project funding?
  - What went well?
  - What could be improved?
3. What were the main services you provided?
4. Once your funding was approved, how did you go about starting your service?
5. What were the main activities undertaken to provide the services?
6. Why was this way chosen?
7. What collaboration with other organisations was there in performing these activities?
8. Where were the activities performed?
9. What was the demand for your service?

- About as expected
- Greater than expected
- Less than expected

10. Who did you expect to be your main clients?

- E.g. demographic characteristics

If your expectations were not met, why was this?

11. About what proportion of those using your services who could speak little or no English?

12. What difficulties/barriers have you experienced in finding work for migrants?

13. What have you done to facilitate the employment of migrants?

14. What do you think are the successes of the project to date?

15. What has your organisation gained from being part of this settlement pilot?

16. Were there any activities did not occur as planned?

17. Why did these activities not happen as planned?

18. What aspects of the services you delivered went particularly well?

19. What did not go so well?

20. To what extent is your project meeting the project objectives?

21. In what ways could delivery of the project be improved?

22. What are your group's plans for the future?

23. What other comments would you like to make?