

Evaluation of Refugees as Survivors New Zealand's Community Support



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Waiho i te toipoto, kaua i te toi roa.

Let us keep close together, not far apart.

Acknowledgements

Warm thanks and appreciation to the RASNZ team and to those RASNZ works with and supports, who generously gave their time and views to inform this report. Your contributions were invaluable.

The hope is that this report offers insight into RASNZ's community support work and into the incredible community that RASNZ supports.

Acknowledgement is also made to Foundation North, who funded this report and is a valued supporter of RASNZ.

Rachael Trotman and Kat Dawnier

Executive Summary

Purpose, scope and method

Refugees as Survivors New Zealand (RASNZ) offers a blended clinical and community model of mental health and social support for all people from refugee backgrounds living in Aotearoa. This report provides an external evaluation of the work of RASNZ's Community Team (not its Clinical Team).

The purpose of the evaluation is to demonstrate the community needs and priorities that RASNZ's community support responds to; the purpose, key activities, reach and scale of each workstrand; and the level of contribution of this community work to RASNZ's intended outcomes. The evaluation surfaces the key strengths of the community work and identifies priority development opportunities for RASNZ, based on findings.

The report draws on data from a range of sources, including a review of RASNZ's reports, data, videos and other documentation; interviews with 11 external stakeholders with connections to RASNZ's community work; three interviews and three focus group discussions with RASNZ staff; and a focus group discussion with 12 participants of RASNZ's Youth Support. The review covers the time period 2018–2020, and is focused on the normal delivery environment, while acknowledging changes to delivery driven by COVID-19.

Evidence of each workstrand's contribution to RASNZ outcomes was reviewed and assessed against an evaluation rubric (see further below).

RASNZ community workstrands, response to need and COVID-19

“For those who attend our programmes/groups – and also the clinical work – the healing process starts with talking and building relationships, connections and trust. People then start to feel engaged, participate in activities and the social isolation barriers are broken. This is a key part of the healing process. Those who attend RAS programmes become more engaged and active.” - RASNZ staff interview

The RASNZ Community Team delivers a wide range of support via five connected workstrands: Youth, Family Services, Cross-Cultural Facilitation (including Community Empowerment Groups and the Computers in Homes programme), Community Engagement and Advocacy, and Research and Training.

These workstrands are designed to respond to identified needs and challenges experienced by refugee background communities, including: experience of trauma and mental health needs; immigration issues experienced by non-quota refugees; navigating the New Zealand cultural context and systems; racism and exclusion; inequity of access to services; a lack of adequate and culturally appropriate services; low investment in bespoke services for refugee-background communities; language and literacy barriers; issues with access to housing, education, health care, employment and other community services; and social isolation.

The impact of COVID-19 on refugee background communities has been significant, amplifying issues including access to resources such as food and housing, social isolation and mental health challenges. Border closures created significant challenges for RASNZ; as did continuing to reach communities effectively through language and literacy barriers and a lack of digital literacy and

access. RASNZ demonstrated a high degree of flexibility and adaptability in navigating this environment, continuing to provide support to people via phone calls, online programmes, social media channels and information distributed in multiple languages.

Scale and reach

RASNZ staff and clients represent over 40 ethnicities. The RASNZ Community Team has a total of just 6.525 full time equivalent paid roles, including many part time roles. This reflects the need to have multiple people with diverse cultural and language skills to work with diverse refugee background communities; as well as RASNZ's desire to train people with refugee backgrounds to do this work.

Staff and clients represent 40+ ethnicities	6.525 FTE Community Team staff (1 FTE = 40 hours per week)	5,000+ volunteer hours per annum by Cross Cultural Facilitators
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The Community Team has delivered a significant amount of activity with this limited level of resourcing, including: programmes, workshops, one-to-one support, group support, clinical and other referrals, events, school engagement, youth forums, training sessions, social media engagement, research projects and publications, translation and cultural support, and advocacy campaigns.

Between 2018-20, the reach of this work has seen support provided to over 1,800 refugee background families, positive engagement with over 3,000 non-refugee background children and adults, training delivered to over 2,500 people working with former refugees, and rapidly increasing social media engagement.

Delivery reach 2018-2020

750+ children and young people supported	1,000+ family participants	80-130 Community Empowerment Group participants	32 families completed Computers in Homes programme
3,000+ children and adults from non-refugee backgrounds engaged	2,500+ training session participants	1.4 million "Kiwis Welcome" video views on social media	8,000+ social media followers (increase of up to 4,000 in last two years)

Overall contribution to outcomes

A rubric was developed by the assessors to determine the extent to which there is observable evidence about each workstrand's contribution to RASNZ's six external outcomes, which are that people from refugee backgrounds in Aotearoa: feel safe and supported; are self-determining; heal and experience wellbeing; feel welcome, included and connected; access opportunities equitably; and are empowered by fairer and more inclusive systems, policies and communities.

The rubric outlines criteria by which each workstrand was assessed.

Significant contribution to outcomes	Strong contribution to outcomes	Some/emerging contribution to outcomes	No/minor contribution to outcomes
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The table below summarises the assessment of each workstrand against RASNZ's outcomes. Where evidence of benefit was visible across multiple sources of evidence, and numerous clear examples of benefit could be linked to four or more outcomes, an assessment of 'significant contribution' was found. Where evidence of benefit was visible across three or more sources of evidence, and examples of benefit could be linked to three or more outcomes, an assessment of 'strong contribution' was found.

Overall, there is evidence that RASNZ's Community workstrands make a **strong to significant contribution** to RASNZ's intended outcomes. The Research and Training workstrand is newer and doesn't formally track its impact, so evidence of impact is still emerging; however, there are strong signs of potential for growing impact as this work develops.

RASNZ faces a range of evaluative challenges - particularly in relation to gathering direct feedback from clients due to language, literacy and cultural considerations, as well as issues with privacy and confidentiality. RASNZ has put significant effort into developing appropriate evaluation tools and gathering evidence from a diverse range of sources to address this issue; and work is ongoing to strengthen the quality of direct feedback that is collected from clients/participants.

Overall assessment	Feel safe and supported	Feel welcome, included and connected	Are self-determining	Heal and experience wellbeing	Access opportunities equitably	Empowered by fairer and more inclusive systems, policies, communities
Youth: Significant	●	●	●		●	
Family Services: Significant	●	●	●	●		
Cross- Cultural Facilitation*: Significant	●	●		●	●	
Advocacy & engagement: Strong	●	●				●
Research and training: Some/emerging	●					●

*Includes individual and family support, Community Empowerment Groups, Computers in Homes and projects

Community Team strengths

“RAS has people from refugee backgrounds in key roles. That is role modelling, providing pathways to employment opportunities and it really shows that they have the lived experience in the workforce. That is really powerful – you don’t want an agency to not have that. RAS does it really well in the Community Team particularly. It sends the right signal.” - External stakeholder

This evaluation identified these key strengths of RASNZ’s Community Team and work:

- RASNZ’s **diverse workforce** is seen as a key strength of the organisation and of the RASNZ Community Team. Deliberate growth in staff representation across different cultural groups, ethnic groups and languages, and staff with lived experience of the refugee resettlement journey is seen as making RASNZ more relatable, better able to understand needs, and more responsive to their communities. This enables RASNZ to provide cultural and other expertise to mainstream organisations that they work alongside. RASNZ is seen as a role model in providing employment pathways to people from refugee backgrounds.
- RASNZ is the only mental health provider focused on meeting the specific needs of refugee-background communities in New Zealand. Through the Community Team’s work, RASNZ is seen as being **holistic** - able to support and address the many factors that influence wellbeing, including mental health, social connection and getting basic needs met (housing, food, income, education, health).
- RASNZ is seen as a **highly responsive** organisation that is proactively looking to meet the long-term needs of the communities it serves, whilst responding to emerging needs and priorities as they arise. Critical elements of RASNZ’s perceived responsiveness are the organisation’s relationships with and accessibility to external referring agencies, their ability to work with anyone from refugee backgrounds, the client-led approach taken by the Community Team, and the ability to adapt to changing needs during COVID-19.

Priorities for development

The current reach, scope and achievements of the very small Community Team are remarkable. Members of the team frequently go above and beyond in their roles in hours worked, being contacted after hours, and doing what it takes to support people. Setting boundaries, navigating complexity and avoiding burnout are ongoing issues that RASNZ will need to navigate.

Feedback from participants, staff and external stakeholders identified areas where RASNZ could strengthen its practice and respond to opportunities/gaps. Specific ideas for ongoing development related to each Community workstrand were also provided. Overall priorities for development are summarised below:

- Securing **sustainable resourcing to grow the capacity of the Community Team** was seen as a high priority. This includes expanding the Youth Service, training and employing more people with lived experience, more one to one family support, and creating more sustainable part-time and full-time hours for existing staff (Family and Cross-Cultural Facilitators) to increase their capacity to act as vital family and community support navigators.

“More Cross-Cultural Facilitator hours would be impactful – the hours don’t reflect the work they actually do in any way.” - RASNZ staff interview

- The blended community/clinical model of RASNZ is a key strength. A 2017 strategic review recommended **closer working between the Clinical and Community Teams**, to get the best from both in service of clients. There are ongoing opportunities to further develop this, including: tracking and actively increasing cross-team referrals; closer collaboration and co-case management; integrating Cross-Cultural Facilitators into clinical work more intentionally to provide client support in that space; and development of youth-specific social work and mental health support within the Youth Service.

“At times the Clinical and Community Teams are not as seamless as they could be [...] it can feel a little bit separated at times. The important thing is making sure the families have a joined-up experience.” - External stakeholder

Other areas for development include:

- Strengthening the visibility of the Cross Cultural Facilitators work within and outside RASNZ (and growing resourcing for additional capacity)
- Expanding the scope of the Family Team activities beyond the Triple P programme delivery
- Building online engagement, especially with young people and families
- Gaining regular authentic feedback and collecting data in a more structured and systematic way
- Cultivating advocacy efforts, particularly through humanising narratives and use of a media-confident spokesperson for RASNZ
- Continuing to work collaboratively with other refugee sector organisations to address gaps, influence policy and resourcing and meet the needs of refugee background communities in joined-up ways.

1. Introduction

“RASNZ is in the unique position of being the only independent specialist mental health and wellbeing service for people from refugee backgrounds in New Zealand” (RASNZ Annual Report 2018).

Refugees as Survivors New Zealand (RASNZ) offers mental health and social support for all people from refugee¹ backgrounds living in Aotearoa. This includes people admitted under the refugee quota and family reunification systems, asylum seekers and people granted asylum status (convention refugees), and resettled people from refugee backgrounds.

