FOUNDATION NORTH
Te Kaitiaki Pūtea ō Tāmaki ō Tai Tokerau

Effective philanthropic support for diverse communities

Full Report

June 2018

Written by the Centre for Social Impact with support from The Oryza Foundation

CENTRE for SOCIAL IMPACT

The Oryza Foundation
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Foundation North's new strategy has identified *"strengthening social cohesion within and between our diverse communities, particularly for refugee- and migrant-background communities"* as one of its priorities.

Foundation North recognised the importance of understanding the Auckland and Northland regions' ethnically diverse communities, the needs of refugee- and migrant-background communities and how to improve social cohesion within these communities and with other communities in our region. This research provides advice on effective philanthropic practice to support the needs of refugee- and migrant-background communities.

Research was undertaken by the Centre for Social Impact and The Oryza Foundation which included a data analysis, literature review and series of key informant interviews with stakeholders from the refugee and migrant support sectors.

The region's ethnically diverse communities

Auckland

The Auckland region is the most ethnically diverse in New Zealand, with: 37% of the population born overseas (24% nationally); 22% of the population identifying as Asian (11% nationally); 14% of the population identifying as Pacific (7% nationally); and 2% of the population identifying as Middle Eastern, Latin American, and African (MELAA) (1% nationally).

In Auckland, ethnic diversity varies by local board. Seven out of the 21 local boards have populations where almost half of their communities were born overseas (40-49%). Over time, ethnic diversity is projected to increase, with one in three people likely to identify as Asian by 2038.

In the past 10 years Auckland has resettled more than 2,000 quota refugees, with the highest numbers arriving from Myanmar, Iraq, Afghanistan, Palestine and Sri Lanka. The current refugee quota policy is focused on Asia-Pacific countries.

Policy change is seeing large numbers of refugees resettled outside Auckland, with Auckland receiving only 10% of the most recent quota. Anecdotal evidence from interviewees participating in this research suggested, however, that people resettled outside Auckland are migrating back to the region to be better connected to their communities i.e. communities with similar backgrounds, cultures, ethnicities and languages.

Northland

Northland's ethnic diversity is lower than the New Zealand average, with: only 14% of the population born overseas; 3% of the population identifying as Pasifika; 3% of the population identifying as Asian; and less than 1% identifying as MELAA.

Northland's ethnic diversity is expected to increase rapidly by 2038, with a 58% increase in the number of people identifying as Asian and a 105% increase in the number of people identifying as Pasifika. Interview participants highlighted a need for cross-sector readiness in Northland to respond to this growing diversity – including employer readiness and community sector readiness to provide settlement support.

Priority issues for refugee - and migrant-background communities

Interviews with key informants identified a range of factors that can affect positive resettlement for refugee-background communities and positive settlement for migrant-background communities – including age, gender, ethnicity, language proficiency, religion, marital status, sexuality, income and education levels, and disability. The intersectionality of these factors was also highlighted as important.

For refugee-background communities, the resettlement funding policy was identified as a significant issue, with people seeking and granted asylum and refugees arriving in New Zealand under sponsorship from resident family members not currently eligible for support via government-funded service provision.

A range of issues affecting refugee- and migrant-background communities was identified through the research. Priority issues include:

- transition and access to affordable and appropriate housing
- access to employment
- barriers related to English language proficiency
- challenges navigating New Zealand systems and services
- barriers to accessing services, including transport
- family stress and domestic violence, particularly where there are key contextual factors such as cultural expectations, generation-based gaps in the settlement experience, and stresses caused by refugee family reunification
- social isolation
- tensions between and within communities – including discrimination and issues related to social cohesion.

Across these issues, people from refugee backgrounds, women, older people and new migrants were identified as being most likely to be vulnerable/have the greatest needs.

Priority sector challenges

Interviews with key informants identified a range of challenges experienced by communities, agencies and service providers working in the refugee and migrant sectors. These challenges were described as barriers that limit the coordination, effectiveness and sustainability of services/solutions. Priority challenges include:

- a lack of collaboration
- a lack of cohesive regional (and local) strategy – particularly in the resettlement sector, which is a smaller sector and has more potential for strategic coordination
- fragmentation between local government, central government, service providers and communities
- issues with the accessibility and suitability of funding
- issues with community and provider capacity and capabilities.

Effective practice – responding to ethnically diverse communities and strengthening social cohesion

Interviews with key informants, alongside evidence and case studies identified through the literature review, highlighted key practices that have the most potential to support responsiveness to ethnically diverse communities and to strengthen social cohesion.

Effective community approaches/practices include:

- strengthening collaboration
- building community development/connectedness through community-led approaches
- developing pathways to leadership within communities
- community-led advocacy and mediation
- building capacity within and between providers and communities
- culturally responsive ways of working across all sectors, including business.

Effective philanthropic practices include:

- place-based approaches to strengthen social cohesion in targeted communities
- developing processes for sharing knowledge across the philanthropic sector, to strengthen the sector's cultural capabilities and responsiveness to diverse communities
- working in ways that are data driven to track grantmaking and ensure that funders' approaches/practices are accessible and support inclusion effectively
- supporting grantee organisations to strengthen their responsiveness to diverse communities through, for example, board diversity and culturally responsive service design
- funders working to strengthen their own internal cultural competence across boards and staff – to increase culturally responsive decision-making and ensure that diversity, inclusion and equity feature in a sustained and institutionalised way
- developing effective strategies for communication and outreach to engage more effectively with diverse communities
- funders being transparent about the progress they are making in relation to diversity, inclusion and equity measures.

Considerations for the philanthropic sector

Opportunities to strengthen and extend funding approaches

- Prioritisation of funding to priority population groups and issues within the refugee and migrant context.
- Addressing barriers to funding access for diverse community groups/providers through, for example, offering pre-application funding advice to priority groups.
- Targeted investment in capacity development for providers and communities in the resettlement and settlement sectors.
- Long-term and/or place-based approaches that support community-led development within priority communities.
- Funding innovation to identify new ways of addressing priority issues/challenges.
- Exploring the design of participatory or non-competitive funding models that address sector fragmentation and enable collaboration.

Opportunities to develop targeted non-grantmaking roles, including:

- Understanding evidence of need through data analysis and engagement/outreach with ethnically diverse communities.
- Facilitation and/or convening roles to grow collaboration and strengthen opportunities for regional strategy-setting.
- Developing partnerships and/or communities of practice with other funders/agencies to grow sector capacity.
- Creating a strategic internal focus on building cultural competence and organisational cultural intelligence.
- Brokering conversations between communities, central and local government, and other funders.
- Sharing learning about effective practice cross-sector.
- Individual funders and the wider philanthropic sector working to be transparent about progress on diversity and inclusion.

1. Introduction

1.1. Introduction and context

Foundation North's new strategy has identified *"strengthening social cohesion within and between our diverse communities, particularly for refugee- and migrant-background communities"* as one of its priorities.

Foundation North recognises the importance of understanding the Auckland and Northland regions' ethnically diverse communities, the needs of refugee- and migrant-background communities and how to improve social cohesion within these communities and with other communities in our region. This research provides advice on effective philanthropic practice to support the needs of refugee- and migrant-background communities.

Research was undertaken by the Centre for Social Impact and The Oryza Foundation for Asian Performing Arts which includes data analysis, a literature review and a series of key informant interviews with stakeholders from the refugee and migrant support sectors.

1.2 Research scope

Diverse communities – scope

In the context of this review, 'diversity' is defined as ethnic diversity only, and therefore excludes other aspects such as gender, disability or sexual orientation.

Research related to Māori and Pacific communities has been excluded from the scope of this work, except where there is scope to discuss the alignment and integration of strategies relating to Māori and Pacific communities. This is because Foundation North has pre-existing strategies relating to Maori and Pacific communities.

Within the overall agreed scope of ethnic diversity, this report is focused on refugee and migrant communities. 'Refugee' and 'migrant' communities are further defined below.

Definitions and language

Through the research process that informed the development of this strategic advice paper, other language/terminology for describing ethnically diverse migrant and refugee communities was encountered by the researchers[1]. From these discussions, a preferred language was identified to avoid the use of terminology that could be considered stigmatising or 'othering'.

Adopting this preferred language can support foundations in defining and describing their strategic focus on social cohesion and ethnically diverse communities in ways that are most empowering and inclusive for communities and stakeholders. The 'glossary' below outlines the preferred language used throughout this report.

- **Ethnically diverse communities** – the term used in this report to describe the breadth of ethnic groups from which communities comprise at a general population level.
- **Refugee background and/or resettled communities** – terms used in this report to describe persons or communities who arrived in New Zealand with refugee status or seeking asylum. The use of the terms 'refugee background' and 'resettled communities' within New Zealand is increasing, with two community sector organisations having explored or agreed name changes in the past 12 months to reflect this language shift. Whilst some refugee-background individuals and communities claim ownership of a 'refugee' identity, others find the term isolating and stigmatising, and not reflective of their sense of identity as new Kiwis. The terms 'resettled communities' and 'refugee background' are also considered to be more encompassing of the different types of refugee status/pathway (see section 2.3).
- **Person seeking asylum** – the term used in this report, and by the community sector, as preferred to the term 'asylum seeker'.
- **Resettlement** – the term used in this report to describe the process of arrival at and integration with New Zealand communities and systems for people of refugee background. This is distinct from the broader term settlement, which is used to describe the process of integration experienced by people of migrant background.
- **Migrant background** – the term used in this report to describe persons or communities with an experience of migrating to and settling in New Zealand. Like 'refugee background', this term is considered to be more encompassing of the different types of migrant experience, and the issues that may stem from the experiences of migration but that can be felt many years after migration. Within the context of this report, migrant background is considered to include:
    - new migrants – those who have lived in New Zealand for five years or fewer
    - established migrants – those who have lived in New Zealand for more than five years
    - the '1.5 generation' – those who migrated to New Zealand at a young age with their parents and are likely to have retained some cultural understandings of their home country, such as language, but have been largely educated in the New Zealand system and therefore have markedly different experiences from those of their parents (Bell, 2010, p8)
    - New Zealand-born of migrant background – those born in New Zealand with parents or grandparents of migrant background, or who otherwise identify with issues that stem from the migration experience.

1 Examples of language encountered by the researchers are: 'diverse'; 'ethnic communities'; 'ethnic minorities'; 'expat'; 'former refugee'; 'migrant'; 'migrant background'; 'newcomers'; 'refugee background'; 'resettled'; 'smaller communities'; 'tauiwi'; 'under-represented communities'; 'unheard voices'; and 'visible minority'.

1.3 Methodology

The strategic advice provided in this report has been developed from an analysis of data/evidence collected using a range of approaches, including a review of population-based data, a literature review and key informant interviews. These methodologies are summarised in Table 1. Data sources/references are included at the end of this report, and a list of interviewees is provided in Appendix 1.

Table 1: Methodologies used

Method	Data source/approach
Data analysis	Analysis of population-based datasets, including: - census 2013 data - population projections published by Statistics New Zealand - local board profile data published by Auckland Council - resettlement statistics published by Immigration New Zealand.
Literature review	A scan of key national and international literature published by philanthropic organisations, sector experts, non-profit organisations and other sources relevant to the scope of this report.
Key informant interviews	A series of 17 key informant interviews with key stakeholders identified as having strategic insights to offer foundations in relation to the regions' ethnically diverse communities, with a particular focus on communities of refugee or migrant background. Semi-structured interviews were carried out with representatives of government, council and non-profit organisations, to identify: - priority issues/challenges affecting the regions' ethnically diverse communities - effective practices/solutions to support the needs and aspirations of the regions' ethnically diverse communities - opportunities for effective philanthropy to respond to these issues and solutions. Data/Quotations included in the body of this report are anonymised.

2. The regions' ethnically diverse communities

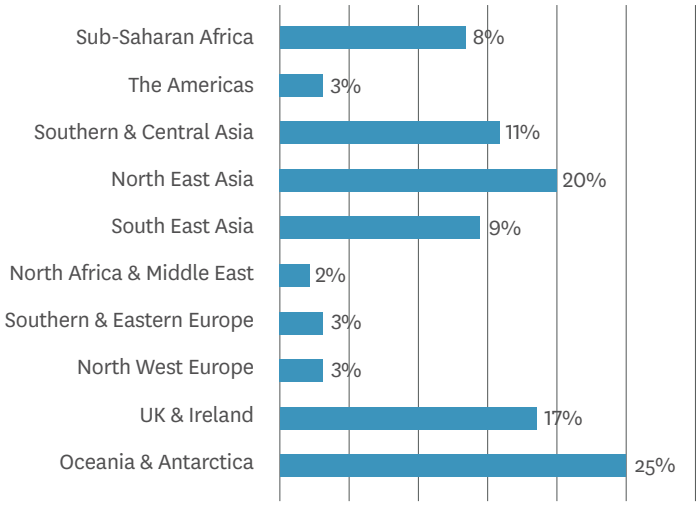
2.1 The Auckland region

The Auckland region has a population of 1,614,400, which makes up 34% of New Zealand's population (Statistics New Zealand, 2016). Auckland has one of the most diverse populations in the world.

At the 2013 census, 37% of people living in the Auckland region had been born overseas, compared with 24% nationally. Two-thirds of New Zealand's total Asian[2] and Pacific populations, and more than half of New Zealand's Middle Eastern, Latin American and African (MELAA)[3] populations live in Auckland (Ministry of Business, Innovation and Employment [MBIE], 2015).

Figure 1 shows that, within Auckland's overseas-born population, 40% were born in Asia, 25% in Oceania and Antarctica (excluding New Zealand) and 17% in the United Kingdom and Ireland (Statistics New Zealand, 2013).