The strategic objectives of RASNZ are (2020 RASNZ Annual Report):

- To provide specialist mental health support for all quota refugees at Mangere Refugee Resettlement Centre
- To provide specialist mental health and community support for people from a refugee background in Auckland
- To provide training and consultation nationally
- To advocate for refugee rights.

RASNZ was established in 1995 as a charitable trust². It operates a blended clinical and community model, which combines clinical mental health services with a community support team, many of whom have refugee backgrounds. Clinical services are funded by the Ministry of Health, and the community work is mainly funded by philanthropic organisations and donations (the Ministry of Health funds health promotion aspects of this work)³.

Core features of RASNZ are that it provides (RASNZ December 2020):

- Culture and language matched support (as far as possible)
- Support from people with lived experience of New Zealand’s refugee system
- Mental health support, in combination with other social supports, such as Community Empowerment Groups and youth services
- Outreach services, such as cultural, family and youth support, which are active in communities and can link people to clinical services when required
- Support to address the social determinants of mental health for refugee populations (such as housing, employment, language support, family reunification) and to remove barriers to access.

¹ For a short history of refugees in New Zealand and of RASNZ, see RASNZ, 2020, 25 Years of Refugee Health and Wellbeing, available by contacting <https://rasnz.co.nz/contact/>. RASNZ celebrated its 25th anniversary in 2020.

² See [About Us | RASNZ](#) for more about RASNZ.

³ In 2020, RASNZ had 18 funding partners and 1,400 registered donors (Annual Report 2020 p15).

2. Purpose

This report evaluates RASNZ's community support (its non-clinical work), which has five connected workstrands: Youth, Family Services, Cross-Cultural Facilitation (including Community Empowerment Groups), Community Engagement and Advocacy, and Research and Training.

The purpose of the evaluation is to demonstrate:

- The community needs and priorities that RASNZ's community support responds to
- Each workstrand's purpose, target group, reach and scale
- Activities, highlights and outcomes – for each workstrand and overall
- Level of contribution of this community work to RASNZ's intended outcomes (see below)
- Strengths and challenges

The report concludes with priority development opportunities for RASNZ based on findings.

3. Method

Late in 2019, RASNZ developed an 'Impact Map' identifying seven outcomes it aims to achieve through its clinical and community-based support (see Appendix One). These are that people from refugee backgrounds in Aotearoa:

- Feel safe and supported
- Are self-determining
- Experience healing and wellbeing
- Feel welcome, included and connected
- Access opportunities equitably
- Are empowered by fairer and more inclusive systems, policies and communities
- Feel supported by a sustainable RASNZ.

The first six of these outcomes provide the frame for this evaluation to assess the impact of RASNZ's community support (the last is internally focused on RASNZ sustainability). We explore whether, how and the extent to which RASNZ's community work contributes to these outcomes, during the last three years 2018 to 2020. Note that the evaluation focus is on typical workstrand delivery (non-Covid-19 disrupted), with Covid-19 related issues captured throughout.

The data and evidence informing this evaluation report come from two sources.

1. Document review

A review of RASNZ documentation on its services and programmes, including funding applications and reporting, contract reporting, self-assessment, presentations, feedback from programme participants, online material including webinars and YouTube content,

communications about their programmes, research undertaken by RASNZ and monitoring data on who is accessing their programmes and what for. Over 60 separate documents and online information sources were analysed for outcomes and learning (see references in Appendix Two for many of these).

2. Interviews and focus groups:

Eleven individual and four focus group interviews were undertaken with diverse RASNZ partners, RASNZ teams, individual staff members and a group of 12 young people who take part in RASNZ youth activity. See Appendix Three for a list of those interviewed.

Data strengths and limitations

RASNZ produces high quality research evidence on refugee background community needs and issues (see next section), and clear information on what it provides, to whom and how.

RASNZ acknowledges the difficulty in gaining robust feedback from the people it supports. Aside from a youth focus group, feedback from RASNZ clients in this report comes from existing RASNZ documentation, including programme and video feedback. A central challenge is finding feedback processes and tools that work well across the diverse cultural, language and literacy needs of participants; as well as managing confidentiality and informed consent. Cultural considerations mean that RASNZ participants appear less likely to provide constructive criticism or negative feedback, making it trickier to identify areas for improvement.

Data collected by RASNZ is mainly output focused (such as number and type of activities) or learning focused through team reflections, rather than outcome focused. However, an impact framework was developed with the RASNZ Community Team in 2021, to support robust data and information gathering, regular feedback from clients and an outcome focus.

For all quotes with *, names have been changed to protect identities. Where names are given in quotes without *, the quotes have been used in the public domain before.

4. Refugee Background Communities - Needs and Priorities

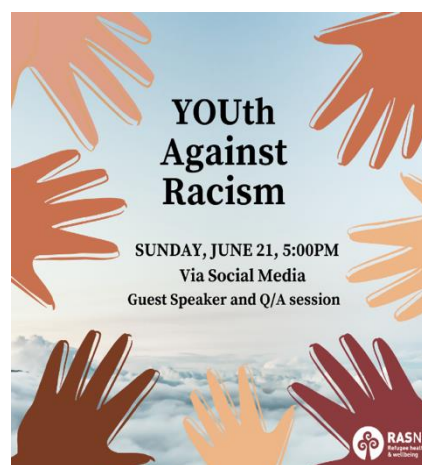
“New Zealand welcomes refugees in theory. But do we welcome them in practice?” (Closing question, Walking in Two Worlds Youth Forum 2017).

In December 2020, RASNZ released a report called *The RASNZ Refugee Resettlement and Support Services in the Auckland Region: A Study in the Era of COVID 19*⁴. This study affirms other research (Marlowe, J., 2021; Catapult Consulting, 2020; Bloom and Udahemuka, 2014; Mahoney et al., 2017) citing a high needs, lowly resourced and inadequate response picture for refugee background communities nationally.

⁴ Accessible at <https://rasnz.co.nz/wp-content/uploads/2020/11/RASNZ-Refugee-Resettlement-and-Support-Services-in-Auckland-2020-full-report.pdf>.

Multiple barriers, racism and inequity

The December 2020 study describes multiple systemic barriers in New Zealand to people from refugee backgrounds receiving adequate and equitable support in health, housing, income support, education and social services. Access to services is further limited by language and literacy barriers; the erratic use of professional interpreters; digital exclusion and a lack of cross-cultural competency in services. There is a failure to recognise people from refugee backgrounds as an equity group and to provide additional resources accordingly. People arriving through family reunification refugee pathways, people seeking asylum and Convention refugees have least equity of access to resources and services.



Mainstream responses and capability inadequate

Understanding of the unique needs of families from refugee backgrounds in public policies was found to be limited, leading to low investment in mainstream programmes to improve their health, mental health, housing, education and socio-economic outcomes.

Mainstream responses to former refugee communities were found to be marginal and haphazard. There is a lack of capacity and capability in services to meet the complex needs associated with the impact of refugee experiences and adjustment to New Zealand society. Government services have shifted many support services online and families without access to the internet and devices are limited in their ability to access the income, housing and social supports they are entitled to.

The report includes a stocktake of former refugee services and supports available. This shows that former refugees are largely dependent on a few refugee resettlement and ethnic community organisations, and under-resourced NGOs. These organisations face a competitive funding environment and political and community dynamics linked to stigmatisation of refugees and asylum seekers. In particular, a shortfall is noted between unmet mental health needs in refugee populations in the Auckland region, and the amount of funding received for primary and community-based early intervention programmes.

Refugee background community needs are increasing and amplified with COVID-19

“COVID-19 has put additional stress and pressure on already vulnerable communities. Mental health referrals to RASNZ have doubled since lockdown and with continuing border closures, unemployment, financial issues and fears for the safety of family overseas, there will be a continuing pattern of high demand for mental health services for the foreseeable future” (RASNZ, December 2020).

The report notes that ethnic populations from refugee backgrounds are growing in New Zealand, especially in Auckland, and that patterns of hardship for these communities are exacerbated with COVID-19. The prevalence of mental health issues in response to COVID-19 is expected to rise in the general population, with refugee populations considered particularly vulnerable and at risk.

An increased need for emotional, mental health and cross-cultural support relating to COVID-19 has been reported via RASNZ's Community Team (Cross-Cultural Facilitators). Issues include the ability to access work and income support online, parenting and, relationship issues. Some families reported feeling powerless and guilty about what is happening in their home countries within their extended families, linked to the pandemic (RASNZ Ministry of Health Report, January 2021).

Youth identified needs

RASNZ has organised and hosted an annual Youth Forum since 2017, with an average of 20 participants per year aged 16-24 with lived experience of the New Zealand refugee system. Participants identified five key issue areas and associated support required:

Education: scholarship support, lower thresholds to tertiary education to reflect language issues and family commitments⁵, cultural competency training for educators, education process explained, exams and resources offered in different languages and tailored ESOL provision (currently one size fits all, with all ages, abilities etc. in one class).

Health care: practitioner cultural competency/racism, access to interpreters, longer appointments, gender specific care, mental health system identifying issues but not offering solutions.

"We relate with many Māori and Pasifika people, in that we often leave GP appointments feeling rushed and unheard" (Media Release on Walking in Two Worlds Youth Forum 2017).

Employment: recognition of existing skills and qualifications, employer racism, intolerance and perceptions, unable to get interviews due to stigma around names and language barriers.

Social services: access to safe, suitable housing, practitioner cultural competency, large caseloads and lack of time, lack of advocates to explain processes, being unaware of complaint processes.

Community/social interaction: culturally appropriate events, fees and transport to attend (and transport generally), promotion of events to refugee background communities.

The main challenges are:

1. Lack of adequate information for people from refugee backgrounds and a lack of understanding of New Zealand systems and processes
2. Limited resources and funding to support people from refugee backgrounds
3. Lack of training for professionals on cultural awareness, competence and global issues.

Ways forward

To respond more effectively and equitably to this diverse community, RASNZ's December 2020 report identifies the need for:

- Navigator roles to walk alongside people with refugee backgrounds, to help them access appropriate services and support
- Language-matched health and social service practitioners
- Access to free interpreting services

⁵ For example, some children and young people act as interpreters for the adults in their family.

- Cross-culturally competent and trauma-informed organisations and practitioners.

It also recommends that the New Zealand Refugee Resettlement Strategy framework is aligned to the work programmes of the Ministries of Health, Education, Social Development, Housing and Urban Development, to improve health, education, and socioeconomic outcomes for refugee background populations. Policy changes and increased resourcing of the refugee sector is also needed.

5. Overview of RASNZ Community Workstrands

“The Community Team enables engagement of people who don’t require specialist mental health support but require more psycho-social support or connection. That is a big group of people who need to be engaged in the community. It can also identify people who may need more specialist support [from the RASNZ Clinical Team].” - RASNZ staff interview

The work undertaken by RASNZ’s Community Team is interconnected and of equal importance. For example, children and young people often access RASNZ youth support via RASNZ’s work with parents and families; advocacy vehicles are needed to share the voices and messages of former refugees to inform policy and structural change; community engagement is needed to support social connection and inclusion and open up opportunities for former refugees; research provides evidence of needs and issues and guides strategy and approach; and Community Empowerment Groups connect and enable former refugees.

RASNZ staff and clients represent over 40 ethnicities. The RASNZ Community Team has a total of just 6.525 full time equivalent paid roles, including 1 FTE for Community Team management and many part time roles. This reflects the need to have multiple people with diverse cultural and language skills to work with diverse refugee background communities; as well as RASNZ’s desire to train people with refugee backgrounds to do this work. Of these 6.525 FTE, around half have refugee background lived experience, and two others are migrants.

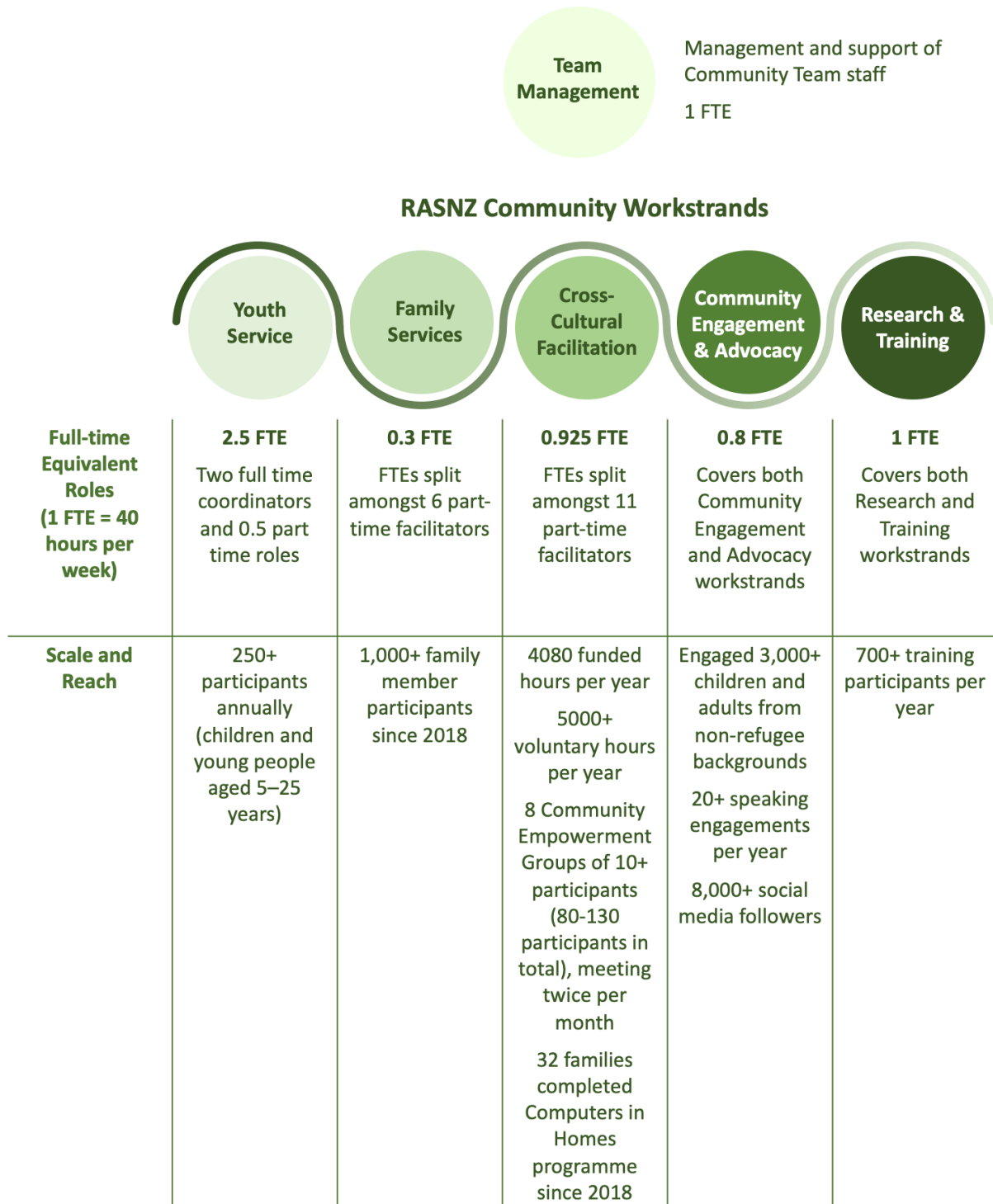
Many in the team contribute additional voluntary hours, especially the Cross-Cultural Facilitators, who may be contacted at any time of the day or night by community members. The small size of the team and RASNZ’s commitment to employing and involving people with lived experience of the New Zealand refugee system, is important context for this evaluation.

RASNZ’s community work occurs directly with refugee background communities, the agencies and sectors around them, the wider community and government. Mutual referral occurs between the Clinical and Community Teams of RASNZ, and between RASNZ and many other organisations. In a 2021 funding application to Foundation North, the RASNZ Community Team identified 29 strategic partnerships it has developed to support refugee background communities. These include:

- Sports and arts organisations
- Government agencies
- Health and social services
- Groups working to destigmatise and combat racism
- Tertiary education institutions
- Youth organisations

- English language providers.

The reach and scale of each community workstrand of RASNZ is indicated in the diagram below. Across these workstrands, RASNZ works with around 1,400 clients annually, including at least 250 children and young people⁶.



⁶ RASNZ website, see [About Us](#) | [RASNZ](#). This includes all of RASNZ's clinical and community-based services.

6. COVID-19 RASNZ Response

“Many families are scared and there are many phone calls to the Cross-Cultural Facilitators for information and reassurance about family safety and protection from COVID 19.” - RASNZ Cross-Cultural Facilitator

COVID-19 needs and challenges for refugee background communities

In late 2020, RASNZ provided a detailed report for Foundation North on how its communities had been affected by COVID-19 and how its community services had adapted to this.

“COVID-19 brings new challenges for families from refugee backgrounds. Families pre-COVID-19 are overrepresented in poor health and social statistics in New Zealand (O’Connor, 2014; Perumal, 2010, Searle et al., 2012) and since COVID-19 social needs have ballooned. Post COVID-19, family and community coping skills are being challenged with high unemployment, overcrowded housing, the effects of digital exclusion on the young, the poor and older people, fear and anxiety for family overseas, and access barriers to timely health, social and income support services” (RASNZ December 2020, p3).

Single women with children and older people without family support were reliant on RASNZ’s Cross-Cultural Facilitators for contact and food support during lockdown (RASNZ December 2020, p17). In some cases, family members were referred to the RASNZ Clinical Team for mental health care (RASNZ December 2020, p15).

“We have seen a significant increase in referrals to our Community Clinical Team. Many of our clients have experienced increased anxiety, trauma related memories and symptoms triggered by lockdown, fears for family and loved ones overseas and concerns about the erosion of human rights in their home countries. Ongoing hardship and increased marginalisation have contributed to the need for intensive social work support” (CEO, 2020 RASNZ Annual Report, p6).

RASNZ COVID-19 response plan

RASNZ’s COVID-19 response plan prioritised immediate social needs including income support, food support and housing.

“Throughout lockdown RASNZ provided psychosocial support, high and complex needs case management and in-kind assistance to help former refugee families meet basic needs, such as food, housing and income support. The COVID-19 support programme included needs assessments, interpreting services, youth programmes, support through the RASNZ 0800 phone line, and a COVID-19 communication and information campaign for ethnic communities through social media platforms: Viber, Instagram, Facebook and WhatsApp” (RASNZ December 2020, p3).

Delivery modes also moved online during lockdowns.

“Community workers now deliver a mix of both new (e.g. translated COVID 19 information for communities; online youth psycho-social support programmes), and existing services (e.g. counselling, social work and parenting support) suggesting that the organisation is agile and adapts to changing circumstances with flexibility and resilience” (RASNZ December 2020, p3).

The RASNZ Community Team co-designed a COVID-19 communication strategy and mental health and wellbeing campaign that was culturally and linguistically appropriate and accessible for communities from refugee backgrounds. Its purpose was to reduce anxiety by providing translated information on social media platforms such as Viber, WhatsApp, YouTube and Instagram; reframe lockdown as a learning opportunity; i.e. a chance to use the free online resources available through public libraries, computers in homes and other sites to learn new skills, to study on-line and to use new apps; and maintaining household routines such as meal times, study times and bedtimes.

Cross-Cultural and Family Services Facilitators provided “social work-like community support” (Catapult, 2020, p.23) during lockdown. This was essential to families who had no access to devices and the internet and who are non-English speaking. Roles were to advocate, communicate, navigate and connect people to the support they need, such as food banks and Work and Income benefits.

Where possible, Cross-Cultural and Family Services Facilitators taught families to apply online for WINZ benefits, or over the phone. Many families needing food support were assisted to access a green card, which provided \$150 for a family of four. They provided regular “welfare checks” by phone throughout lockdown, keeping families well-informed on what was happening at the various levels, in their own languages.

“RASNZ wanted to support parents with kids during lockdown. They were always in contact with families – they’d have one-to-ones on the phone, they were the lifeline to some parents. I’ve seen some of the texts. They rolled up their sleeves. That would have been really hard for them as a group of facilitators. They don’t have a lot of options for how to keep connected – lockdown would have been a big thing for them to navigate.” - External stakeholder

Other support for parents included: how to address children’s worry about the virus; managing when tensions arose at home; managing when young people did not want to stay at home; enjoying the family time; keeping safe in family situations that are not safe; managing issues to do with alcohol and drug consumption; dealing with illness in those far away and finding ways to keep connected; activities such as walking and biking; maintaining family bubbles when family want to visit; dealing with the death of loved ones and not being able to attend the funeral; and supporting children with home-learning, while schools were closed.

During lockdown, when the youth team moved youth services online, there was increased interest from young people in other resettlement centres to connect.