Figure 1: Auckland population – percentage of residents who are overseas born, by birthplace (2013)



2 The Asian ethnic group classification used by Statistics New Zealand includes 34 specific ethnic groups. See further: http://m.stats.govt.nz/Census/2013-census/profile-and-summary-reports/ethnic-profiles.aspx?request_value=24726#24726

3 The Middle Eastern/Latin American/African ethnic group classification used by Statistics New Zealand includes 32 specific ethnic groups. See further: http://m.stats.govt.nz/Census/2013-census/profile-and-summary-reports/ethnic-profiles.aspx?request_value=24761#24761

The Auckland population profile by ethnicity (2013 census) is shown in Figure 2. The proportion of Auckland's population that identifies as Pacific, Asian and MELAA populations is double New Zealand's overall proportion of Pacific, Asian and MELAA populations (Figure 3), at respectively 14% in Auckland and 7% nationally (Pacific peoples), 22% in Auckland and 11% nationally (Asian peoples) and 2% in Auckland and 1% nationally (MELAA peoples) (Statistics New Zealand, 2013).

Figure 2: Percentage resident population by ethnic group – Auckland region (2013)

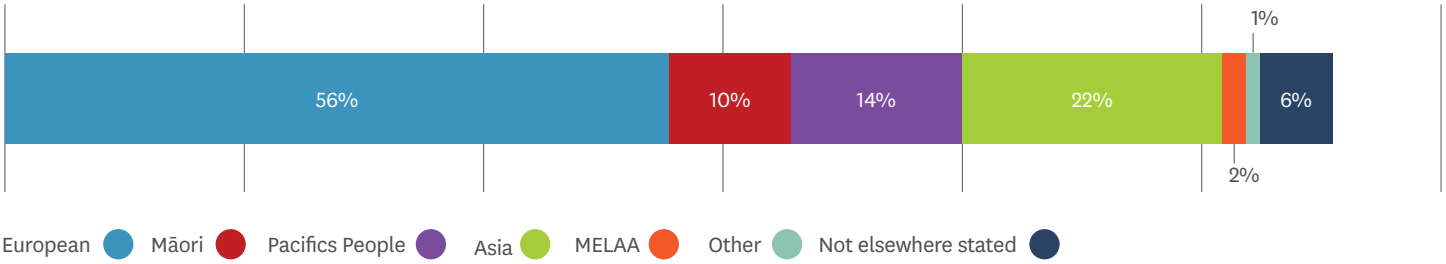
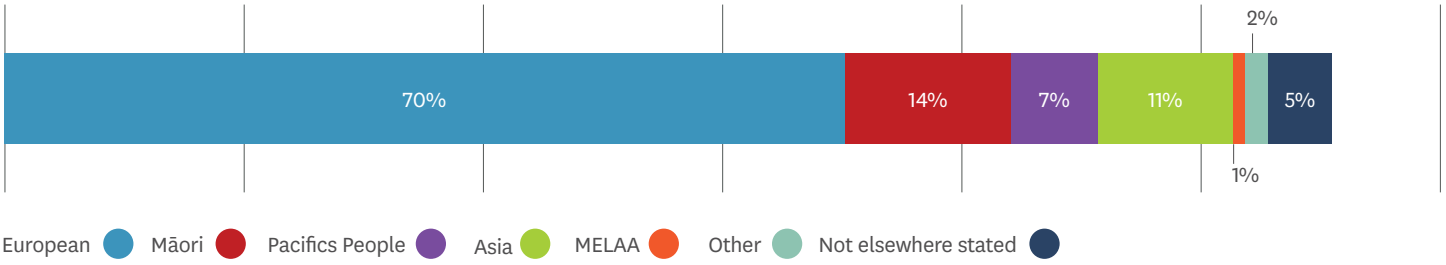
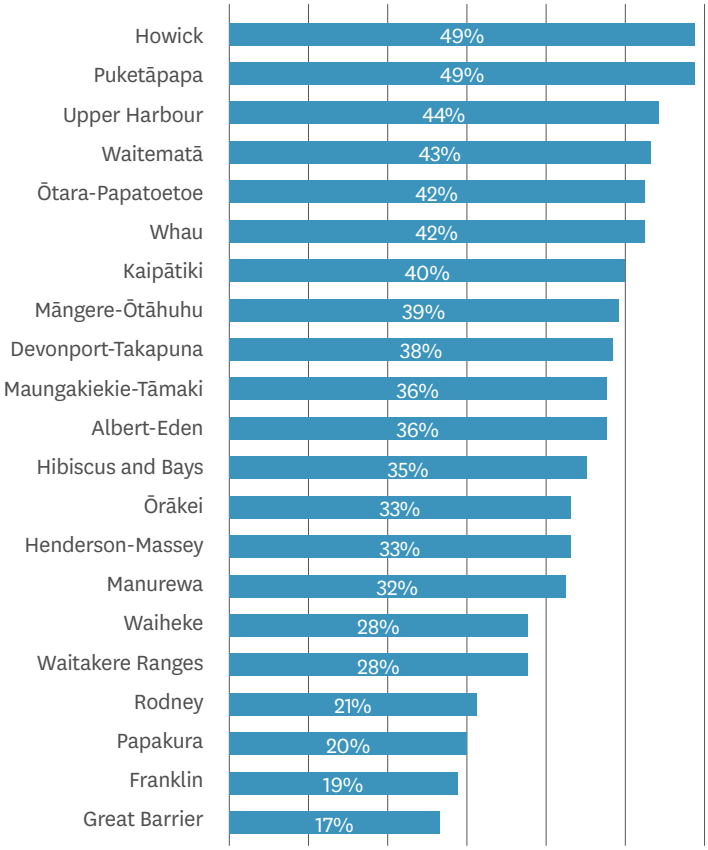


Figure 3: Percentage resident population by ethnic group – New Zealand (2013)



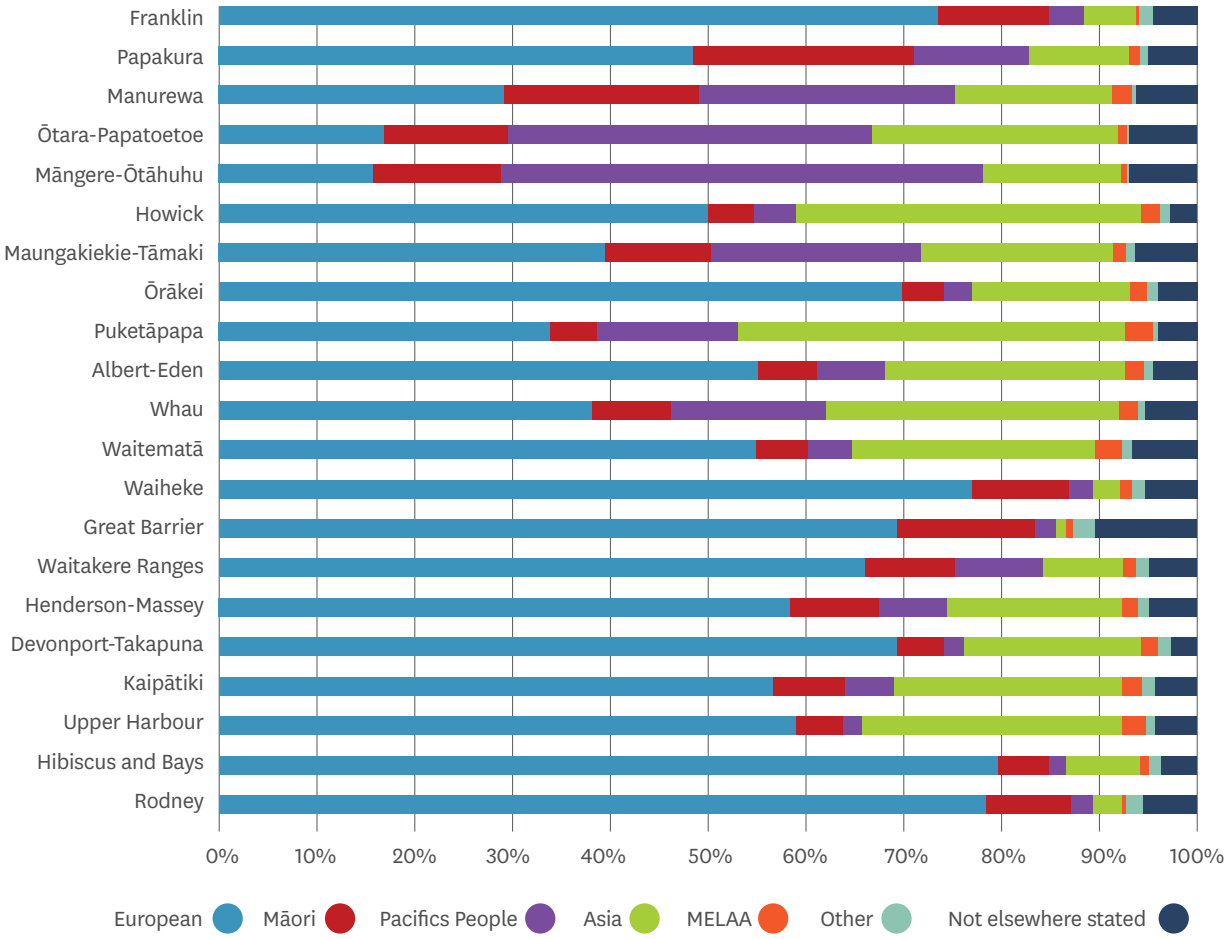
The ethnic diversity within Auckland's communities varies significantly between local board areas. In 16 out of 21 local board areas, more than one-third of the populations are of migrant background (born overseas), with Howick (49%), Puketāpapa (49%), Upper Harbour (44%) and Waitematā (43%) having the largest proportions of populations born overseas. This data is shown in Figure 4 (Auckland Council, 2016).

Figure 4: Auckland population by local board area – percentage of residents who are overseas born (2016)



The local boards of Ōtara-Papatoetoe, Maungakiekie-Tāmaki and Manurewa have ethnic profiles where the population size of New Zealand European, Māori, Pacific People and Asian ethnic groups are more proportionate – see Figure 5 (Statistics New Zealand, 2013).

Figure 5: Percentage resident population by ethnic group – Auckland local board areas (2013)



Statistics New Zealand (2015) has published population estimates to the year 2038, which show the scale of ethnic group population change. New Zealand's Māori, Pacific and Asian populations are projected to increase, whilst the proportion of European New Zealanders are projected to decrease. New Zealand's Asian population is projected to become the second-largest ethnic group, at 21%, by 2038.

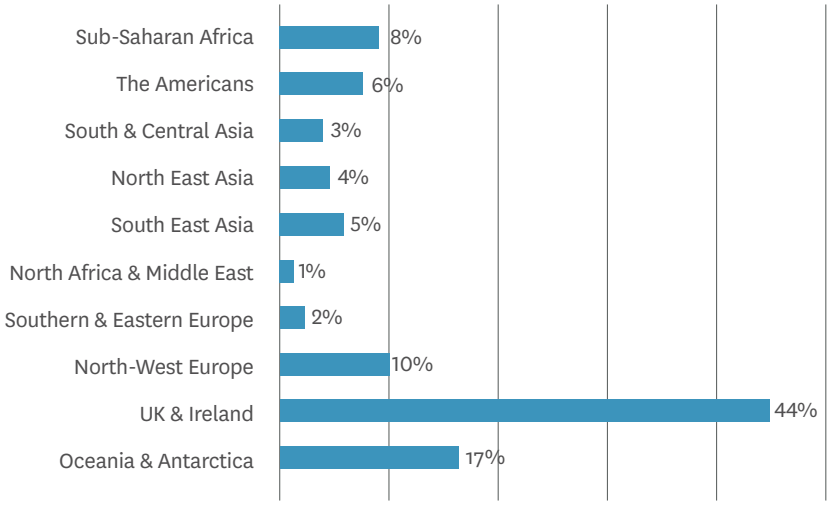
In Auckland, European New Zealanders are projected to make up less than half of the region's population. One in three people are likely to identify as Asian in 2038 – an increase from around one in four in 2013. People identifying as Asian are likely to be the largest proportionate population group in four of the local board areas: Puketāpapa (58%); Whau (53%); Howick (51%) and Ōtara-Papatoetoe (48%).

2.2 The Northland region

Northland has a population of 171,400 (3.6% of New Zealand's population). At the 2013 census, 14% of people living in the Northland region had been born overseas, compared with 24% nationally. At a territorial authority level, the highest percentage of the population born overseas was in the Whāngārei district at 16% (Statistics New Zealand, 2013).

Figure 6 shows that, within Northland's overseas-born population, 44% were born in the United Kingdom and Ireland, 12% in Asia and 17% in Oceania and Antarctica (excluding New Zealand) (Statistics New Zealand, 2013).

Figure 6: Northland population – percentage of residents who are overseas born by birthplace (2013)



The Northland population profile by ethnicity (2013 census) is shown in Figure 7. The proportion of Māori in Northland's population is double that of New Zealand's overall proportion of Māori (Figure 3), at 30% in Auckland and 14% nationally. Overall, Northland's population is less ethnically diverse than that of the Auckland region and the New Zealand average (Statistics New Zealand, 2013).

Figure 7: Percentage resident population by ethnic group – Northland (2013)

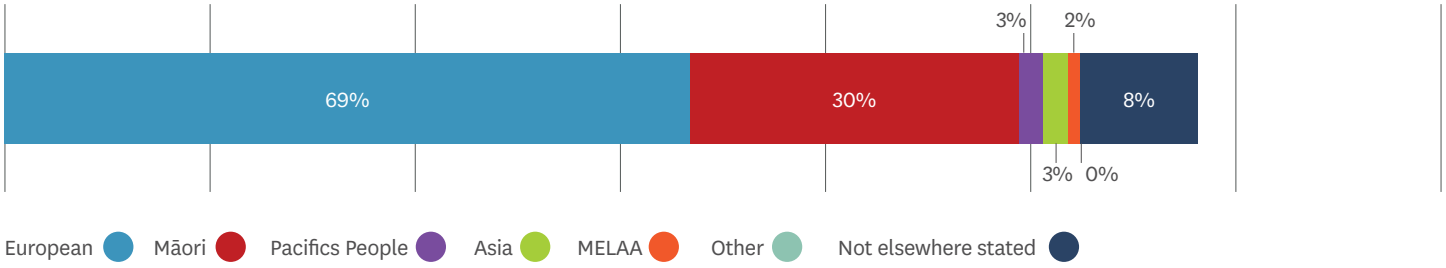
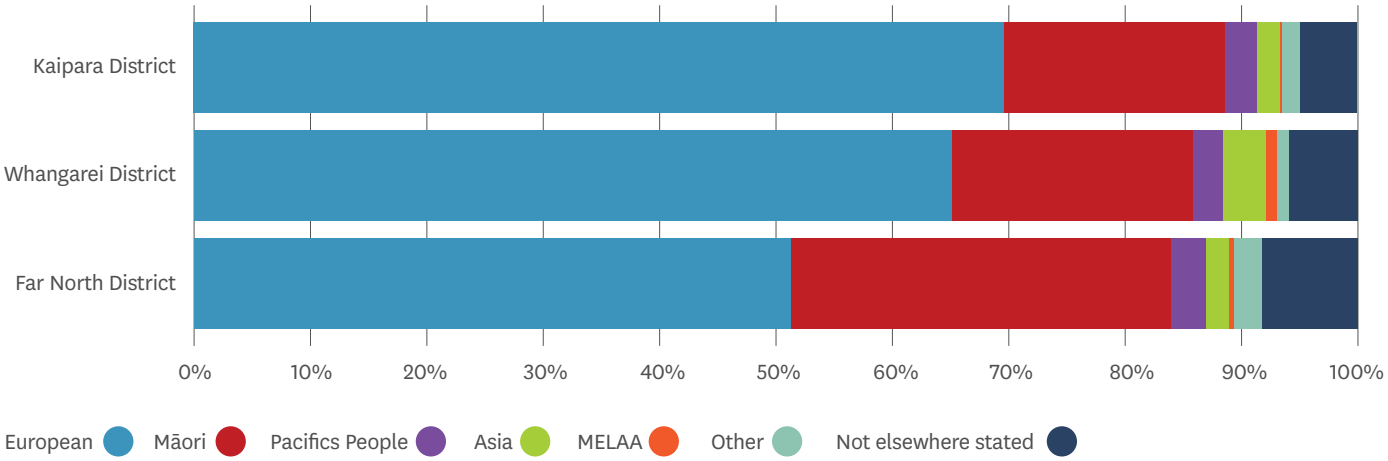


Figure 8 shows that the Far North District has the most evenly sized populations across each census-classified ethnic group, due to the large proportion of Māori in the district. Whāngārei has the largest proportion of Asian peoples, at 3% compared with 2% in the Far North and Kaipara (Statistics New Zealand, 2013).

Figure 8: Percentage resident population by ethnic group – Northland territorial authorities (2013)



Northland's ethnicity is projected to be 40% Māori by 2038 – an increase of 10%. As with Auckland, the Asian population (58% increase) and Pacific population (105% increase) are projected to experience the largest overall growth, and form 11% of Northland's population by 2038 (Statistics New Zealand, 2017).

2.3 Refugee-background communities

Resettlement pathways

Immigration New Zealand provides for the resettlement of refugees to New Zealand through its Refugee and Protection Unit. There are three pathways for refugees to enter and resettle in New Zealand, with a fourth pathway currently being piloted.

Table 2 provides an overview of the resettlement pathways (for further detail, see Appendix 2). The table also shows how policies within each resettlement pathway were considered by interviewees to contribute to key challenges experienced by refugee-background communities and/or by the resettlement support sector. These challenges are discussed further in section 3 of this report.

Table 2: Resettlement pathways and key challenges		
Pathway	**Summary**	**Key challenges**
1. Refugee quota *'Quota refugees'*	- New Zealand accepts 750 persons per annum under agreement with United Nations High Commissioner for Refugees. - There is a commitment from the current government to increase the refugee quota to 1,500 per annum (date to be determined). - Refugees arriving through the quota system are granted permanent residency on arrival and can apply for citizenship through the regular application process. - New arrivals under the quota system participate in a six-week reception programme at Māngere Refugee Resettlement Centre. - An additional one-year resettlement support programme is provided by the New Zealand Red Cross.	- There are challenges associated with the trend of increasing resettlement to centres outside of the Auckland region. - The transition of quota refugees from Māngere is also an issue – particularly housing in the short term. - The one-year of support services that quota refugees receive after they leave the Māngere Refugee Resettlement Centre was considered by all resettlement sector interviewees to be insufficient in fully meeting needs of refugee-background families.
2. Refugee and protected-person status *'People seeking asylum' (pre-approval)* *'Convention refugees' (post-approval)*	- This pathway includes people seeking asylum whose claims are approved and are granted 'refugee and protected-person status'. The granting of this status enables them to apply for permanent residence. - Prior to the granting of refugee and protected-person status, people seeking asylum are granted temporary work, study or visitor type visas. - Immigration New Zealand sets a target of 140 days (five months) to assess claims for refugee and protected-person status.	- Short-term visas (less than one year) can cause housing, employment and other resettlement barriers. - Resettlement support is not provided for people seeking asylum, or approved convention refugees, under the New Zealand Refugee Resettlement Strategy.
3. Refugee family support residence *'Family reunification refugees'*	- Resettled refugees in New Zealand may sponsor family members to apply for residence. - There are 300 places per annum provided to family reunification refugees.	- Sponsors living in New Zealand are required to provide accommodation for two years to family members arriving under this pathway. - A sponsor can offer sponsorship to one family member (and their partner/children) only, which can cause emotional distress. - Sponsors must pay for the costs of visa applications and flights to New Zealand. - Resettlement support is not provided for this category under the New Zealand Refugee Resettlement Strategy.
4. Community organisation refugee sponsorship *Pilot – first arrivals expected June 2018*	- In 2017, Immigration New Zealand opened up a new pilot scheme with 25 places. - This scheme provides opportunity for community organisations to sponsor residency applications for refugees not yet based in New Zealand. - Applications for organisations to become approved sponsors were open from October to November 2017.	- This scheme is a small pilot, and therefore will provide only a small sample with which to assess the efficacy of this option as a future resettlement pathway.

Factors affecting resettlement for people of refugee background

It is important for resettled communities in New Zealand to be understood in the context of their resettlement experiences. People arrive from rural communities and urban communities, and directly from refugee camps where they may have lived for many years dealing with a range of issues – such as separation from family members and security threats.

Many of the factors affecting migrant settlement (see section 2.4) also affect refugee resettlement – such as language, age, ethnicity and education. In addition, refugee resettlement is likely to be affected by challenges relating to:

- transitions to housing from the Māngere reception programme
- employment
- language
- navigating new systems and services
- stresses caused by adaptation to a new cultural context and other interconnected issues
- community isolation
- social cohesion and connectedness between communities
- mental health and trauma.

One interview participant stated that the "majority of refugees arrive with some level of trauma" and require significant health and wellbeing support. All interviewees working with people from refugee backgrounds stated that the transition to a new environment and a new country can take a long time – and often requires long-term support:

"It's long term – not something that happens overnight. Resettlement and integration can take up to 10 years, not three years... There are different parts of the journey – [resettlement] goals over time change."

National resettlement data

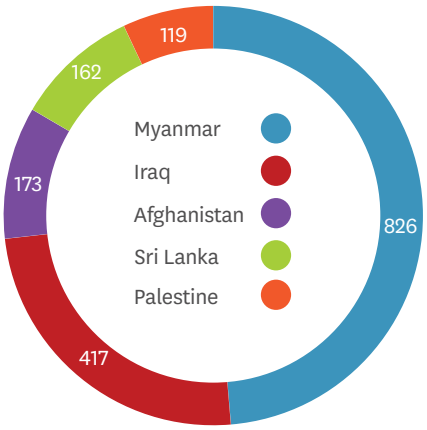
In the past 10 years (from financial year 2007/08, including the financial year to date) New Zealand has accepted 7,679 refugees into New Zealand through the Refugee Quota Branch of Immigration New Zealand. These new Kiwis are from 39 countries of origin. The largest numbers are from the following countries: Myanmar (2,166); Bhutan (1,052); Colombia (820); Afghanistan (650); Iraq (644); Syria (637); and Sri Lanka (273) (Immigration New Zealand, 2017a).

In the same 10-year period, 11,346 applications for Refugee Family Support Resident Visas have been made, with 5,006 invitations to apply granted and 2,155 visas granted (Immigration New Zealand, 2017b). This visa category enables people of refugee background living in New Zealand to sponsor family members' resettlement to New Zealand (see Table 2).

Regional resettlement region

In the same 10-year period from financial year 2007/08, 29% of quota refugees have been resettled in the Auckland region (no=2,213). These new Aucklanders are from 28 countries of origin, with the largest numbers by country of origin depicted in Figure 9 (Immigration New Zealand, 2017c).

Figure 9: Resettlement in the Auckland region in the past 10 years



The latest New Zealand quota refugee intake in July 2017 saw 164 new arrivals, of whom 10% were resettled in the Auckland region (23% were resettled in Waikato, 23% in Wellington, 18% in Manawatū, 16% in Otago and 10% in Nelson).

In the past 10 years the number of quota refugees resettled in Auckland has fluctuated, but there was a decreasing trend in total numbers between 2012 and 2013 (35%, no=265) and 2016 and 2017 (11%, no=114) (Immigration New Zealand, 2017c).

Interviews with stakeholders highlighted this trend of increased resettlement outside Auckland, with three interviewees citing housing affordability and supply as the key driver. Anecdotal evidence provided by these interviewees suggests, however, that families resettled in other New Zealand centres experience increased social isolation and many subsequently migrate back to Auckland, where newly resettled communities feel that there is better access to services and social connections with other refugee- and migrant-background communities:

"Auckland is not the [primary] resettlement centre now because of the housing crisis; but still they come back to Auckland because that's where their relatives are, or existing communities – a sense of community. Housing New Zealand might give people a house in Napier, but they think 'I don't want to be alone' [so move back to Auckland]."

There is no area in Northland designated as a resettlement centre. As such, data relating to resettled communities in the region is unavailable from Immigration New Zealand.

2.4 Migrant-background communities

Migration pathways

Immigration New Zealand's immigration policies "have been developed to support New Zealand's economic growth" (Immigration New Zealand website, December 2017) and there are several pathways to temporary or permanent settlement. Most pathways to permanent settlement – which requires a resident visa – begin with temporary visas issued to work, study or own a business in New Zealand. Some resident visas may be granted immediately, such as the Skilled Migrant Category Resident Visa. Becoming a New Zealand citizen requires someone to have lived in New Zealand for at least five years as a resident.

Eligibility for residence (and citizenship) is affected by factors such as:

- time spent in New Zealand
- country of origin
- skills (and skill shortages) and education
- evidence of funds to support residency
- work experience
- existing family members
- character
- English language requirements.

The main visa pathways are summarised below in Table 3 (with further detail provided in Appendix 2).

Table 3: Migrant settlement pathways and key challenges

Settlement pathway	Summary		Key challenges
Temporary	**a. Visitor visa**	- Allows stays of up to nine months. - Visitor visa holders are not able to work in New Zealand. - Visitor visa holders have no access to publicly funded services.	- Due to their brevity of stay, these migrants typically do not face the same challenges as longer-term migrants.w
	b. Visa to study *'International students'*	- Study visas are valid for the duration of an approved course. - Study visa holders are able to work up to 20 hours/week (limited to those studying Bachelor-level degrees or higher under planned policy change). - Study visas can be a pathway to residency through Post-Study Work Visa. - Study visa holders have no access to publicly funded services.	- Short-term visas (less than one year) can cause housing, employment and other resettlement barriers. - Resettlement support is not provided for people seeking asylum, or approved convention refugees, under the New Zealand Refugee Resettlement Strategy.
	c. Visa to work *'Migrant workers'* *'Skilled migrants'*	- The granting of work visas usually requires a job or job offer unless applying under a special policy (e.g. joining a partner in New Zealand). - The duration of a work visa depends on the term of the job offer and labour market conditions. - Employers need to demonstrate they have tried to hire New Zealand employees first, or that the employees match lists of skill shortages. - Work visa holders have access to some publicly funded services after two years.	- Qualifications from overseas often not recognised in New Zealand, which leads to work visa holders retraining or experiencing underemployment. - Migrant workers are often vulnerable to low wages and exploitation. - Migrant workers can be harder to employ due to the extra burden placed on employers to prove they have tried to hire New Zealanders first.