“Youth who I have not seen in a while have connected with RAS youth online. Youth who live in Hamilton and Christchurch are also engaging in our online services.” - RASNZ Youth Services Coordinator

Lockdown also gave an opportunity to explore other ways of networking with young people from refugee backgrounds, with new discoveries about their preferences for connecting through social media, which are being continued at level 1:

“[We are] engaging more with social media through our accounts on Facebook, Instagram and TikTok [and] reaching those across Auckland who otherwise would not be able to come to our programmes due to transportation issues. [We have continued] the development of our daily challenges online, putting up a daily challenge for youth to engage in each day.” - RASNZ Youth Services Coordinator

7. RASNZ Community Workstrands - Evaluation

The sections below provide a summary of each RASNZ Community Team workstrand, including:

- Purpose and key objectives
- Priority needs that are being addressed
- Key RASNZ activities
- A data picture of scale and reach of these activities
- Highlights and achievements
- Evidence of contribution to RASNZ's intended outcomes, and an assessment of the level of this contribution, based on the evidence reviewed.

Assessment rubric

A rubric was developed by the assessors to determine the extent to which there is observable evidence about each workstrand's contribution to RASNZ's six external outcomes, which are that people from refugee backgrounds in Aotearoa:

- Feel safe and supported
- Are self-determining
- Heal and experience wellbeing
- Feel welcome, included and connected
- Access opportunities equitably
- Are empowered by fairer and more inclusive systems, policies and communities.

The rubric outlines criteria by which each workstrand was assessed:

Significant contribution to outcomes	Strong contribution to outcomes	Some/emerging contribution to outcomes	No/minor contribution to outcomes
<p>Benefits experienced by RASNZ clients are clearly identifiable across multiple sources of evidence</p> <p>Numerous tangible examples of benefit can be cited</p> <p>Benefits have been clearly linked by informants to four or more RASNZ outcome areas</p> <p>Benefits have been clearly linked by informants to client participation in RASNZ support activities</p>	<p>Benefits experienced by RASNZ clients are clearly identifiable in at least three sources of evidence</p> <p>Benefits can be linked by assessors to three or more RASNZ outcome areas</p> <p>Benefits can be linked by assessors to RASNZ support activities</p>	<p>Descriptions of benefit can be identified from at least two sources of evidence</p> <p>Benefits to two or more RASNZ outcome areas can be inferred</p>	<p>No or limited identifiable descriptions or examples of benefit in relation to any RASNZ outcome area</p> <p>Benefits to one or more RASNZ outcome areas can be inferred</p>

7.1 Youth Service

[i] Objectives

RASNZ Youth was created in 2010 in response to requests from refugee background communities (RASNZ 2020, 25 Years). This small team supports refugee background children and young people to connect, engage in activities to support confidence and belonging, and be empowered through new skills, opportunities and knowledge. The team also collaborates with others on these aims.

RASNZ Youth Team's vision is that all young people aged 5-25 years from refugee backgrounds develop the confidence to be their own person, build relationships based on respect and contribute to an inclusive society, where all individuals are valued. Young people are referred to the team from a wide range of sources, including the RASNZ Clinical Team. RASNZ listens to what youth want, and if RASNZ can't provide it they will try to refer to others who can.



[ii] Needs

In late 2019, RASNZ did a scoping exercise to explore the value, impact and reach of its youth activities in Auckland. This surfaced issues facing these young people, which include:

- Intergenerational conflict
- Family expectations
- Cultural expectations
- Lack of role models, including male role models in single parent families
- Lack of opportunities
- Lack of communication within the refugee sector
- Youth “walking in two worlds” (their home culture and New Zealand culture)
- Racism and unconscious bias from communities and individuals.

Other needs that RASNZ's Youth Service seeks to address include: supporting young people to navigate through the youth justice system; marginalised single mothers; English language barriers; issues at school; barriers to making friends; gaps in access to safe, positive youth activities outside of school, holiday programmes and sports programmes, particularly for children under 12-years; a lack of employment support for young people into employment; and a lack of access to transport.

For many young people, needs are related to intergenerational family issues and social isolation, sometimes linked to past trauma. Cultural taboos, stigma and shame around mental health issues for young people, plus a sense that they are letting their families down if they are unwell or not achieving are also issues:

“My parents did so much, and gave up so much, so that we could come here. But I feel like I am not living up to that. I cannot stress this enough; no matter how beautiful a place is, you cannot enjoy it if you’re suffering” (Youth Forum participant 2017).

[iii] Key activities

The RASNZ Youth Team offers young people from refugee backgrounds community-based social and sporting activities. The Youth Service is based at the RASNZ Youth Centre on Dominion Road in Mt Roskill, and runs activities from there and off-site, including schools, sports fields and community spaces such as the Roskill Youth Zone.

Prior to the COVID-19 lockdown, the Youth Team engaged face to face, assessing needs and matching these to the activities offered. During lockdown, the Youth Team found ways to keep young people connected remotely; although many families did not have devices or internet connection (RASNZ December, 2020, p20).

Key activities delivered by the Youth Team include:

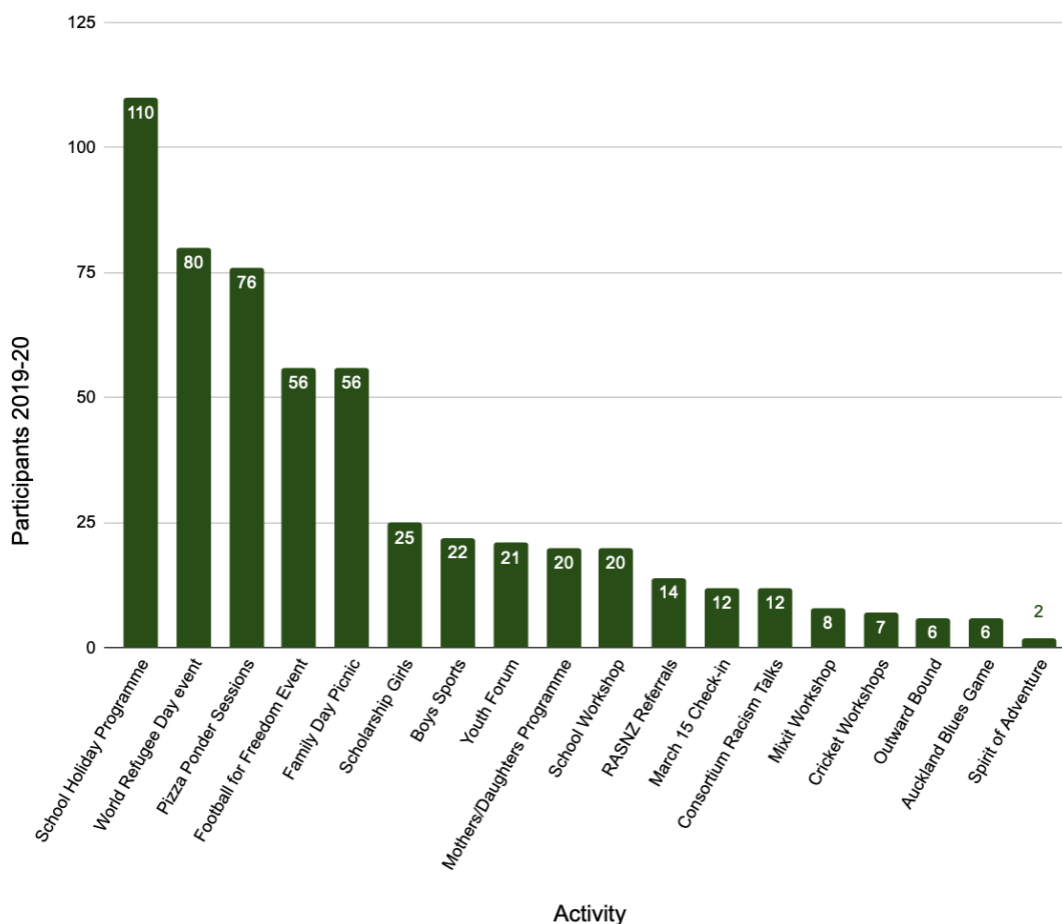
- **Free school holiday programmes** for children and teens (mostly aged 6-12 years)
- **Pizza Ponder Club** – fortnightly psychosocial group for 12-18 years, providing a safe space to talk with others who understand and empathise, foster communication, develop confidence and make friends
- **Weekly boys and girls sports programmes** for children and young people aged 12-18 years, with RASNZ Youth sports teams winning local and national competitions in cricket, martial arts and soccer, as well as fair play awards
- **An annual Youth Leadership Forum**, attended by around 20 young people aged 16-24 from varied former refugee backgrounds
- **Family events** – including Family Day twice a year and mother/daughter, father/son, and Christmas events
- **One-to-one support** to at-risk youth from refugee backgrounds, including helping people access mental health services, advocating for students to gain the support they need within the education system or supporting young people and their families to navigate intergenerational conflict
- **University preparation and mentoring support** for University students, including a managed social media group
- **‘Study buddies’** and mentors for high school students from refugee backgrounds (20 a year – RYAN Report to Office of Ethnic Communities)
- **Sir Robert Jones Scholarship** awarded annually to 15 young women from refugee backgrounds, to cover tertiary tuition fees through to graduation, including support for young women to apply for the scholarship and connections to mentors
- **Paid and volunteer internships and leadership roles** with RASNZ - including the Connected Communities Youth Internship Programme
- **Transportation** to RASNZ Youth Service activities by volunteers, to increase accessibility
- **Parent volunteering** at events and holiday programmes.

[iv] Data picture

The RASNZ Youth Service works with 250+ children and young people from refugee backgrounds annually, aged 5-25 years. These young people live across Auckland, with large cohorts in Mt Roskill, Mangere/Manurewa and Kelston/Henderson. The RASNZ Youth Team has five part time youth leaders (0.5 FTE), all from refugee backgrounds and two full time Youth Coordinators from migrant backgrounds (all paid positions). The table and graph below provide a summary of participants and activities delivered between 2018–2020 by the Youth Team.

Year	People aged 5-25 supported	Ethnicities	Sports sessions	School holiday programmes	Annual Youth Forum participants
2018	250+	15	5 sports teams	4 (one per term)	60 (two forums)
2019	250+	22	40 sports sessions	4 (one per term)	21
2020	250+	11	40 sports sessions	4 (one per term)	18

RASNZ Youth Participants 2019-20 by Activity



[v] Highlights 2018-2020

2018 highlights

- The RASNZ Youth Team organised and facilitated 2 youth leadership forums. These multi-day initiatives brought a total of 60 young people together for workshops and presentations aimed at developing leadership and communication skills.
- A partnership with the New Zealand Olympics Team saw more than 250 children participate in a World Refugee Day sporting event.
- Fortnightly “Ponder Club” sessions provided a safe space for teenagers to gather and discuss topical issues ranging from free speech to emotional self-care.
- RASNZ Youth launched its first girls’ football team, which rapidly grew from 4 to 30 regular members. This is in addition to existing boys’ football, martial arts, cricket and volleyball teams.