Settlement pathway	Summary		Key challenges
Temporary	**d. Working holiday visa**	- Working holiday visas are usually valid for 12 months (dependent on country of origin). - Visa holders are typically young people aged 18-35 years. - This visa type does not require a job offer.	- Working holiday visa holders are often vulnerable to low wages and exploitation.
	e. Visas for partners, children or parents	- If the principal applicant is a citizen, resident or eligible to apply for residency, their partner/child is eligible to apply also. - Otherwise, partners/children can apply for separate visas if the principal applicant is on a temporary visa. - The Parent Resident Visa category has been temporarily closed under the previous government's policy.	- Partners can often face more isolation as they can experience more barriers to participation, such as language, transport and child-minding needs. - The implications of the temporary closure of the Parent Resident Visa category have included emotional distress for families who cannot join other families here.
	f. Visas to invest	- Visas holders are required to invest significant funds into New Zealand. - Depending on the amount of investment, these visas can lead directly to residency or act as work visas with a pathway to residency.	- It is likely that migrants who arrive in New Zealand through investment visa pathways have better support systems and understand how to navigate services. They are less likely to be in receipt of the services provided by the organisations represented by the interview participants in this research.
Permanent	**a. Resident Visa**	- Residency may be granted immediately (e.g. Skilled Migrant Category) or with specific requirements as pathways from temporary visas types. - Residents can vote after 12 months, access Working For Families after one year, access Jobseeker Support after two years, and access most other publicly funded services. - Resident Visas are different from Permanent Resident Visa due to travel conditions put in place. Residency lapses if a resident is overseas when the travel date expires on their visa.	- Once someone has attained residency, their immigration situation is much less precarious. - This is the time where they may feel increased readiness to seek out opportunities to engage with communities and forge connections.
	b. Permanent Resident Visa	- Permanent Resident Visas are the same as the Resident Visas but travel conditions never expire, so a permanent resident is able to exit and re-enter the country permanently as a resident. - After being a resident for at least two years and by demonstrating 'commitment to New Zealand', Permanent Resident Visa holders can apply for citizenship.	- The challenges for this migrant-background group are more likely to be related to the different settlement experiences within families, or to broader issues of social cohesion.

Settlement pathway	Summary		Key challenges
Permanent	**c. Citizenship**	- Citizenship can be obtained by those who have lived in New Zealand for at least five years as a resident. - Citizenship applicants are required to meet English language and character requirements. - The Citizenship requirements for children under 16 are slightly different. - Citizens attain the right to travel freely overseas and return to New Zealand. - If a person was born overseas but one of their parents is a New Zealand citizen, they may also be eligible for to citizenship	- The challenges for this migrant-background group are more likely to be related to the different settlement experiences within families, or to broader issues of social cohesion.

Factors affecting settlement for people of migrant background

Many factors may affect and influence the settlement experiences of temporary and permanent migrants. These include but are not limited to:

- age (as well as the age of arrival)
- gender
- ethnicity
- religion
- sexuality
- marital status
- income level
- education level
- language ability
- (dis)ability.

These factors in combination create nuances in a person's settlement experience. Therefore, when engaging with migrant-background and refugee-background communities, a a broad 'one size fits all' approach can be much less effective than approaches tailored to these different settlement experiences.

It is also important to note that these factors may intersect. For example, a recently separated Indian woman with children who migrated to New Zealand under the partner category may face significantly more barriers than a single, well-educated British man who has secured a job offer in New Zealand.

Mai Chen's 2017 report, The Diversity Matrix: Updating What Diversity Means for Discrimination Laws in the 21st Century, explains some of the overlapping factors of 'intersectional discrimination'. Chen advocates for the need to "broaden the definition of diversity so that it takes into account multiple aspects of a person's diverse characteristics where these converge and intersect. This means not just considering (for example) gender diversity in isolation, but considering gender in combination with race, sexuality, religion (or lack of religious belief) and (dis)ability" (Chen, 2017, p5).

2.5 Social cohesion – key characteristics

Migration pathways

Social cohesion is an indicator of how strong, inclusive and equitable in opportunity a society is (Auckland Council, 2015). Social cohesion can be measured through indicators such as:

- income inequality
- civic participation
- trust in the communities, government and other institutions
- life satisfaction
- feelings of belonging, inclusion and connectedness
- social mobility, i.e. opportunities to move out of disadvantage (OECD, n.d).

The New Zealand Treasury highlights the importance of social cohesion and its impacts on quality of life and living standards: "when there are high levels of participation, interconnection and cohesion, there are correspondingly high levels of social capability; that is, a high level of the ability of various interests in society to co-operate towards common goals" (Treasury, 2001, p24).

Social cohesion can be strengthened when communities have opportunities to:

- connect and belong
- engage in community planning and decision-making
- participate in community-based activities (sports, recreation, arts, cultural events and other community activities)
- have equitable access to services.

For social cohesion to be strengthened, it is particularly important for these opportunities to be inclusive of diverse communities, and for connectedness between and within communities to be built.

3. Priority issues and challenges

Interviews with key informants identified priority issues affecting positive settlement for refugee- and migrant-background communities, as well as key challenges affecting social cohesion within and between communities in the Auckland and Northland regions.

From this interview data, the priority issues and challenges have been identified as:

1. Housing
2. Employment
3. English language proficiency
4. Navigating systems and accessing services
5. Service provision access disparities
6. Family stress and domestic violence
7. Social isolation
8. Community connectedness and belonging.

Overall, these challenges were identified by interviewees as having the greatest impact on the following groups:

- **Refugee-background communities** – who experience pronounced challenges related to English language proficiency, employment and community isolation, as well as service provision access disparities based on refugee status type.
- **Women** – who experience risks in relation to social isolation, family stress and domestic violence, and access to services.
- **New or recent migrants (fewer than five years in New Zealand)** – who experience stress in relation to immigration status as well as concerns with finding employment and affordable housing, and developing community networks.
- **Older people** – who experience challenges related to English language proficiency, community isolation and family stress/domestic violence, including elder abuse.

These issues are further summarised in Table 4, which outlines the key findings alongside instances where refugee-background and migrant-background communities were identified by interviewees as having particular challenges in relation to those key findings.

Table 4: Priority issues affecting refugee- and migrant-background communities, and social cohesion		
Priority issue	**Key findings**	**Unique challenges specific to either refugee - or migrant-background communities**
1. Housing	Almost all interviewees cited affordable housing and accessible housing as major issues affecting refugee- and migrant-background communities. Many of the housing issues affecting these communities are symptomatic of wider housing quality, supply and affordability issues in the Auckland region. Housing issues also intersect with other re/settlement issues such as employment, navigating systems and community isolation. Access to private rental housing can be an issue due to landlord unconscious and conscious discrimination.	**Refugee-background communities** - Issues with the supply of social and private housing is affecting the transition of refugee-background people and families from the Māngere Refugee Resettlement Centre. - Dispersed resettlement across New Zealand is leading to families and communities feeling isolated. - There are strains on sponsors providing accommodation to family members arriving under family reunification. - There is a lack of housing support for convention and family reunification refugees. - There is need for dialogue with community housing providers to support the unique needs of refugee-background families.
2. Employment	Achieving economic independence through attainment of suitable and sufficient employment is a key challenge, with key barriers including: - English language proficiency - overseas qualifications – particularly the costs of having these recognised and/or retraining - underemployment where overseas qualifications are not recognised in New Zealand (and where the cost of retraining is a barrier) - systemic biases of potential employers to applicant ethnicity - employers requiring New Zealand work experience - many jobs in New Zealand not being advertised but promoted through word of mouth. *"I met one guy who put in about 70-something applications within one month – that's a lot, and no interview at all. And he's well qualified. He changed his name and then a few [employers] called him."*	**Refugee-background communities** - The duration of work visas for people seeking asylum can limit access to employment. **Migrant-background communities** - Northland employers that are responding to increased numbers of migrant-background communities need support to increase their cultural competencies. - People from migrant backgrounds can have less well developed social and employment networks in New Zealand, which affects access to employment. - Employers perceive hiring migrant workers as being more challenging due to the burden of first demonstrating that efforts to hire New Zealand residents or citizens were made. - Employment challenges can lead to low self-esteem and shame, especially for older migrants working in entry-level jobs. - Worker exploitation is also a key issues for migrant-background communities (Stringer, 2016).

Priority issue	Key findings	Unique challenges specific to either refugee - or migrant-background communities
3. English language proficiency	Low English language proficiency can be a significant issue for refugee- and migrant-background communities, as it is also directly linked to: - employment opportunities - educational engagement and achievement - community isolation (particularly for women) - navigating systems – including health - accessing community resources/services by using public transport. Women and older people were identified by interviewees as experiencing social isolation due to a lack of English fluency.	**Refugee-background communities** - Quota refugees can access some government-funded language support. - Support is available through StudyLink, but funding caps mean that the level of language tuition needed can often exceed the available support.
4. Navigating systems and accessing services	Education, health, social services and welfare systems can be challenging for refugee- and migrant-background communities to navigate due to: - a lack of basic understanding about the structure of systems e.g. public/private health systems - a lack of understanding about entitlements and availability of support - language and cultural barriers that prevent individuals from self-advocating - cultural stigmas in seeking help outside a person's own family/community - financial barriers to paying service fees or koha - issues utilising public transport in order to access services, particularly for isolated women.	**Refugee-background communities** - In order to access or be eligible for certain supports or funded services, former refugees must identify as a 'refugee'. Some former refugees perceive the 'refugee' label to be stigmatising, which can therefore be a barrier to them accessing such supports.
5. Service provision access disparities	Government funding for refugee resettlement services is allocated based on the New Zealand Refugee Resettlement Strategy, which makes provisions for quota refugees only. This was identified as problematic by four (out of six) interviewees from the resettlement sector. *"They fall through cracks – and when they do it's serious."*	**Refugee-background communities** - People seeking asylum, convention refugees and family reunification refugees do not have access to specialist services outside of the non-government-organisation (NGO) provision that is funded by philanthropy.

Priority issue	Key findings	Unique challenges specific to either refugee - or migrant-background communities
6. Family stress and domestic violence	Domestic violence and family breakdown were cited by the majority of interviewees as prevalent issues affecting refugee- and migrant-background communities. Stress can be placed on families through: - the new cultural context when arriving in New Zealand - redefined roles and opportunities for women - redefined roles within families where children settle, adapt more quickly than parents and assume leadership roles - pressure on young people from family/community to do well with their new opportunities in New Zealand - the intersection of other settlement issues such as housing and employment. Family stress and domestic violence were identified as key challenges for: - women – who can find it difficult to leave abusive situations due to cultural contexts and/or social isolation and a lack of support networks - older people – who can experience intergenerational conflict and elder abuse.	**Refugee-background communities** - The need for sponsors to provide accommodation to family reunification refugees for the first two years of their settlement can cause families to become overstretched and can contribute to family conflict as families adapt to living together. - There is a need for early intervention before family violence issues escalate. *"[We] see big gaps and big issues for families when they can't manage some of those needs around [family reunification] settlement... Families being very stretched themselves, it's not always tangible for them to be providing the ongoing assistance around settlement [for additional family members]."*
7. Social isolation	A clear majority of interviewees commented that refugee- and migrant-background communities can become isolated and disconnected. Social isolation is a priority issue for: - women - older people - families with transport barriers (cost or access) to reach centrally located services - smaller communities without resources to lead community development. Community providers are responding to access-related social isolation issues by offering transport or delivering outreach services across the region. However, these approaches can create resource challenges and are not sustainable in the long term. *"[Policy] used to mean ethnicities settling in particular areas and that would be where you knew the communities were; whereas now because of housing issues in Auckland it is all very random and spread out and dependent on what housing is going to be available. So, I think that in some ways it makes it quite difficult for a lot of the communities to feel as supported as they have been traditionally."*	**Refugee-background communities** - Interviewees provided anecdotal evidence that refugee-background communities that are resettled outside of Auckland are migrating back to the region in order to reconnect with their communities. - A lack of available and suitable housing is contributing to dispersed and isolated communities. - A change in refugee policy means New Zealand's quota intake prioritises refugees from the Asia-Pacific region, resulting in African community numbers in New Zealand decreasing over time and a growing potential for isolation within these communities. **Migrant-background communities** - Older people seek out community to reduce isolation and converse in languages in which they are fluent. - Temporary migrants face barriers to civic participation.

Priority issue	Key findings	Unique challenges specific to either refugee - or migrant-background communities
8. Community connectedness and belonging	Social cohesion can be measured through indicators such as income inequality, civic participation, trust in communities, government and other institutions, life satisfaction, feelings of belonging, inclusion and connectedness, and social mobility i.e. opportunities to move out of disadvantage. Discussions with interviewees highlighted that key social cohesion issues include: - racial, cultural and religious discrimination - community isolation - inequity of access to services - housing and employment inequalities. Almost all interviewees also highlighted tensions within and between communities, such as: - discrimination towards Māori and Pacific peoples by refugee- and migrant-background communities - tensions where there is an intersection with other identities such as Rainbow and differently abled communities - intergenerational tensions within refugee- and migrant-background communities - tensions between communities from different cultural backgrounds and ethnicities - conflict between people with different leadership roles representing the same ethnic group. *"There can be issues with bullying in school, harassment in the communities – often not just because of the stigma of being [from a refugee background] but also being Muslim, or a person of colour. This behaviour can be hugely traumatic – it disturbs the sense of safety for people who have already experienced trauma. It means people put down shallow roots and can often disconnect from their community."*	**Refugee-background communities** - Refugee-background communities - Some public stereotypes exists that portray people seeking asylum and people of refugee background as 'queue jumpers' or low skilled. - There can be a need for mediation between community leaders from the same communities. - Refugee-background youth navigate transitioning identities across life, family, church, school, work and social media. **Migrant-background communities** - Some public stereotypes exists that describe migrants as taking Kiwi jobs or as a point of blame for New Zealand's housing availability and affordability issues. - Members of the 1.5 generation experience challenges in defining their identities and sense of belonging between their New Zealand upbringing and the cultural identities/expectations of parents and grandparents, who fear their children losing their cultural roots. - There can be tensions between more established migrant-background communities who have been in New Zealand for generations, such as Chinese and Indian communities, and newer arrivals with different cultural values and worldviews.