- The team directly supported 8 young people participating in the Duke of Edinburgh's International Award and collaborated with Outward Bound to provide scholarships for 2 young people participating in a 3-week programme at Anakiwa.

2019 highlights

- RASNZ's fourth Youth Leadership Forum, at an outdoor adventure camp, was co-designed by youth around the theme of 'Discovery', and was attended by 21 young people.
- Several young people received scholarships to attend the Aotearoa Youth Declaration Conference, Outward Bound and a place on the Spirit of Adventure.
- Auckland-based organisations that provide youth services established a Youth Consortium to encourage collaboration and reduce duplication. An important focus has been providing resources for young people to stand up to racism and discrimination.

2020 highlights

- Three new youth leaders were welcomed onto the RASNZ Youth Team.
- The fifth RASNZ Youth Leadership Forum in Ohakune was attended by 18 young people.
- RASNZ reached a record number of young people online during the COVID-19 lockdown - with over 10,000 social media posts in a single month by Facebook users (7,714) and Instagram users (3,579)
- The RASNZ Youth Team and young participants took part in 'Courageous Conversations' about lived experience of race and racism

"Following the courageous conversation workshop, one of the young people who attended disclosed to me her experience of racism and that she wanted to become a police officer to help more people in her community" (RASNZ Youth Team report)

- A three-month youth co-design approach to creating the Youth and Racism Webinar in 2020
- RASNZ youth interns co-designed an anti-racism advocacy project featuring a young person's story via an animated video "Tamil's Story", see <https://youtu.be/S2ql5AziQo8>
- Engagement with 65 active scholars around Aotearoa at 11 tertiary institutions (six undertaking postgraduate studies; 21 scholars will complete undergraduate study in 2021; 30 volunteer mentors) – supporting these young people to do their CV, apply for jobs, navigate university, and connect with peer mentors and tutors
- A record number of 56 children aged 6-12 years attending a RASNZ school holiday programme in July 2020.
- A webinar training for new youth mentors was developed and delivered during COVID-19 lockdown.
- Working with other services, groups and agencies on referrals to and from RASNZ to support children and young people – including mediating between schools and refugee-background families, and advocating on behalf of young people, for example to access social services support.

"Having one of our referrals from the Clinical Team attend who has previously not wanted to leave his house. After a lot of encouragement and relationship building

one on one, he has attended our last 3 soccer programmes” (RASNZ Youth Team report)

[vi] Contribution to outcomes

Feel safe and supported

Youth focus group participants stated that RASNZ offers an open, supportive and judgement-free environment, and that they value the Youth Team staff and the quality of activities that they offer.

“We can share our opinions and not get criticised, we can be open about our feelings.”

“The great atmosphere created by the leaders and the friendliness of everyone keeps us coming back. It’s good to keep seeing people, making friends.”

“Everyone is supportive, positive, encouraging and friendly in this community.”

Both internal and external interviewees described the Youth Team as a safe space where young people feel seen, valued and supported.

“The Youth Team have agility and creativity; they are responsive and offer personalised contact with people, which contributes to people feeling safe and supported.” - RASNZ staff interview

“The youth programme is fantastic. It has a range of offerings, camps, programmes, sports. [Staff have the] ability to connect to young people and have different conversations, support them to feel safe, heard, be part of a community, be connected to things.” - External stakeholder

Staff observe that building this sense of safety and trust with young people provides “significant reassurance to the parents about trust and safety”, which helps to strengthen RASNZ’s overall relationship with families.

The oversubscription of programmes and consistently high participation rates give strong indications that young people value and feel safe in their engagement with RASNZ Youth.

Feel welcome, connected and included

Youth participants consistently describe RASNZ youth activities as a way to be involved and have fun, make new connections and friends, learn from others, gain confidence and experience a sense of belonging with other young people who have similar experiences to them.

“It was fun, engaging; the best experience of my life.” – Youth Forum 2020 participant

“This is the best day of our lives.” - Holiday programme participant

“[I have gained] a new family.” – Youth Forum 2018 participant

“It helps when you come from a different background and meet people who come from a similar background as you, it gives you a sense of community where you belong.” - Youth focus group participant

“Because of the challenges my family has faced, I never really got to be a teenager. I went straight from childhood to being an adult...Here, I get to be a teenager,

surrounded by other young people who understand me and who I feel completely comfortable with.” - Allya (RASNZ 2020, 25 Years)*

External stakeholders reinforced this with observations that young people feel engaged, included and connected to others in ways that might not be possible without RASNZ’s support.

“The youth engagement gives refugee young people a chance to be included in the way that other Kiwis are.” - External stakeholder

“We refer our clients to the RASNZ youth programme, it’s been really good for them. Their specialist knowledge is excellent. One of our client families had two boys in the RASNZ youth programme. They’ve been really involved and have connected to other young people with similar experiences to them. They have people to talk with and connect with in ways that they clearly can’t at school.” - External stakeholder

RASNZ staff observe that the Youth workstrand supports young people to be more comfortable connecting with their peers, to participate and engage socially with increasing levels of confidence, to feel less isolated and build stronger social connections and networks, and feel more empowered to integrate into school and community environments. This is viewed by staff as having a visible and positive impact on youth mental health.

“[Young people] know they aren’t alone, they build connections, whanaungatanga, relationships.” - RASNZ Youth Team focus group

“[Our biggest impact is] reducing social isolation through programme participation, connecting young people with each other, supporting mental health.” - RASNZ Youth Team focus group

“The youth programmes are a way of making sure the young people are feeling supported, are being monitored around their safety and can link into other activities like MIXIT or school activities. This is an additional support that also benefits the adults that RASNZ engages with.” - RASNZ staff interview

“We had a workshop with Mangere College students – around 20 or so – and they reflected in their feedback that they ‘felt connected, have lots of friends, had fun’.” - RASNZ staff interview

Staff observed that the diversity of youth participants has been steadily increasing and is an indicator that RASNZ is reaching and engaging with the refugee background youth community effectively.

Access opportunities equitably

Youth focus group feedback highlighted that young people feel that they have better access (through free programmes) to activities, can experience new things, gain new skills and challenge themselves in a positive way.

“I understand more now [that there are] things that I may have missed out to learn while growing up.” – Youth Forum 2020 participant

“[This was] engaging, productive, an amazing experience, gets you out of your comfort zone and that you can learn and gain a lot.” – Youth Forum 2020 participant

"I like the free programmes they offer to us because some of us might not be able to afford them." - Youth focus group participant

RASNZ staff gave examples of how they have supported former refugee youth to access opportunities – from accessing free recreational programmes to more tailored support with CV writing and job applications, access to work experience through RASNZ leadership roles and access to tertiary education through the scholarship programme.

"The holiday programmes are important, as families don't have money to pay for programmes, so RASNZ provides social and recreational options that families can't otherwise access." - RASNZ staff interview

"One of our referrals has gotten a job following us supporting him in putting a CV together!" – RASNZ Youth Team report

"My Mother never attended school and I will be the first female in my family to attend University. The [Robert Jones] scholarship is an incredible blessing as it means that I will be able to pursue my tertiary education without constantly worrying about my family's financial issues." – Nida, RASNZ scholarship recipient

Are self-determining

"I think the youth team especially supports young people to be more self-determining." - External stakeholder

Youth Team staff and youth participants both described RASNZ's Youth workstrand as a space where young people felt empowered and could share their ideas and aspirations. Youth activities were described as providing young people with an opportunity to stretch and challenge themselves, to develop key skills, and to practice leadership both informally and formally through RASNZ internships, leadership roles and sometimes as paid RASNZ Youth Workers.

"It is nice to challenge yourself with other people in sport; to get new skills, learn new strategies. It is good to put yourself out there." - Youth focus group participant

"RAS is a platform to share ideas. There are no judgements, we can say what we think, it's a good platform to share our ideas." - Youth focus group participant

"[I like] the benefits of being out there and pushing ourselves out of our comfort zone." - Youth focus group participant

As an example of increased self-determination, staff described a group of young girls who had joined their own local community football club, following participating in a RASNZ football coaching programme delivered in partnership with the New Zealand Football Ferns.

[vii] Assessment

Significant contribution to outcomes

The benefit of RASNZ's Youth workstrand to children and young people - and by association their families - was clearly observable across multiple sources of evidence including:

- Participation data (showing consistent high engagement and reach)

- Direct youth participant feedback – provided in RASNZ reports and further provided by young people via the evaluation focus group
- RASNZ staff observations (Youth Team focus group and internal interviews)
- External stakeholder interviews.

The evidence of benefit could be clearly linked to participation in RASNZ activities, and to at least four of RASNZ's intended outcomes:

- Feel safe and supported
- Feel welcome, included and connected
- Access opportunities equitably
- Are self-determining

The opportunity to collect and review direct feedback from youth participants was a significant factor in obtaining quality evidence about the Youth Service's contribution to RASNZ outcomes. This can be a challenge for other workstrands, where other factors limit client/participant direct feedback, such as language.

7.2 Family Service

[i] Objectives

The RASNZ Family Service works with parents, grandparents and wider whānau from a refugee background, offering parenting discussion groups, wrap around family support and liaison with social and education services.

The Family Service is based on a community empowerment model whereby local facilitators run groups for their own ethnic community. The objectives of RASNZ's work in this space are to empower people from a refugee background to work within their own community (as Triple P parenting programme facilitators), to grow awareness of the New Zealand context and culture of parenting, and support positive parenting within refugee background communities.

[ii] Needs

Many refugee-background parents experience a range of challenges as their families resettle in New Zealand. Parents and children may be navigating trauma and challenges from learning a new language, to finding appropriate housing for the family and settling children into school.

It can be difficult for refugee-background parents to adapt their parenting style and expectations to the New Zealand cultural context. The resettlement journey of children and young people growing up in New Zealand can often look very different to that of their parents, with a foot in 'two worlds'. Children may integrate more quickly through the school environment and develop different cultural worldviews to their parents, which can create tensions.