4. Priority sector challenges

Refugee- and migrant-background communities are supported by a range of agencies and community groups, including:

- **central government agencies,** which offer:
  - *advice to government on the needs and aspirations of ethnically diverse communities e.g. Office of Ethnic Communities*
  - *publicly funded services to residents and citizens through, for example, Work and Income, StudyLink and Housing New Zealand*
  - *specialist resettlement and settlement services e.g. Immigration New Zealand*
- **government-funded NGOs and service providers,** which offer specialist refugee resettlement and migrant settlement support services, such as:
  - *mental health services e.g. Refugees as Survivors New Zealand*
  - *social worker support e.g. New Zealand Red Cross*
  - *housing services e.g. Chinese New Settlers Services Trust*
  - *settlement advice e.g. Citizens Advice Bureau*
- **local councils,** which have responsibility for local civic engagement and offer:
  - *funding for community services and activities, predominantly through local boards*
  - *community development support services*
  - *cultural events and festivals*
- **community sector organisations,** which are predominantly funded through local government and philanthropy to deliver a range of supports, including:
  - *employment pathways and community enterprises e.g. Auckland Regional Migrant Services*
  - *community development and advocacy activities e.g. Auckland Resettled Community Coalition*
  - *emergency housing e.g. Asylum Seekers Support Trust*
  - *social networks, events and community engagement e.g. Migrant Action Trust, Mixit*
- **volunteer community groups** – largely incorporated societies with a specific cultural or ethnicity focus, which provide events, community development activities and social networks.

Key informants included representatives from government agencies, service providers, Auckland Council, community sector organisations and volunteer community groups, who are working to support the needs of refugee-background and migrant-background communities and to strengthen social cohesion in the region.

Alongside the identification of priority issues/challenges affecting the Auckland and Northland regions' refugee- and migrant-background communities, interviewees identified issues affecting these organisations individually and as a 'sector'. Priority issues were identified as being:

1. **Lack of collaboration**
2. **Lack of regional focus – government-community fragmentation**
3. **Sector harmonisation**
4. **Funding issues**
5. **Provider and community capacity.**

These issues are further detailed in Table 5

Table 5: Priority issues affecting the refugee-resettlement and migrant-settlement sectors

Priority issue	Key findings	Unique challenges specific to either refugee-or migrant-background communities
1. Lack of collaboration	All resettlement-sector interviewees and most migrant-sector interviewees identified a lack of collaboration as a priority issue in the sector. Key barriers were cited as being: - a lack of resourcing for leadership and coordination - challenges for organisations to participate in strategic collaborative activities without resources to back-fill staff time for ongoing existing work in their organisations - competitive funding models - a lack of clarity about service provision across the sector – and therefore potential to reduce duplication - a lack of purpose in existing networking opportunities – information-sharing only.	**Refugee-background communities** - There is a significant movement in the resettlement sector for organisations to work together more collaboratively; however, the barriers outlined (at left) were cited as major stumbling blocks. *"[We need] meaningful collaboration. What we are trying to do is minimise duplication within the sector in Auckland. Bringing the sector together is a challenge, but to make it meaningful we need facilitation."*
1. Lack of regional focus – government-community fragmentation	Interviewees consistently identified sector fragmentation as an issue. There is a perceived lack of an agreed and coordinated resettlement and settlement strategy – particularly at a regional level – with central government, government agencies, local councils, service providers and communities working in ways that are not strategically coordinated. Three interviewees pointed to Australia as an example of best practice, with purposeful and integrated approaches to resettlement by local, state and federal governments. To replicate this in New Zealand, the community sector would like to see more cross-government dialogue and strategy-setting alongside community, so that service provision and community-led action are more coordinated, more regionally specific – and more likely to achieve impact. *"[There is] still a major need for collaboration and collective action across agencies, communities and sometimes right down to individuals. [Policy] changes over the last nine years have actually meant that some of that collaboration has reduced rather than increased between agencies and communities. There's been a move to [more] national management of settlement overall. And, again speaking personally, I believe at a regional level that's impacted [on fragmentation]."*	**Refugee resettlement sector** - There is a perceived lack of two-way dialogue between government and community in relation to both regional and national resettlement strategies. - All resettlement-focused interviewees stated that there were opportunities for a more integrated approach between government agencies in the resettlement space; and that this integrated approach would deliver most impact if it could be delivered across central and local government.

Priority issue	Key findings	Unique challenges specific to either refugee-or migrant-background communities
3. Sector harmonisation	The community and social sector landscape in New Zealand is in a period of change driven by social investment approaches (the Treasury, 2017; Deloitte, 2016) that are contributing to 'harmonisation' i.e. the prioritisation of larger and national providers, affecting the sustainability of more grassroots organisations. The specific impacts of sector harmonisation on the refugee and migrant settlement sectors were cited by interviewees as including: - government contracts being awarded to national but non-specialist providers - a risk of losing effective local/regional organisations with strong (and lived) experiences of addressing refugee and migrant settlement issues - community organisations over-stretching to create a 'national' presence - grassroots organisations being under-resourced. However, two interviewees felt that sector harmonisation could drive better service design by prioritising organisations with clear strategic visions.	**Migrant settlement sector** - 'Homogenisation' of community sector groups representing specific cultures/ethnicities.
4. Funding issues	Interviewees highlighted a range of funding issues that are affecting the sector. Issues related to funding accessibility included: - application and reporting capability issues in grassroots communities - language/translation needs - groups struggling to align their activities with funder outcomes. Funding policy issues raised by interviewees included: - the challenge of competitive funding models - funding that is too short term in focus - service providers over-delivering on contracts to meet needs - a reliance on philanthropic funding to fill gaps in government-provided services - a lack of available funding for collaboration and partnership-building - a lack of available funding for early intervention and community development - a lack of available funding and/or funding flexibility to develop innovation or provide early intervention support.	**Refugee resettlement sector** - Refugee resettlement sector organisations are stretching resources to meet the needs of refugee background communities that are not funded by government through the New Zealand Refugee Resettlement Strategy (i.e. people seeking asylum, convention refugees and family reunification refugees). Organisations are also stretching resources to offer support to quota refugees beyond the one-year support provided for through government funding. **Migrant settlement sector** - Two interview participants felt that funding for 'cultural festivals' was too frequently prioritised over addressing more significant community needs. - Some organisations hold perceptions that migrant sector organisations are competing with Māori and Pacific communities for limited funds.

Priority issue	Key findings	Unique challenges specific to either refugee-or migrant-background communities
5. Provider and community capacity	Interviewees consistently flagged issues related to sector and community capacity, capability and readiness. These included: - the need for capacity support provision for grassroots groups to grow their effectiveness - the need to build sector capacity and readiness in Northland to respond to settlement issues, in response to growing ethnic diversity - the need to strengthen community leadership and support leadership succession planning - the need to build the cultural capabilities of mainstream service providers – including in the health and social service sectors - the need to strengthen sector collaboration and support coordinated approaches.	**Refugee resettlement sector** - Refugee resettlement sector organisations identified a need to grow community-led advocacy in order to influence effective service and policy design. *"People have their own leaders within community and we deal with these leaders and try to support them, for them to support their community. But we lack resources to help them.*

5. Effective practice

5.1 Approaches that support positive settlement and strengthen social cohesion

Interviews with key informants were used to identify key approaches/practices/ways of working in communities that are most effective and likely to deliver outcomes that benefit refugee- and migrant-background communities and strengthen social cohesion.

Many of the effective practices identified by interviewees related directly to the identified challenges affecting refugee- and migrant-background communities and the re/settlement support sector, including:

1. **Working collaboratively**
2. **Community-led development**
3. **Developing pathways to leadership**
4. **Mediation and advocacy**
5. **Building capacity**
6. **Strengthening cultural intelligence.**

These issues are further detailed in Table 6

Table 6: Approaches that support positive settlement and strengthen social cohesion

Priority issue	Key findings	Example initiatives /key approaches
1. Working collaboratively	Collaboration was identified consistently by interviewees as a mechanism that would enable community sector organisations, service providers, local government and central government agencies to achieve greater impact. Effective collaboration was defined by interviewees as: - being purposeful/targeted - being locally or regionally responsive - enabling active participation by communities - having a co-designed vision/agenda and outcomes.	- Resourced coordination. - Relationship-building activities/events. - Facilitation of cross-sector planning and strategy development, particularly with a regional focus. - Knowledge sharing between Auckland and Northland. *"Everybody working with the same kaupapa, same priorities and rationale... So that we can be acting collectively and with mandate."*
2. Community-led development	Interviewees consistently identified community-led ways of working as having the greatest potential for impact. Community-led approaches were identified as being effective due to: - the potential to build trust within community by empowering communities to identify their own solutions - opportunities to strengthen community connectedness and civic participation – and therefore social cohesion - potential to identify and address emergent issues in communities i.e. early intervention - increased opportunities for bespoke and culturally intelligent ways of working when initiatives are led by community - opportunities to build integrated pathways of support between community and service providers - potential to strengthen relationships between refugee- and migrant-background communities and other communities, including Māori.	- Peer-to-peer support. - Small-scale support groups e.g. for women to learn English together. - Community-led activities. - Arts- and sports-based activities e.g. Muslim women swim class. - Community economic development. - Shared community spaces. - Community mediation.

Priority issue	Key findings	Example initiatives /key approaches
3. Developing pathways to leadership	Almost all interviewees were clear that effective community-led development relies on having community leaders who can: - mediate between families and communities when issues arise - help to facilitate community connectedness by leading positive local activities and events - activate community aspirations - provide a platform for communities to engage in local decision-making and community advocacy. Over three-quarters of interviewees expressed the need to help support the development of more leaders from within the communities, especially young people.	- Leadership development. - Capacity development. - Youth leadership. *"It is important that communities themselves develop more of a voice – people with first-hand experience and refugee backgrounds leading this work... [This is] always the goal and priority, but can take a long time and can be hard to achieve."*
4. Mediation and advocacy	Two types of advocacy were identified by interviewees as being important and effective practices in achieving outcomes for refugee- and migrant-background communities: individual-level advocacy and community-level advocacy. Individual-level advocacy was identified as being an important early-intervention tool for addressing resettlement and settlement issues. Mediation approaches can be successful in supporting outcomes in this type of advocacy. Community-level advocacy was identified as being an effective and important practice by all interviewees in the resettlement sector. The focus is on supporting communities to have a voice and influence local, regional and national strategies/policies, so that the needs of communities can be met more effectively. Two service provider interviewees felt unable to advocate on community needs and policy gaps due to their government funding, and felt this was an important role for community.	**Individual-level advocacy** - Supporting individuals/families to self-advocate, navigate challenges, and access entitlements e.g. benefits. - Mediating domestic disputes. - Mediating inter-community disputes, including leadership conflicts. **Community-level advocacy** - Community consultation and convening. - Promoting and sharing effective practice. *"Grassroots advocacy really, really important."*
5. Building capacity	The majority of interviewees described capacity-building as important – for individuals, organisations and the sector as a whole. Capacity-building was described as an effective practice due to its potential to: - enable/empower community-led ways of working - strengthen the capabilities of grassroots organisations so that they can respond more effectively to community needs - 'build bridges' between groups – encouraging collaboration - support the sharing of learning.	- Governance training. - Leadership development. - Mentoring between smaller and larger organisations. *"What we are trying to do is work alongside service providers to enable them to do their work effectively – because we have the knowledge, we have the understanding of what our community needs."*

Priority issue	Key findings	Example initiatives /key approaches
6. Strengthening cultural intelligence	All interviewees described the importance of culturally responsive service design and practices. One interviewee suggested that 'cultural intelligence' is required to meet the needs and aspirations of ethnically diverse communities in ways that are multi-dimensional i.e. go beyond individual issues such as language. *"You have to walk in their world and know what they are being challenged with, and be open to your own cultural biases and how you might perceive the situation."*	- Developing cultural capabilities of employers and businesses. - Developing a diversity endorsement/accreditation scheme equivalent to the Rainbow Tick to encourage culturally responsive practices.

5.2 Literature review – effective philanthropic practice to strengthen social cohesion

Opportunities for effective philanthropy have been identified through a literature review. The review sought to identify:

- examples (and characteristics) of effective strategic positioning, by funders and other community investment stakeholders such as local government, to support social cohesion and/or work responsively to support ethnically diverse communities
- examples of initiatives or innovations that have been effective in strengthening social cohesion, with an ethnic diversity lens
- examples of philanthropic organisations that have influenced 'systems change' in relation to social cohesion with an ethnic diversity lens
- examples of organisations that have adapted internal practices to be more culturally responsive.

From the research, six key philanthropic characteristics and practices were identified as being effective in strengthening social cohesion and supporting increased responsiveness to ethnically diverse communities:

1. **Place-based approaches.**
2. **Communities of practice within philanthropy.**
3. **Partnerships and knowledge exchanges.**
4. **Supporting organisational diversity.**
5. **Culturally responsive practices.**

These characteristics and practices, including examples and key approaches/activities, are further discussed in the sections and tables below.