"It can be really hard for parents to understand the western cultural view of parenting and the programme really helps parents to blend their own cultural views"

with different parenting skills needed for children growing up in NZ.” - RASNZ Triple P Facilitator

“Parenting is an important issue for newer families – there is intergenerational conflict, where parents have language barriers and children here have different ideas about parenting.” - External stakeholder

*“Triple P gives refugee-background families evidence-based and holistic tools to engage with their children. They are able to learn about New Zealand-based styles of parenting which is valuable for parents who haven’t themselves grown up here.”
- External stakeholder*

There can be significant cultural stigmas for parents that prevent them from seeking support. This presents a barrier to organisations like RASNZ seeking to engage with families, and requires carefully built relationships and trust and positive role-modelling.

“The cultural factor can be significant despite our confidentiality reassurances. They struggle to open up about their children’s behaviour. This can be hard to overcome and takes trust.” - RASNZ Family Team focus group

*“Parents often feel reluctant for advice at first. It takes time to support parents to understand the children’s needs, the role of love, nurturing, positive role modelling.”
RASNZ Triple P Facilitator*

The impact of COVID-19 exacerbated these parenting challenges whilst also creating new ones, with issues arising including:

“How to address children’s worry about the virus; managing when tensions arise at home; managing when young people did not want to stay at home; enjoying the family time; keeping safe in family situations that are not safe; managing issues to do with alcohol and drug consumption; dealing with illness in those far away and ways of keeping connected; activities outside the house that take account of physical distancing such as walking and biking; maintaining family bubbles when family want to visit; dealing with the death of loved ones and not being able to attend the funeral; and getting children to do home-learning programmes, while schools were closed” (RASNZ December 2020, p17).

RASNZ has explored online programme delivery but this is complicated by issues to do with language, literacy and computer literacy. Other delivery challenges include access to transport (volunteers sometimes provide transport), finding times to meet that suit busy families, providing childcare for parents with younger children, and establishing trust with the facilitator.

[iii] Key activities

RASNZ Family Services provide a range of supports to parents and families in the Auckland region and in other resettlement centres around New Zealand, with key activities including:

- Triple P Parenting
- Individual parenting interventions
- Wrap-around family advice and support
- Consultation and liaison with mainstream services

Triple P Parenting is an evidence based programme that has been shown to be highly effective in cross-cultural contexts⁷. Triple P is a six-session parenting discussion programme, including an introduction group and graduation session at which participants receive a completion certificate. RASNZ is trained to deliver programmes to parents of children aged 0–12 years and 12+years, from refugee backgrounds. A range of topics are covered over the sessions – such as dealing with aggression, disobedience and bedtime routines. RASNZ adapted the Triple P programme with Triple P founder Matt Saunders from the University of Queensland, for delivery to families from refugee backgrounds.



Triple P has an empowerment model that involves training local community-based whānau facilitators to deliver the programme into their own communities. The training of RASNZ's facilitators is delivered by Fresh Minds (a social enterprise of ProCare) and is funded by the Counties Manukau District Health Board. RASNZ is one of approximately 45 NGOs with facilitators trained to deliver the programme and are the only specialist refugee provider.

Current RASNZ facilitators are Afghan, Burmese, Sri Lankan, Eritrean and Rwandan. Their lived experience of resettlement is identified as a critical element of the programme's success; and RASNZ is noted as being particularly good at retaining facilitators.

"We could never have the same impact [as facilitators with lived experience]. RASNZ facilitators have more complete knowledge about what refugees have experienced; why they are in NZ. We see absolute value in empowering people in the community who have similar experiences to their communities. We would struggle to deliver a programme to a refugee community – we wouldn't have the contacts and couldn't do it without RAS." - External stakeholder

"RAS has really close relationships with their community; the RAS staff have had children and arrived in New Zealand and it makes them relatable to other refugee parents." - External stakeholder

External stakeholders highlighted the quality of RASNZ's Facilitators and their commitment to delivering high quality programmes and support.

"They are a fantastic organisation, they are our best to work with. They take all the help they can, they welcome us in, they know the programme is valuable and they treasure it and do the best with it. They bring the heart to the programme. In my mind RAS are delivering to the hardest population and they manage to do it really successfully. The facilitators are 100% committed to training and to going back and delivering the programme to their community. I can't always say that for other

⁷ See <https://www.triplep-parenting.net.nz/nz-uken/about-triple-p/does-it-work/the-evidence/>; <https://link.springer.com/article/10.1007/s11121-018-0886-5>.

organisations. RASNZ's key difference is they want to give back to their community. It is like a driving force, a personal charter.” - External stakeholder

To support quality programme delivery, RASNZ Facilitators have:

- Developed a glossary of terms appropriate for delivering the programme in different languages
- Redesigned evaluation forms so that they work better for people with English as a second language
- Adapted delivery during COVID-19 by giving wrap-around support and advice over the phone and via messaging apps
- Attended overseas conferences to share their learning and delivery model, as good practice for supporting families from refugee backgrounds.

From 2017-2019 the RASNZ Triple P Programme had funding from the J R McKenzie Trust and was able to deliver in Christchurch, Invercargill and Palmerston North. This funding also allowed one-to-one family support to occur. From 2020, funding is limited to delivery in Auckland only. Two external stakeholders interviewed for this evaluation raised concerns about the sustainability of funding and the level of resourcing available for programme management, reporting and evaluation.

“I want to see them funded properly. They need some longevity.” - External stakeholder

“My only concern is that it should be picked up by mainstream funders and not reliant on philanthropy.” - External stakeholder

Despite this challenging resourcing context, RASNZ remains agile in its approach to delivery to continue offering the programme:

“We have found that some of the barriers to effective delivery can be addressed by problem-solving at a community level (e.g., childcare, transport, refreshments, interpreting, flexibility re scheduling and venue), and that small amounts of discretionary funding can go a long way to achieving solutions” (RASNZ 2018 ProCare Report).

[iv] Data picture

The RASNZ Family Service works with over 1,000 families from refugee backgrounds across New Zealand since 2018. The RASNZ Family Team has six part-time Facilitators, all from refugee backgrounds, and one male facilitator (the RASNZ Cultural Director). The majority of programme participants are women. Ideally both parents and extended family attend sessions, but in some communities mixed group delivery is not appropriate.

The table and graph below provide a summary of Triple P participants and activities delivered between 2018–2020 by the Family Team.

Year	Total Triple P Discussion Groups (nationally)	Discussion group attendees	Different ethnic communities attending Triple P	Triple P new facilitators trained
2018	80	600+	10+	3
2019	37	397	10+	4
2020	33	266	11+	1



[v] Contribution to outcomes

Feel safe and supported

Triple P participants have stated that RASNZ offers a key support structure to refugee background parents.

"This group has helped me understand that all parents have challenges with their kids, I am not alone and my response to my children can make a difference." – Gewa⁸, Triple P participant

Facilitators observe that participation in the programme helps parents – particularly mothers – to feel less isolated and have greater access to a network of support (both peers and facilitators). Programmes are delivered with careful consideration to safety issues such as confidentiality, the participant gender mix, methods that address issues of literacy and language, and use of appropriate venues/environments.

⁸ RASNZ Annual Report 2020 p9.

Are self-determining

There is strong evidence from participants, external stakeholders and staff that the Family Service supports parents and families to be more self-determining. There is a high level of participant satisfaction identifiable in evaluation reports and videos. Participants report positive changes indicative of increased self-determination, including:

- Increased confidence
- Development of positive new skills, tools and techniques to draw from
- Self-led use of new parenting strategies
- Parents have increased ability to problem-solve and set their own goals
- Affirmation of existing cultural knowledge
- More joint decision-making with children and engagement with other family members to support positive parenting.

"I thought the programme was about changing my child, but I found you have to change yourself first as a mother and then things with your child will naturally get better." - Gloria⁹, Triple P participant*

Staff and other external stakeholders describe the Triple P programme as a vehicle for upskilling parents so that they feel in control, can learn from one another and determine as a family their own approach to parenting.

"The parenting programme is not about telling parents what to do but helping them determine their own solutions. The facilitators talk about different levels of managing behaviour, they give advice and help parents to solve problems with their children in ways that the parents feel in control." - External stakeholder

"The parenting programme is something that we always get good feedback on. It shares positive parenting systems and people learn from each other. We work at the group's pace. We get feedback that the programme helps participants feel calm to have our resources close by, and that it is helpful for parents to determine their parenting style." - RASNZ staff interview

Informants further linked the training and employment of refugee-background Facilitators as an important contributor to RASNZ's 'self-determining' outcome area. Facilitators gain a qualification, learn new skills and gain confidence in delivering services. Having trained community leaders upskilled and able to deliver the programme into their own communities was viewed as a key indicator of community self-determination.

"The parenting programme delivery is great and I like the fact they are training the community to deliver it. One of our staff members was also trained to deliver Triple P as part of our programme and she can now also offer it her own Eritrean community." - External stakeholder

"We have been amazed by the enthusiasm with which the programme has been received, and heartened by the fact that in many cases community leaders have asked to be trained so that they can deliver in their own right." - RASNZ report, August 2018

⁹ RASNZ Annual Report 2019 p15.

Feel welcome, included, connected

Staff and external stakeholders described the extent of community engagement that wraps around the core programme delivery model in order to address the specific challenges of delivering parenting support to refugee-background families – breaking down stigmas, building trust by providing food and hospitality, forming relationships with community leaders, making space for children and other family members to participate, and ensuring that families feel welcome and included.

“The way RASNZ runs Triple P is different to other organisations. They make strong links in community first – such as going to a temple, making connections with leaders, getting them on board with what the programme is and how valuable it can be. For the group-based programmes, they have a hui first with food to talk about what the programme involves and to show how valuable it is. They bring in others to talk about their experiences of the programme. People feel welcome and that parenting issues they might be experiencing aren’t a bad thing. They make it inclusive. They have a big celebration at the end with the whole family – they make this something important for families. They give certificates of participation – that was important for RAS and participants. So, they put a lot around the programme to make more of it so people feel connected and welcome.” - External stakeholder

During and after the programme delivery, there is evidence that Facilitators continue to engage with parents to provide advice and ensure that networks of support are built around families.

Heal and experience wellbeing

Participants report improved relationships with children through implementation of strategies such as praising, encouraging, rewarding and not punishing. RASNZ staff observe that this has an important positive impact on reducing family stress and intergenerational conflict; which is particularly significant for refugee background families who are dealing with other challenges associated with resettlement.