Place-based approaches

A place-based approach can be used to meet the unique needs of people in a location, through funders and other community investment stakeholders working together to use the best available resources and collaborating to gain local knowledge and insight (Munro, 2015). A place-based approach targets an entire community and aims to address issues that exist at the neighbourhood level, in particular complex, 'wicked' issues such as social exclusion.

An Australian report on multiculturalism and social cohesion notes that place-based programmes in various communities in Australia have been effective in "advancing a broad social cohesion strategy at a grassroots level" (Australian Multicultural Council, 2013, p4). The report also suggests that this kind of framework requires genuine multi-party/sector input and engagement, mechanisms to support effective partnerships, and strategies to enhance local leadership and coordination.

Table 7 provides an example of a successful place-based initiative from the United Kingdom. The initiative was funded by philanthropy and was successful in combatting entrenched social cohesion issues.

Table 7: The 5 Estates Project – a place-based example of social cohesion strengthening	
Example	**The 5 Estates Project[4] | Dudley, UK | Barrow Cadbury Trust**
Key details/activities	*"Once you get to know each other, you realise we are the same."* *(Barrow Cadbury Trust and Centre for Equality & Diversity, 2011, p15)* This two-year pilot was established in 2009 in response to increasing tensions between communities across various housing estates, and the social isolation of local migrant-background communities. Place-based activities and initiatives were developed to build positive relationships and break down barriers between migrants and the wider community. Examples included the following: - Door-knocking sessions and leaflet distribution helped to identify where migrant-background communities were living and what the key social issues were. - This outreach also generated interest in the project itself, leading to migrant communities on the estates engaging in discussions with the wider community and contributing to local decision-making. - The project helped to challenge stereotypes and dispel myths about migrants (including refugees and people seeking asylum), developing empathy and connections. - Communal events such as theatre shows, celebrations and competitions resulted in connectivity and intercultural dialogue. - A series of 'big clean-up' sessions forged a sense of responsibility, pride and tolerance through common purpose among newcomers and the wider community.
Key findings/outcomes	An evaluation report (Barrow Cadbury Trust and the Centre for Equality & Diversity, 2011) found that the project delivered the following outcomes and impact: - Engaged migrant-background communities, encouraging participation in local decision-making as well as contribution to the wider community. - Improved the life chances of people from migrant-background communities, supporting greater familiarity with and access to local services and systems, deeper understanding of local community expectations, and learning of new skills. - Brought communities together, building relationships and reducing social isolation through activities designed to increase social interaction and engender empathy and understanding. - Alleviated community tensions, reducing fears and increasing positive attitudes towards diversity.
Success factors	The evaluation report also identified four key success factors for the project: - **Time** – to build up trust and respect. - **Commonality** – intercultural understanding starts with finding common ground. - **Benefiting everyone involved** – communal events are effective because they not only bring people together but they also have a positive impact on the community as a whole. - **Engaging with stakeholders** – effective community awareness sessions involve various stakeholders in the community and are the result of wide community discussions.

4 The project was set up by the Centre for Equality and Diversity in partnership with the Dudley Federation of Tenants and Residents Associations. See references, including Cities of Migration (2012) and Barrow Cadbury Trust & Centre for Equality & Diversity (2011).

Based on the example above, as well as other literature[5], the key characteristics of successful place-based initiatives include:

- community participation, leadership and governance – enabling communities to participate, lead, control and own the initiative
- strong leadership and support, including a robust governance structure
- partnership-based approaches, including accountability to the community
- effective relationships between stakeholder groups, including collaborative decision-making
- clear articulation of objectives and challenges
- commitment i.e. adequate time, resourcing and funding
- tangible benefits for everyone involved
- activities that break down boundaries and build bridges
- data-driven (qualitative and quantitative) evaluation measures built in to the project from the start[6]
- investment in capacity-building
- a good fit between the scale of the project and the challenges it addresses.

Communities of practice within philanthropy

A community of practice is a group of people who share a concern or an interest, and interact regularly to learn and improve effectiveness. In the past decade, communities of practice focused on the complexities of social cohesion have emerged, with examples including:

- the Diversity, Migration and Integration Thematic Network[7] (2006–present) – which focused on migrant integration and tackling intolerance
- the Diversity in Philanthropy Project (2007–2010) (DPP) – see Table 8
- the D5 Coalition (2010–2015) – see Table 9
- From Diversity to Inclusion in Philanthropy: An Action Plan for Ontario's Charitable and Not-for-Profit Sector[8] (2012–2015)
- the Council on Foundations[9](2016–present) – a non-profit leadership association that has appointed a Vice President of Diversity, Equity and Inclusion to advance work in this space across the membership body.

Table 8 provides summative detail of the DPP. The project is an example of a community of practice within philanthropy, where its members: were brought together by a shared learning need to improve diversity in philanthropy; connected over time through their collective learning; produced resources; and developed their respective philanthropic practices.

There is potential for similar communities of practice to be developed across the philanthropic sector in New Zealand, with a focus on diversity, inclusion and social cohesion.

5 See references, including: Centre for Community Child Health (2011), Munro (2015); Field (2014) and Lambe (2015).

6 See references: Markus, Andrew (2017)

7 See further: http://www.efc.be/thematic_network/diversity-migration-and-integration-dmi

8 See further http://www.afpinclusivegiving.ca/about-the-program

9 See further: History of the Council on Foundations: https://www.cof.org/sites/default/files/documents/files/History-Council-on-Foundations.pdf

Table 8: Example of a community of practice across philanthropy to strengthen social cohesion	
Example	**The Diversity in Philanthropy Project[10] | United States | 50+ foundations and leaders**
Key details/activities	*"... It is up to leading philanthropic infrastructure organisations and their grantmaker members to keep diversity, inclusion, and equity on the table in a sustained and institutionalised way."* *(Diversity in Philanthropy Project, 2010, p13)* *"By building the long-term capacity of the philanthropic infrastructure to collaborate more effectively to support and promote diversity and inclusion in foundations, we seek to ensure that this work will not become but another issue du jour during coming years."* *(Diversity in Philanthropy Project, 2010, p13)* **In 2007, more than 50 foundations and allied leaders in the US came together to establish the DPP. The project involved a three-year campaign and strategic actions with three focus areas:** - Promoting voluntary diversity and inclusion initiatives among foundations. - Advocating for a national system of data collection[11], analysis and accountability. - Supporting the advancement, organisation and distribution of knowledge resources. **Among the DDP's key achievements were:** - **Building a national movement of CEO and trustee-level leaders committed to the work**, including: a 35-member Advisory Board; a 13-member Executive Committee comprising leading practitioners; a 20-member Data and Research Working Group; and a Benchmarking Excellence Group to examine comparative performance on diversity. - **Encouraging voluntary action and deeper conversations** by promoting cross-sector conversations at conferences, and by outlining Common Principles and Promising Practices. - **Promoting more coordinated diversity research and data collection in the field** by way of various demographic studies and focus groups, as well as a field-wide research symposium hosting more than 50 philanthropy researchers and practitioners. - **Growing the knowledge base on diversity in philanthropy** through video and written case studies, executive commentaries and interviews, publications for broad-scale distribution and a seminal report on more than 300 US funds focused on diversity. - **Providing centralised information and technical assistance to practitioners in the field** through the DPP website, electronic newsletters, partnerships and technical advice and support. - **Facilitating the creation of the D5 Coalition** – an ambitious, five-year effort of foundations and associations to promote greater diversity, inclusion and equity in philanthropy.
Key challenges	**At its conclusion, the DDP reported on where it had not met its own expectations and/or where key obstacles had been encountered in meeting the project's goals. These challenges included:** - **difficulty measuring the ultimate impact of the project** - **culture issues in philanthropy related to diversity work** – resistance to change - **combating 'diversity fatigue'** – while the DPP sparked some renewed interest in diversity and inclusion issues, engagement was lower than intended - **the engagement of field stakeholders was good – but was it good enough?** Not all relevant stakeholders were convinced that diversity and inclusion were salient issues that needed addressing; some also did not see the DPP as the right vehicle - **slow adoption of (DPP) principles and practices** – the DPP had hoped for more organisations and executives to officially adopt or endorse its principles - **lack of strategic communications and outreach** – both are activities that are essential to impact, but often under-resourced when budgets are tight, resulting in a piecemeal communication approach.

10 See references: Diversity in Philanthropy Project (2010).

11 Such as the Scanlon Foundation surveys – see references: Markus, Andrew (2017)

Example	The Diversity in Philanthropy Project[10] | United States | 50+ foundations and leaders
Success factors	**The DPP report further suggested the following success factors to inform future diversity, inclusion and equity initiatives in philanthropy:** - **Maximise the power of communication** – communication is critical as a strategy to bring about changes in perceptions, awareness and behaviour, especially regarding complex social issues. - **Show impact on the ground** – people react to tangible change that can be seen, felt or quantified. - **Be data-driven** – more data and research is needed to demonstrate progress on diversity, inclusion and equity issues, connecting it to grantmaking effectiveness and emphasising transparency and accountability. - **Continually broaden leadership beyond current supporters** – not just a 'coalition of the willing'. - **Coordinate and network** – promote collaboration, partnerships and relationship-building as aspects of effective movement-building. - **Focus on the big change** – keep sight of the strategic picture, being clear about the expected changes and outcomes, as well as measures. - **Consider the 'reputation rationale'** – a model that emphasises the benefits to philanthropy's work and reputation of being diverse, inclusive and responsive; there is a real long-term reputational risk for philanthropy if it fails to respond to changes in society demographics.

Partnerships and knowledge exchanges

In an increasingly 'globalised' world, most communities live near and/or with 'others' who are different, particularly in super-diverse metropolitan areas such as Auckland. In this context, the literature identified, effective partnering and exchanges of knowledge are important elements for philanthropy to have a positive impact on social cohesion. Opportunities for partnerships and knowledge exchange exist between philanthropic organisations and grantees, government, other funders and the wider community.

The Australian Human Rights Commission (2015), in its online resource Building Social Cohesion in Our Communities, goes further to suggest that building social cohesion effectively requires long-term partnerships between local government and a range of other government and non-government organisations, and that it is important that such partnerships involve different stakeholder groups (for example, business partnerships, community partnerships, partnerships with the police, partnerships across local government and interagency partnerships). The Commission's resource is targeted at helping local government to build strong, socially cohesive communities, but has an alignment with philanthropic organisations working to enhance social cohesion.

The D5 Coalition is a good example of partnership and knowledge exchange between philanthropic organisations, with a focus on improving social cohesion. It is a five-year effort to advance philanthropy's diversity, equity and inclusion, established as one of the direct outcomes of its predecessor, the DPP. Information about this case study is included in Table 9.

Table 9: Example of a philanthropic partnership to strengthen social cohesion	
Example	**D5 Coalition[12] | United States | 18 organisations**
Key details/activities	*"By bringing new voices and expertise to the table, we have the potential to make foundations more effective at advancing the common good."* (D5 Coalition, n.d/a) *"Diversity and inclusion can help foundations better identify creative solutions to our internal challenges and to those faced by the communities we serve. And thinking about equity in our grantmaking can help us create opportunities for all communities."* (D5 Coalition, n.d/a) *"We believe we are better together."* (D5 Coalition, n.d/a) In 2010, 18 organisations with connections to thousands of grantmakers came together to found the coalition, seeking to form a single, workable strategy for philanthropy to achieve greater impact in an increasingly diverse world. The D5 Coalition's four major goals were to: - **recruit diverse leaders** – encourage diversity among new CEO, staff and trustee appointments to more closely match actual US demographic trends - **identify the best actions** – provide an array of exemplary policies, practices and educational resources to help funders become more diverse, equitable and inclusive - **increase funding for diverse communities**, and ensure that foundations offer all constituencies equal opportunities to access the resources they need to thrive - **improve data collection** – develop research capacity to measure philanthropy's progress in diversity, including improving data collection and transparency.
Key successes	In its final-year annual report, the D5 Coalition reported various case studies against its four major goals of diverse leaders, voluntary actions, more funding and better data[14]. In particular, three key successes were highlighted: - **Systems to collect sector-wide demographic data to inform and advance inclusion have significantly improved,** with more than 5,300 organisations (including more than 250 foundations) working together to align systems and reduce barriers to collecting and sharing sound data. - **A broader array of foundations and stakeholders are engaged in the diversity, equity and inclusion conversation,** with long-time advocates continuing to deepen their work and commitment, and new partners drawing from lessons learnt to advance their work. - **Better understanding of how to engage key audiences**, which helped the sector to be more strategic in its messaging and communications and broaden the coalition's array of advocates and champions.
Learning	The D5 Coalition's concluding report (D5 Coalition, 2015b) highlighted lessons on its role and process during its five-year tenure: **What worked** - The D5 Coalition played a unique role as a neutral, focused, 'authoritative' party, and was seen as legitimate to a broad cross-section of philanthropy. - The initiative kept an emphasis on broad concepts of diversity, equity and inclusion. - Playing a bridge or connector role leveraged the work of key partners for deeper impact and expertise. - The D5 Coalition created inclusive, aspirational messages. - Having a five-year goal added sense of urgency. **What didn't work** - The Coalition's initial structure was constraining and needed more flexibility to capitalise on momentum where it surfaced and to engage other key allies. - More time and role clarity was needed at the outset of the initiative to develop effective collaborative engagement of key partners. - The (Take Five) campaign to spur action was slow to take off and needed a more segmented and focused call to action. - The five-year goal was too short a timeframe for the size of the agenda. **Next step opportunities** D5 Coalition Director Kelly Brown, in the final annual report, also highlighted that there was further work to be done, including work to address: - the underrepresentation of people of colour at foundation CEO and trustee levels, even as the US workforce becomes more diverse - data limitations – some foundations have yet to share information about personnel, trustee demography and grantmaking.