“The parenting support is really important because parenting practices are one of the things that can be really different to the norms of a country of origin and can have some big implications for the stressors of resettlement and asylum processes.” - RASNZ staff interview

“The [Triple P] programme has been thoroughly evaluated and feedback shows a significantly greater intergenerational and extended family involvement, an increase in shared parenting as well as calmer family interactions.” - RASNZ Annual Report 2019, p10

“Ideally both parents participate together to get better outcomes – they both learn the strategies and can work together to implement them. Both parents get a lot out of it such as managing stress.” RASNZ Triple P Facilitator

[vi] Assessment

Significant contribution to outcomes

The benefit of RASNZ's Family workstrand to families was clearly identifiable across multiple sources of evidence including:

- Participation data (showing consistent high engagement and reach)
- Direct participant feedback – provided in RASNZ reports
- RASNZ staff observations (Family Team focus group and internal interviews),
- External stakeholder interviews.

The evidence of benefit could be clearly linked to participation in RASNZ activities, and to at least four of RASNZ's intended outcomes:

- Feel safe and supported
- Feel welcome, included and connected
- Are self-determining
- Heal and experience wellbeing

7.3 Cross-Cultural Facilitators and Community Empowerment Groups

[i] Objectives

“The Cross Cultural Facilitators are our eyes and ears, the first point of contact for their groups and a bridge for RASNZ to the community. They keep us informed about the issues and challenges faced in their communities so we can support them and address the issues” (RASNZ Ministry of Health Report January 2021).

Since 2003, RASNZ has trained people from refugee backgrounds to support other people from refugee backgrounds in their communities. Cross-Cultural Facilitators have experienced their own resettlement journeys and have lived in New Zealand long enough to understand the culture, systems and resettlement challenges, and can provide support, navigation and advice to other people and families.

A Cultural Director from a refugee background joined the RASNZ team in 2018, to manage the community-based work of RASNZ and continue to strengthen its holistic, culturally-informed approach.

The Cross-Cultural Facilitators deliver one-to-one support, facilitate programmes and run regular Community Empowerment Groups for different refugee-background communities living in Auckland.

Their tailored one-to-one psycho-social support helps families to navigate challenges, connect with other community support systems and access appropriate services (including RASNZ Clinical Services

and other Community workstrands). They provide critical individual advocacy on issues ranging from housing to Work and Income and employment.

The Community Empowerment Groups aim to address social isolation, build community connectedness and promote health and wellbeing. The groups are managed responsively by Cross-Cultural Facilitators based on the needs of the group members. Current Community Empowerment Groups include Somali, Iraqi, Afghan, Middle Eastern, mixed women's groups and a Burmese mixed group.

[ii] Needs

The work of the Cross-Cultural Facilitators responds to a wide range of needs experienced by former refugees at different points of their resettlement journey – from arrival through to community integration. They include:

- Literacy and language barriers
- Social isolation and exclusion
- Understanding and navigating New Zealand systems
- Immigration issues
- Access to housing
- Work and Income entitlements and advocacy
- Cultural support and translation to address challenges engaging with mainstream service providers
- Access to employment
- Health and wellbeing – including mental health, family violence.

[iii] Key activities

“We do empowerment groups, one to one work. We work with new arrivals, those out in the community (with parenting issues and techniques, youth), counselling, family violence, police liaison, health promotion (smoking cessation, water safety, healthy eating, healthy living, diabetes, stroke, women's health), immigration issues. We support people with specific needs such as housing, income, employment - we connect them to the Red Cross employment service” - RASNZ Cross-Cultural Facilitators focus group

The Cross-Cultural Facilitators deliver a range of activities that provide one-off and longer-term support. They include:

- **New arrival workshops:** Cross-Cultural Facilitators run workshops at the Mangere Resettlement Centre for newly-arrived refugees on navigating the complex New Zealand health system. Topics include essential information such as how to access health services, nurture successful families and manage stress. The Cross-Cultural Facilitators are supported in this work by the RASNZ Clinical Team, and can provide direct referrals to RASNZ Clinicians. Clinicians also come and speak to groups on specific issues and strategies for wellbeing, where there is an interest.
- **Referrals to RASNZ Clinical Service:** Cross-Cultural Facilitators create a vital bridge between RASNZ's Clinical and Community Services, referring people with more complex mental health support needs, and providing translation and cultural support. The Team offers guidance around the types of support that communities require.

- **One-to-one community support:** Cross-Cultural Facilitators dedicate countless unpaid hours towards one-on-one support for individuals and families. They attend community and cultural events on behalf of RASNZ, visit community members in hospital, field phone calls day and night with issues ranging from IT support to tenancy issues, keep engaged with communities via social media, support people to access information, for example about voting, COVID-19 or Work and Income entitlements. This tailored, navigational support helps clients to achieve wide-ranging wellbeing goals.
- **Community empowerment groups:** Cross-Cultural Facilitators organise and host around eight weekly and fortnightly Community Empowerment Groups and related services for resettled former refugees throughout wider Auckland. Some of the groups have been running for more than 10 years, and serve as a vital social outlet for older community members in particular, for whom social isolation would otherwise be a significant barrier to wellbeing (RASNZ, Community Programmes 2020). Groups include:
 - Support groups
 - Women's groups - which are open to all women from refugee backgrounds, but tend to be ethnic group specific. RASNZ also facilitates the Mothers and Daughters Sewing Group, the Refugee Ethnic Women's Art and Craft Group and The Refugee Women's Quilting Group.
 - A mixed ethnicity men's group began in 2020.
- **'The Story of Me' - The Travelling Sewing Box Project:** Between March and July 2020 (in between COVID lockdown periods), this project involved six sessions with six refugee background women from Iraq. The main objective was to empower and create a sense of community for these women, using textile crafts related to the women's cultural backgrounds. Participants created a shared textile piece, as well as learning felting and other craft skills.
- **Computers in Homes Programme:** This programme provides 32 hours of computer training (8 weekly sessions) to families with school age children, followed by a free computer, broadband connection and one year's IT support. At the end of the programme a graduation ceremony is held, including the agencies involved in the programme (Ministry of Education as the funder, and NZ Red Cross and 20/20 Trust as supporters). The aim of the programme is to support confidence in using IT resources, improve home/parent and home/school relationships and develop communication skills.
- **Community engagement and communications:** Cross-Cultural Facilitators support RASNZ to engage with refugee background communities, identify evolving needs to inform other Community and Clinical workstrands, and translate RASNZ resources to support effective information sharing and communication.
- **Community Pillars Project:** This five-week project involved 20 hours of professional development for 11 Cross-Cultural Facilitators to deepen their understanding of mainstream mental health models and co-design cross-cultural mental health approaches to improve the wellbeing safety net for former refugees. Phase Two of the project will include using the information that has been collectively developed to date, to co-design mental health de-stigmatisation activities within different refugee background communities.

- **Training and supervision:** RASNZ Cross-Cultural Facilitators attend weekly training, one-on-one and group supervision sessions to ensure they are providing up-to-date information that is relevant to the communities with whom they are actively engaged. Staff attend a monthly staff meeting and professional development training; and are also supported to manage group dynamics and overcome challenging situations.



[iv] Data picture

Year	Community empowerment group sessions	Computers in Homes Graduates	Cross Cultural Facilitator Numbers (all part time)
2018	240	15	9
2019	168	15	11
2020	73 (COVID-19 affected)	14	11

[v] Contribution to outcomes

Feel safe and supported

A RASNZ report on its community work in 2020 stated that “...attendees describe feeling as though they have found a safe space to gather and support one another”. RASNZ’s Community Empowerment Groups in particular are shown to have created a safe space for refugee backgrounds to participate, engage and connect.

“One of the Community Empowerment Groups is for elderly Syrian and Iraqi communities – they experience barriers to integration. Members of this group said that it is ‘our only place where we feel safe and can speak openly. It is a socialising event where they feel supported by our ethnic community’.” - RASNZ staff interview

“The [community empowerment] groups help reduce isolation, they address the language barrier. It is important that the facilitators speak the language.” - External stakeholder

“The community feels safe, supported, they keep coming to the weekly Community Empowerment Groups. They trust us, they feel comfortable coming to us.” - Cross-Cultural Facilitator focus group

The extent to which the Cross-Cultural Facilitators are accessible and available to provide community support – particularly to more vulnerable clients – is notable. During COVID-19, this level of responsive support was particularly significant to people who were experiencing increased social isolation.

“Cross-Cultural Facilitators were that vital lifeline during COVID, on the phone daily to some of the more vulnerable clients.” - RASNZ staff interview

Feedback from ‘The Travelling Sewing Box’ project participants showed that the women involved had a safe space and opportunity to share their migration stories, what they love and their hopes and dreams for the future (some for the first time). During this process

participants felt acknowledged, respected and empowered by knowing that their experiences were shared by others in similar situations.

Feel welcome, connected and included

Community Empowerment Groups and other Community Team workshops are a key vehicle for refugee-background communities to connect with other people who share similar experiences to them, have the same cultural background and language and who are navigating resettlement in New Zealand. This supports people to feel welcome, included and to establish new connections through which they can access information and build social networks.

“The Empowerment Groups provide an opportunity to connect with other people who have similar journeys. There is familiarity of language and culture, and a feeling of being connected with others who ‘wear two hats’.” - RASNZ staff interview

The Cross-Cultural Facilitators provide a key role in connecting people to other services and activities. They are a source of knowledge and navigators to systems of support.

“The Cross-Cultural Facilitators know much of the community, the connections and relationships, the history of people, the resources that are available, the languages. They are identified by communities as a go-to person to get answers about where to next on things they need help with. Some of the facilitators are contacted a lot because they are seen as a safe, supportive, knowledgeable person.” - RASNZ staff interview

“Resettlement outcomes are not short-term so we need to work on healing, break the barriers of isolation and support them towards accessing other mainstream opportunities, then the outcomes occur.” - RASNZ staff interview

RASNZ activities such as the Travelling Sewing Box project are shown to enable participants to feel included, and to share their stories and culture with the wider community:

“Through empathy and by reclaiming textile crafts from migrant’s backgrounds, repurposing textile waste from the local fashion industry and exploring sustainable craft processes we create...a sense of cultural pride, a feeling of inclusion and respect, a drive for integration and participation within NZ society, an avenue for expression, wellbeing and financial opportunities” (Azaro 2020 p2).

Access opportunities equitably

The Cross-Cultural Facilitators – particularly through their workshops and one-to-one work – enable people from refugee backgrounds to more equitably access information, mainstream services, and other key opportunities such as housing, education, entitlements and employment. Facilitators observe that their support enables people to overcome language and literacy barriers and ensures culturally appropriate support is offered by service providers that may not otherwise cater well to the unique needs of former refugees.