12 See references: D5 Coalition (n.d/a; n.d/b; 2013; 2015a; 2015b).

13 See further: the D5 Coalition membership roll: http://www.d5coalition.org/about/an-unprecedented-coalition-and-growing.

14 See references: D5 Coalition (2015a).

Example	D5 Coalition[12] | United States | 518 organisations
D5 Coalition advice to the sector	As the D5 Coalition carried out a full evaluation of its preliminary learning to determine what came next, it provided various recommendations to the field (D5 Coalition, 2015b), including the following guidance on partnerships/ collaborations and knowledge-sharing: - Continue to advocate for the use of demographic data and for strengthening platforms that allow foundations to understand not only institutional impact but field-level impact. - Consider establishing standards for good practice with respect to diversity, equity and inclusion so foundations across the field can track and understand progress. - Facilitate activities that leverage and share learning and resources across organisational boundaries. - Produce concrete examples that showcase 'effectiveness' to substantiate the impact imperative.

Supporting organisational diversity

An analysis of literature identified opportunities for philanthropic organisations to increase their responsiveness to diverse communities through a focus on supporting organisational representation and diversity. Examples of this practice include:

- funding policies that prioritise organisations and initiatives that are responsive to cultural and ethnic diversity, and have inclusive and representative leadership
- targeted grants to organisations to support capacity development, training and recruitment – with a focus on diversity and representation
- strategies to increase diversity among philanthropic boards and decision-makers
- strategies to develop cultures within philanthropic organisations, to increase overall competency and responsiveness.

Two case studies that demonstrate these types of practice are included in Table 10.

Table 10: Examples of targeted grantmaking to strengthen social cohesion

Example	The Z. Smith Reynolds Foundation[15] | United States
Summary	Founded in 1936, the Z. Smith Reynolds Foundation's original aim was to improve quality of life for the people of North Carolina. In 2005 the Foundation's board made a significant decision to use diversity as a lens through which to assess all of its funding. The Foundation's grantmaking is underpinned by the principle that organisational performance is greatly enhanced when people with different backgrounds and perspectives are engaged in an organisation's activities and decision-making processes. This principle is translated into the Foundation's policy, which states that: - proposals can be declined from organisations with board and staff who do not reflect the diversity of the community in which they work - payments on grants already approved can be stopped if the grantees are making no reasonable efforts to achieve diversity - grantees can be further supported by the Foundation to move towards increased board diversity. In 2011 the Foundation launched a new initiative to advance understanding of racial equity. The aim of this initiative was to help combat structural racism and to offer grants that would fund training, assessment and planning to create more racial equity in their grantees' areas of influence.

15 See references: Rockefeller Philanthropy Advisors (n/d). See further: the Z. Smith Reynolds Foundation website: https://www.zsr.org

Example	Jessie Smith Noyes Foundation[16] | United States
Summary	*"There's an arrogance about a foundation that deals with a constituency without having that constituency represented."* *– Ann Wiener, granddaughter of founder Charles F. Noyes. (Rockefeller Philanthropy Advisors, n/d, p11)* Founded in 1947, the Jessie Smith Noyes Foundation was originally set up to fund scholarships for future leaders, specifying that 50% of all scholarships should go to non-white students. Today the family foundation no longer funds scholarships, choosing instead to support leadership/grassroots organisations and movements in the US working to change environmental, social, economic and political conditions to bring about a more just, equitable and sustainable world. The Foundation's board has evolved, since 1989, from an all-white board made up of family and friends to having a majority of non-family members and a robust mix of gender, sexuality and ethnicity today. The impact of this diversity on the organisational culture has been significant: *"Diversity is less the thing we struggle to create and more the air we breathe."* *(Rockefeller Philanthropy Advisors, n/d, p11)* The Foundation's prioritisation of diversity across its work is supported by: - a funding strategy directing the Foundation to support organisations led by people of colour, and to support the leadership skills of people of colour - a website with information available in four languages – English, Chinese, Haitian Creole and Spanish.

Culturally responsive practices

Cultural responsiveness is the ability to learn from and relate respectfully with people of one's own culture as well as those from other cultures (Zion and Kozleski, 2005).

An analysis of literature suggests that culturally responsive practices and frameworks are important in supporting the needs and aspirations of diverse communities.

Key characteristics of culturally responsive practice include:

- ensuring culturally safe environments that are person-centred
- working with representative community leaders and carrying out effective community engagement
- responding to community aspirations, rather than focusing only on deficit models based on need
- understanding and acknowledging cultural practices/tikanga
- working effectively with interpreters.

Effective philanthropic organisations must engage, listen, learn and adapt (Rockefeller Philanthropy Advisors, n/d) and be culturally responsive by:

- developing cultural self-awareness
- appreciating the value of diverse views
- examining interactions for cultural bias
- building cultural strengths and knowledge
- acknowledging and empowering cultural roles.

6. Considerations for the philanthropic sector

The data analysis, key informant interviews and literature review completed to inform this research have identified:

- a key trend in the region of increasing ethnic diversity
- priority challenges experienced by refugee- and migrant-background communities and affecting wider social cohesion
- priority challenges experienced by the refugee resettlement and migrant settlement sector
- effective practices/approaches that support these target communities and strengthen social cohesion
- effective strategies and practices identified in literature that could inform the philanthropic sector's approach.

Table 11 provides a summary of these findings, with issues grouped thematically. The table also identifies opportunities for foundations to work responsively to these issues, with a focus on:

- adopting effective internal practices and strengthening internal capacities/ competencies
- opportunities for effective grantmaking through the prioritisation of key issues and effective approaches
- opportunities to achieve outcomes through non-grantmaking roles as key regional (and national) stakeholders.

Additional data from key informant interviews has been included in these considerations, where interviewees were able to identify specific roles for foundations.

Table 11 provides a more summative snapshot of these findings and the potential roles for foundations.

Table 11: Summary of findings and opportunities/roles for the philanthropic sector

Priority issues/approaches	Summary of key findings	Opportunities/Roles for the philanthropic sector
Understanding the current and changing needs of communities	- The Auckland region is significantly more ethnically diverse than the rest of New Zealand. Current and projected ethnic diversity varies across Auckland local board areas, which may affect wider social cohesion within and between communities over time. - Population projections in Northland show growth in communities that identify as Pacific and Asian. Two interviewees suggested that there is a lack of cross-community readiness to respond to the needs of multicultural communities in Northland. - Understanding the needs of ethnically diverse communities can support decision-makers to be more culturally responsive. *"I think if you have an understanding of migrant and refugee challenges and opportunities you're better placed to make decisions."*	- The philanthropic sector could engage with data to identify priority issues and communities, and consider strategic opportunities for deep-dive research when required to support effective decision-making. - A focus on evaluation can support the philanthropic sector to understand the impacts of grantmaking (and other roles) on strengthening social cohesion in the region. - The philanthropic sector could develop community engagement strategies to grow sector understanding, and proactively identify investment opportunities with potential.

Priority issues/approaches	Summary of key findings	Opportunities/Roles for the philanthropic sector
Supporting priority population groups	- Strategies that address inequalities and reduce disparities can work to strengthen social cohesion. - Within refugee- and migrant-background communities there are population groups that more likely to experience high needs. These include refugee-background communities, women, older people and new migrants. - Current resettlement policy means that people seeking asylum, convention refugees and family reunification refugees are falling through the cracks and are less able than others to access funded service provision.	- The philanthropic sector could consider opportunities to prioritise funding to support outcomes for refugee- and migrant-background groups with the highest needs. - The philanthropic sector could consider the intersectionality of issues i.e. where specific refugee- and migrant-background community needs intersect with more universal community needs or indicators of disadvantage.
Supporting priority issues	- Priority issues that affect the positive re/settlement of refugee- and migrant-background communities are highly interconnected, and include: housing; employment; navigating systems; family stress and domestic violence; and barriers caused by English language proficiency.	- The philanthropic sector should consider opportunities to prioritise funding for initiatives with potential to address priority issues. - Funders may achieve increased impact by identifying opportunities for innovation and/or collaboration to address priority issues.
Enabling cross-sector collaboration and supporting regional strategy development	- The lack of cross-sector collaboration and a cohesive regional strategy is a priority barrier that is limiting effective support for refugee-background communities. - Sector harmonisation strategies are considered to have affected the community sector, leaving gaps and causing competition/fragmentation. *"For funders, it might be quite useful actually asking things like, 'What is happening in settlement in different communities?', or in areas of Auckland asking, 'How are you getting on with settlement, and what are your challenges with settlement?'"*	The philanthropic sector could seek to identify opportunities to support and enable regional collaboration and strategy-setting. Consideration could be given to both grantmaking and non-grantmaking roles: **Grantmaking roles** - Resourcing community groups and service providers to participate in regional strategy-setting. - Resourcing the coordination of networks. - Investing in leadership capacity and capabilities within the re/settlement sectors. - Exploring the design/development of participatory or non-competitive grantmaking models. **Non-grantmaking roles** - Convening or facilitating cross-sector leadership conversations. - Brokering conversations with local and central government, as well as other funders in the re/settlement sectors.
Strengthening community connectedness, community-led development and community advocacy	- Social isolation is a priority issue for refugee- and migrant-background communities – especially for women, older people, families with transport barriers, and smaller communities. - Interviewees identified issues with social cohesion – including discrimination, inter-community and intergenerational tensions, and community leadership conflicts. - Community-led approaches are considered to have high potential to build community connectedness, increase civic participation, support early intervention and strengthen social cohesion. - Community advocacy was identified as important – to champion community voices (needs and aspirations), encourage collaboration, and inform more responsive service and policy design. - Evidence from literature shows that place-based approaches have the potential to address social cohesion in more targeted ways based on local contexts and needs.	The philanthropic sector could identify opportunities to invest in initiatives that: - address social isolation for priority communities - enable community-led development - build intercultural connectedness - strengthen the capacity and capabilities of communities and community leaders - enable grassroots communities to engage in conversations that inform decision-making. The philanthropic sector could also consider long-term, place-based and/or high-engagement funding models that allow time to build community capacity effectively.

Priority issues/approaches	Summary of key findings	Opportunities/Roles for the philanthropic sector
Strengthening community and community sector capacity	- There are opportunities to strengthen the capacity and capabilities of community and community sector organisations in the region. - Capacity development can be effective in increasing opportunities for community-led development, building grassroots advocacy, increasing organisational resilience/sustainability, and sharing learning across the sector.	Philanthropic organisations could identify opportunities for strategic investment in capacity development, with a particular focus on: - building the capacity of grassroots community leaders - building pathways to community leadership, and supporting succession planning by investing in young leaders - resourcing community organisations to plan and grow strategies for sustainability - resourcing collaboration and practice-sharing/ mentoring between larger and smaller organisations - building sector readiness in Northland to respond to growing ethnic diversity - supporting organisations to innovate. Philanthropic funders could explore partnership opportunities with other funders to grow grassroots community development.
Strengthening culturally responsive ways of working, and building organisational cultural intelligence	- By considering the needs and aspirations of diverse communities in ways that are multidimensional, organisations can develop more responsive ways of working with and partnering with communities. - Working in more responsive ways, over time, can help to strengthen organisational cultural intelligence.	The philanthropic sector could seek to identify applicant barriers to support equitable access to funding. This might include: - increasing engagement with ethnically diverse communities - providing pre-application and accountability support to grassroots groups - co-designing outcomes with community groups - communicating in ways that are responsive to different audiences - working in more relational ways with grantees who require additional support. Philanthropic organisations could develop a role(s) within the organisation to focus on growing internal cultural competencies. Philanthropic organisations could focus on ensuring leaders and decision-makers understand, and can be responsive to, the unique needs and aspirations of the New Zealand's ethnically diverse communities.
Sharing effective practice	- Evidence from literature suggests that a community of practice across philanthropy can lead to effective sharing of knowledge/learning and produce resources and ripple effects that improve philanthropic practices. - Evidence from literature shows that partnerships within and beyond philanthropy, including those for sharing data and research, are a way for effective practices to be scaled across multiple stakeholders. - Sharing learning was seen by two interviewees as important to support communities in other regions where levels of resettlement and ethnic diversity are increasing. *"As a funder, you have the reports of everyone who has been given money. You know what they do and you know what the gaps are... foundations can say to government, 'You should fund this... because this is the evidence we have [that it works]'."*	- Philanthropic organisations could consider where there are opportunities to share learning on culturally responsive practice across the philanthropic and community sectors. - This may include sharing learning about what works and/or learning about identified gaps. - The philanthropic sector could consider opportunities to bridge conversations between community and government about what is and is not working for communities.

Table 12: Summary of findings and opportunities/roles for the philanthropic sector				
Priority populations	**Priority issues**	**Priority approaches**	**Considerations – potential philanthropic sector funding approaches**	**Considerations – potential philanthropic sector non-funding roles**
Refugee-background families and communities. Women. Older people. New migrants (in New Zealand for fewer than five years).	Housing affordability/ availability. Employment barriers. English language proficiency. Service provision disparities (people seeking asylum, convention refugees, family reunification refugees). Challenges navigating New Zealand systems and services. Barriers to service access, including transport. Family stress and domestic violence. Social isolation and mental health. Community connectedness and belonging within and between communities. Sector fragmentation.	Community-led development and connectedness. Capacity development. Developing leadership pathways. Community advocacy and mediation. Collaboration. Regional strategy-setting. Culturally responsive service provision.	Prioritisation of funding to priority populations and issues. Addressing barriers to funding access e.g. funding advice, high engagement approaches. Resource capacity development. Long-term/place-based approaches. Funding innovation to address priority issues/ challenges. Explore participatory or non-competitive funding models to enable collaboration.	Understand evidence of community need through data and community engagement. Facilitation/Convening roles to grow collaboration and regional strategy-setting. Partnerships to grow sector capacity. Strategic internal focus on cultural competence and intelligence. Broker conversations between communities, central government, local government and other funders. Sharing effective practice cross-sector.

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Appendices

Appendix 1: Interviewees

Key informant interviews were carried out with representatives of 17 organisations and agencies, selected following discussions between Foundation North, the Centre for Social Impact and the Oryza Foundation for Asian Performing Arts. Interviewees were identified on the basis of their ability to understand and advise the sector on the needs and aspirations of refugee- and migrant-background communities in the region.

1. Asylum Seeker Support Trust
2. Auckland Council – Empowering Communities Unit
3. Auckland Regional Migrant Services
4. Auckland Resettled Community Coalition
5. Chinese New Settlers Services Trust
6. Citizens Advice Bureau
7. Human Rights Commission
8. Immigration New Zealand Refugee and Protection Unit
9. Migrant Action Trust
10. Mixit Charitable Trust
11. New Zealand Red Cross
12. Office of Ethnic Communities
13. Refugees as Survivors New Zealand
14. Shakti New Zealand
15. State Services Commission
16. The Asian Network Inc.
17. Waitakere Ethnic Board

Appendix 2: Further detail on resettlement and settlement pathways

1. Resettlement pathways

Immigration New Zealand provides for the resettlement of refugees to New Zealand through its Refugee and Protection Unit. There are three refugee pathway groups, with a fourth pathway being piloted. Detail on each of these pathways is provided below.

Pathway 1: UNHCR Quota ('quota' refugees)

Under its agreement with the United Nations High Commissioner for Refugees (UNHCR), New Zealand accepts 750 refugees into the country annually, in intakes of approximately 120 at a time. Half of the annual quota places are for the Asia-Pacific region, and half for the rest of the world (based on country of asylum). Individuals and families arriving into New Zealand under this quota must have confirmed refugee status through the UNHCR.

The quota is set by the New Zealand government for three-year periods. During the Syrian refugee crisis in 2015, New Zealand accepted a further 600 refugees and committed to an additional 500 places in 2016–2017. The intention to double the current quota to 1,500 has been announced by the new government.

Once a quota refugee arrives in New Zealand they are granted permanent residency and initially housed in the Māngere Refugee Resettlement Centre for a six-week period, where they have access to a reception programme, education, health care and settlement planning.

Following the completion of this programme, housing is sourced either privately or through Housing New Zealand in Auckland, Waikato, Manawatū, Wellington, Nelson or Dunedin (as well as Invercargill from 2018). Ongoing support is provided by Red Cross for up to one year post-resettlement, including the assignment of a social worker and volunteer support workers. The provision of resettlement support is provided by the government to quota refugees under the New Zealand Refugee Resettlement Strategy (MBIE, 2017a).

Pathway 2: Seeking asylum – refugee and protected-person status ('convention' refugees)

New Zealand has signed three international conventions that support the rights of people to seek asylum in New Zealand due to risks associated with returning to their own countries. Claims for asylum must be made in person or in writing, and will be assessed by the Refugee Status Branch of Immigration New Zealand. People seeking asylum require support from licensed immigration lawyers.

People seeking asylum who are awaiting assessments of their claims are provided with temporary visitor, work or study visas. This enables them to access employment and publicly funded health care, and ensures that children can access school education. All other support services are provided by community organisations.

If a claim is denied, a further appeal can be lodged or the person(s) must leave New Zealand. If the claim is successful, the person(s) seeking asylum is granted refugee and protected-person status and identified as a 'convention refugee'. This status entitles them to apply for a temporary entry class visa or a permanent residency visa However, convention refugees are not eligible for the resettlement support provided to quota refugees.

Pathway 3: Refugee Family Support Resident Visas ('family reunification' refugees)

New Zealand residents who have come to New Zealand as refugees or protected persons may in some cases be able to sponsor family members and their partners and dependent children to apply for New Zealand residence.

A total of 300 visas per year can be allocated under this category. Applications are processed in line with other types of visa category – meaning that there are time and monetary costs. The sponsor is obligated to ensure that the person(s) arriving in New Zealand has accommodation for the first two years of their resettlement (Immigration New Zealand, n/d). Family reunification refugees are not eligible for the resettlement support provided to quota refugees.

Pathway 4 (pilot): Community Organisation Refugee Sponsorship Category refugees

The government is piloting a new scheme that will accept 25 refugees in the current financial year 2017–2018. The pilot scheme seeks to "provide an additional opportunity for community organisations to actively engage in refugee resettlement, and to build local communities that welcome refugees", by enabling community organisations to sponsor refugee residency applications (MBIE, 2017b). Organisations were invited to apply to become Approved Sponsors by November 2017.

Government policy – the New Zealand Refugee Resettlement Strategy

The New Zealand Refugee Resettlement Strategy is a whole-of-government approach to achieving outcomes for resettled communities. The Strategy's vision is:

"Refugees are participating fully and integrated socially and economically as soon as possible so that they are living independently, undertaking the same responsibilities and exercising the same rights as other New Zealanders and have a strong sense of belonging to their own community and to New Zealand" (MBIE, 2017a).

The Strategy focuses on key outcomes:

- Self-sufficiency – with a focus on economic independence and employment.
- Housing – with a focus on secure tenure and independence from government support.
- Education – with a focus on English language.
- Health and wellbeing.
- Participation – with a focus on participation as a vehicle to enable a sense of belonging.

Across these outcomes, the focus on employment is both explicit and implicit; this was identified by interviewees as being problematic for service providers:

"[The Strategy] is so geared to employment, employment. My view is – unless people are well enough, they won't learn language, they can't handle working. It has to be an integrated approach".

The Strategy's design was led by Immigration New Zealand in 2010, drawing on resettled community voices. A National Refugee Resettlement Forum is convened annually to engage communities, service providers, NGOs and government agencies in discussions on issues affecting New Zealand's resettled communities, within the context of the Strategy and its targeted outcomes.

Service provision – across government agencies as well as government-funded resettlement services provided by NGOs and community organisations – is driven by the Strategy, and makes provision for quota refugees only.

2. Settlement pathways

Immigration New Zealand's immigration policies "have been developed to support New Zealand's economic growth" (Immigration New Zealand website, December 2017) and there are several pathways to settlement. It is important to note that the reasons for someone migrating to New Zealand can heavily influence their experience. For example, those on student visas will have very different experiences from those who arrive as skilled migrants, who themselves will have different experiences from their partners who arrive under partner visas or their children who may grow up having only known home as New Zealand.

The following outlines some of the main pathways to receiving residence and temporary visas. It is not an exhaustive list of New Zealand visas.

Visas to invest

People with capital and the right skills can access dedicated immigration pathways.

1. Investor visa:

Investor business migration visas are for investors who want to gain residence in New Zealand. Recent changes have been made to investor visa policies to further recognise and reward high levels of business experience, English language skills and growth-oriented investments.

The 'Investor' category requires a minimum $3 million investment, which must be held in an acceptable investment for four years. The investor will also have to spend at least 146 days each year in New Zealand in years two, three and four of their four-year investment period, or 438 days over the four-year investment period.

The 'Investor Plus' category requires a minimum $10 million investment, which must be held in an acceptable investment for three years. The investor will also have to spend at least 44 days each year in New Zealand in years two and three of their three-year investment period, or 88 days over the three-year investment period.

2. Entrepreneur visa:

An Entrepreneur Visa is a three-year work visa that starts with a 12-month allowance to buy or set up a business. Once the business has been established, the applicant is granted a further 24 months with a working visa. The Entrepreneur Work Visa requires a minimum capital investment of $100,000 and at least 120 points. An Entrepreneur Visa holder may be eligible for residency through the Entrepreneur Residence Visa scheme, if the business proves beneficial for New Zealand.

3. Global Impact Visa:

The Global Impact Visa is a new visa developed in partnership with the Edmund Hillary Fellowship. It was designed to attract visionary entrepreneurs, investors and start-up teams to create innovation-based ventures in New Zealand, with a goal of positive global impact. The Global Impact Visa scheme providers a three-year working visa, providing applicants meet certain health, character, English language and maintenance fund requirements. The Global Impact Visa can act as a pathway to permanent residency.

Visas to work

There are a number of visas for migrant workers, ranging from temporary to resident. It is important to note that many other visa types – such as visas to study and visas for partners/parents - also have allowances to work; the visas below are not the only visas that qualify people to work in New Zealand.

1. Working Holiday Visa:

Working Holiday Visas are typically provided to young people aged 18-35 to enable them to work and travel in New Zealand for up to 12 months (or 23 months if the visa holder is from the UK or Canada). Working Holiday Visas do not provide visa holders with a pathway to residency, unless they receive full-time job offers.

2. Recognised/Supplementary Seasonal Employer Limited Visa:

Recognised/Supplementary Seasonal Employer Limited Visas are temporary limited visas to work for a recognised seasonal employer (RSE) that has been offered temporary seasonal work in the horticulture or viticulture industry. There are several limitations to this Visa and it is not a pathway to residency.

3. Post Study Work Visa – Open:

A person who holds a New Zealand qualification that they completed in New Zealand can apply for a visa to work in New Zealand. To be eligible, applicants must have an acceptable qualification. If they are granted a work visa, they can do almost any type of work, for any employer in New Zealand. Open Post Study Work Visas are granted for up to 12 months. The new government's policy is to limit this Visa to those who have studied at a Bachelor level or higher.

4. Post Study Work Visa – Employer Assisted:

Post Study Work Visa – Employer Assisted are for recent graduates who have successfully completed their qualifications in New Zealand. Applicants need to have offers of full-time work in the same areas as their qualifications. This visa may provide a pathway to residence under the Skilled Migrant Category.

5.Essential Skills Work Visa:

Essential Skills Work Visas enable visa holders to have temporary stays in New Zealand for up to five years, depending on the skill level of the job offer that they receive. An employer must have made a full-time job offer to the applicant. If the job offer falls under Immigration New Zealand's Essential Skills in Demand Lists, the employer does not need to prove they have tried to recruit New Zealanders first. If the job type on offer is not on a skills shortage list, the employer must prove that they have tried to recruit suitable New Zealanders before making the job offer.

6. Work to Residence Visa:

A Work to Residence Visa enables someone to work in New Zealand and then, after working in the job for at least 24 months, apply for residence status under the Residence from Work Category. There are two main types of Work to Residence Visa.

Work to Residence: Long Term Skill Shortage is available to people with a permanent or long-term job offer in an occupation on the Long Term Skill Shortage List. The applicant must also meet qualifications and experience requirements related to the job offer. They also need to meet age, health and character requirements, and have a base salary of at least $45,000 NZD/year.

Work to Residence: Accredited Employer is available to people with a permanent or long-term job offer from an Immigration New Zealand accredited employer. Applicants need to meet age, health and character requirements, and their job offer will need to meet certain additional requirements, including a base salary of at least $55,000 NZD/year.

7. Residence from Work Category:

The Residence from Work Category is a pathway to residency that follows directly from the Work to Residence visa. Applicants must also meet health and character requirements.

8. Skilled Migrant Category Resident Visa:

The Skilled Migrant Category is a pathway to residency for applicants with skills, experience or qualifications that New Zealand needs. It is based on a points system (currently requiring a minimum 160 points) calculated by factors such as age, work experience, qualifications and an offer of skilled employment. Applicants must also be aged 55 or under, and meet English language, health and character requirements.

Visas to study

Student visas are required for students planning to study for more than three months. They are available for school students as well as tertiary students to study full-time for courses with approved education providers. Students are able to work part-time for up to 20 hours a week. Student Visas can be up to five years in length. Listed below are the different types of student visa, which have similar requirements.

1. Fee Paying Student Visa
2. Exchange Student Visa
3. Foreign Government Supported Student Visa
4. Pathway Student Visa

The new government plans to make changes to limit the number of international students who are able to access work to those studying at Bachelor level or higher.

Visas for partners/children

Immigration New Zealand offers a range of visa options to help partners, dependent children and parents of New Zealand citizens, residents and visa holders to join their families in New Zealand. These are summarised below.

Visitor visas

- Visitor Visa
- Child of a Worker Visitor Visa
- Parent and Grandparent Visitor Visa
- Child of a Student Visitor Visa
- Guardian of a Student Visitor Visa
- Partner of a New Zealander Visitor Visa
- Partner of a Worker Visitor Visa
- Culturally Arranged Marriage Visitor Visa
- Partner of a Student Visitor Visa
- Partner of Military Visitor Visa
- Child of Military Visitor Visa
- Child of a New Zealander Visitor Visa
- Adoption Pre-citizenship Visitor Visa
- Adoption Visitor Visa

Work visas

- Partner of a Student Work Visa
- Partner of a New Zealander Work Visa
- Partner of a Worker Work Visa
- Partner of Military Work Visa
- Partner of a New Zealand Aid Student Work Visa

Student Visas

- Dependent Child Student Visa

Resident Visas

- Partner of a New Zealander Resident Visa
- Parent Retirement Resident Visa
- Dependent Child Resident Visa
- Samoan Quota Resident Visa
- Pacific Access Category Resident Visa
- Parent Resident Visa*
- Intercountry Adoption Resident Visa
- Refugee Family Support Resident Visa

**In October 2016, the government temporarily closed the parent resident category. It is not clear if or when the government will reopen this category.*