“The Cross-Cultural Facilitators are a vital connector into communities. Their value is to navigate people to services that everyone else gets – health, education, social services. They are a bridge between the mainstream and communities. During COVID they became a lifeline for older people, solo mothers – providing access to food support, information, companionship; getting people online to connect with

WINZ. They are vital informants in terms of how RASNZ communicates and translates information.” - RASNZ staff interview

“We have a lot of connections with other organisations, we use these connections to benefit our communities, we refer community members for early childhood, help people to start up enterprises, get jobs, find out about the education system. Ours is an empowerment kind of job, through RASNZ and our own networks. One woman got a job with the Ministry of Education as an aide teacher - this is the kind of empowerment we do.” - Cross-Cultural Facilitator Team focus group

All but two of the families who participated in the Computer in Homes programme since 2018 have completed it. In participant evaluation feedback, 100% reported being satisfied with the programme and knowing how to use the computer and internet. Most felt confident using the computer and internet and how to use the computer to support their child’s education. Most families reported in 2018 that their children were able to use the computer for school work and to access resources. The programme has been successful in navigating key barriers including nerves and fear of technology.

Employment of Facilitators from refugee backgrounds is also seen by external stakeholders as an important contribution to RASNZ’s outcome area of supporting refugee background communities to ‘access opportunities equitably’.

“At one time, I was in the same place and I needed help. Now I can give back.” – Suliman, Cross Cultural Facilitator

Providing more sustainable hours and CCF development pathways would further enhance RASNZ’s contribution to this outcome area.

Heal and experience wellbeing

The support provided by Cross-Cultural Facilitators through groups, workshops and one-to-one support has a positive impact on the holistic wellbeing of the people with whom they engage. Community members feel listened to, that they have a place to go for support and that they are able to establish friendships and connections that increase self-worth and reduce social isolation and the negative impact that this isolation can otherwise have on overall mental health.

“The only time I get out of my house and feel good about myself is when it is Friday and I meet my group and we have a meal together.” - Amina, Community Empowerment Group participant*

“People realise they are worthy, to keep going when there are problems, especially with mental health. It’s not a taboo subject, we are destigmatising [mental health], it’s ok to feel low sometimes, to cry, especially for women. [Our] big impact is that women are talking about mental health now [and understand] everyone gets depressed.” - Cross Cultural Facilitator focus group

A RASNZ report on its community work in 2020 stated that:

“[Community Empowerment Group] members are also encouraged to take up responsibility and roles in their respective groups. Many report an improvement in overall wellbeing and self-esteem and in some cases attendees stated that these groups provided the information and motivation required to find work or start a new career path”.

[vi] Assessment

Significant contribution to outcomes

The benefit of RASNZ's Cross-Cultural Facilitators and Community Empowerment Groups workstrand was clearly identifiable from at least three sources of evidence including:

- Direct participant feedback – provided in RASNZ reports
- RASNZ staff observations (Cross-Cultural Facilitator Team focus group and internal interviews)
- External stakeholder interviews.

The evidence of benefit could be clearly linked to participation in RASNZ activities, and to at least four of RASNZ's intended outcomes:

- Feel safe and supported
- Feel welcome, included and connected
- Access opportunities equitably
- Heal and experience wellbeing

The challenges of collecting and reviewing direct feedback from clients engaged with Cross-Cultural Facilitators limits RASNZ's ability to provide detailed examples of client benefits in relation to RASNZ outcomes. Language and literacy barriers are significant factors in this; as are cultural factors whereby participants provide consistently positive feedback. Participants are asked by RASNZ to provide feedback using Likert scales in relation to the value of the information provided; increase in knowledge; increase in skills; increase in confidence and overall learning experience. Virtually all evaluations of all programmes rate each aspect between 4 and 5, and typically a 5. This is unlikely to give a true reflection of participant experience and as such new evaluative methodologies are being worked on by the team.

Capturing data about the breadth of work delivered by Cross-Cultural Facilitators more systematically – including the level of volunteer hours provided – has been identified by RASNZ as an area to strengthen and provide greater breadth of evidence about reach and impact.

7.4 Advocacy and Engagement

[i] Objectives

RASNZ raises awareness and shares stories about refugee background kiwis that inspire, inform, advocate for change and challenge negative stereotypes. The focus is on supporting former refugee Kiwis to safely speak for themselves. This work of raising voices for change is enhanced through an Engagement Programme, which creates opportunities for refugee background and non-refugee background community members to connect.

A 2017 organisational review of RASNZ recommended strengthening its advocacy role (2018 RASNZ Annual Report). Advocacy and engagement strategic priorities for RASNZ are to:

- Increase awareness of the refugee journey among non-refugee background Kiwis
- Develop platforms for former refugees to be visible and use their authentic voice
- Build leadership, particularly with refugee background youth
- Destigmatise mental health issues within refugee background communities so people access the support they need
- Increase awareness of RASNZ and its offerings, within resettled communities and the wider community.

[ii] Needs

Section 4.0 in this report presents the range of community needs that RASNZ advocacy and engagement responds to. With its limited capacity, RASNZ focuses on building wider community empathy and awareness of people from refugee backgrounds, while collaborating on political advocacy issues such as policy changes and increasing investment in the refugee support sector.

Challenges relating to advocacy include: media and online safety when asking people from refugee backgrounds to speak to their vulnerable lived experiences (exposure to backlash); difficulty understanding the reach and impact of media stories; reaching people with anti-refugee sentiments or lack of knowledge, rather than people already known to/supporters of RASNZ; risks to government funding through engaging in political advocacy; and fundraising for staff costs when most funders prefer to fund programme costs.

One RASNZ staff member noted that an entrenched focus on need and trauma can take attention away from strengths:

“The resources and contribution that people from refugee backgrounds make to society can be lost with the emphasis on need and trauma in these communities and the sectors that support them.”

[iii] Key activities

RASNZ advocacy and engagement activities include:

- **Providing platforms for former refugee voice, stories and leadership** online¹⁰, via media¹¹ and speaking engagements
- **Communications and storytelling** - pitching stories to media and doing press releases, and developing communication resources created by former refugees
- **Events** designed to raise awareness, build empathy and connect
- **Mangere Refugee Resettlement Centre engagement programme** - for example, Manukau United Football Club provides weekly football coaching sessions for children and teens at the

¹⁰ See for example <https://rasnz.co.nz/what-we-do/stories/>

¹¹ See for example <https://www.stuff.co.nz/life-style/life/98666745/the-outsiders-search-for-home>.

centre, Creative Fibre host fortnightly knitting and sewing sessions there, corporates come and volunteer

- **Fundraising activities** that thread throughout this work
- **Building relationships with schools** to educate young people and teachers about the refugee experience; some schools undertake fundraising support and activities such as “Welcome Cards” for new arrivals
- **RASNZ Awards** - these annual awards began in 2018 and recognise community members, businesses and people within the sector who are supporting positive resettlement outcomes
- **Speaking engagements** delivered mainly at schools, though sometimes with corporates and community organisations (around 20 per year in total)
- **Targeted workshops** with groups such as English Language Partners to give an overview of refugee journeys (featuring speakers with lived experience), highlight the challenges faced in the resettlement process and build intercultural competency
- **RASNZ representation on relevant bodies** - for example on a Ministry of Health quota refugee sector advisory group and the Auckland Resettlement Sector Steering Group.

[iv] Data picture

3,000 non-refugee background adults and children engaged with since 2018	1.4 million video views on social media (see 2020 highlights)	RASNZ Awards 60 attendees annually (invite only)	8,000+ social media followers (increase of 3-4,000 in last two years)
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[v] Highlights 2019-2020

2018 highlights

- RASNZ video produced called 7 Kiwi Refugee Kids:
<https://www.youtube.com/watch?v=s5xQ9Qw2Kn4>
- First RASNZ Awards held.

2019 highlights

- RASNZ Comedy Gala – on World Refugee Day 19 June 2019, RASNZ hosted its first major event, the RASNZ Comedy Gala, with 400 guests. The aim was to fundraise whilst providing a platform for refugee/migrant background, tangata whenua and LGBTQI+ comedians. Muslim comedian Nazeem Hussain headlined and the MC was Pax Assadi, whose father arrived in New Zealand as a refugee from Iran. More than \$15,000 was raised towards RASNZ work with refugee background youth, with significant media coverage generated.

“[Comedy Gala] attendees were attracted to comedy but were not people who would normally engage with these issues. All performers were from migrant and refugee backgrounds. Some audience members left so that felt like we’d reached

the right audiences [those less aware of refugee issues and experiences], there was a level of discomfort in the audience that was a signal of success.” - RASNZ staff

- Organised cooking classes for up to 40 people centred around a particular cuisine (Afghan and Eritrean). Instructors were women from refugee backgrounds who were paid for their time. Ingredients and instructor koha were covered by the ticket price and the classes were designed to break even. These were not fundraising events; the aim was to bring communities together. Feedback was very positive and both events quickly sold out.
- 22 sports sessions held at Mangere Refugee Resettlement Centre (MRRC).
- KPMG, Westpac, ANZ & Fuji Xerox team volunteering initiatives at MRRC, while Manukau United Football Club, Creative Fibre and local schools provided fun activities for whānau residing at MRRC.

2020 Highlights

- Round the Bays - 30+ team members and \$28,000 raised, including a \$20,000 Ports of Auckland donation towards RASNZ community support.
- Partnered with creative agency VMLY&R to produce the 50 second “Kiwis Welcome” video featuring well known kiwis sharing a message of manaakitanga towards refugees; see <https://www.youtube.com/watch?v=HEgAqjO4Etw>. The aim was to promote messages of welcome and inclusivity to refugees in Aotearoa. The video has been viewed over 1.4 million times.
- 16 speaking engagements in schools, businesses and tertiary institutions with an estimated total of 1,500 children and adults.
- The RASNZ Symposium “Refugee Resettlement in a Time of International Change” involved delivery of nine online open access webinars during August 2020. Topics included advocacy, mental health, asylum seekers, political perspectives, racism and discrimination, resettlement, community and youth perspectives. Around 824 people attended live sessions and 1,500+ have since accessed them through the RASNZ webpage. Feedback on all sessions was positive. The recorded interviews can be accessed on the RASNZ website: [RASNZ Symposium- August 2020](#)
- On Tuesday 23rd March 2020, two days before a State of National Emergency was declared in New Zealand due to COVID-19, RASNZ conducted a rapid community needs analysis and response plan. Community Teams co-designed a communication strategy and mental health and well-being campaign that was culturally and linguistically appropriate and accessible for communities from refugee backgrounds.

[vi] Contribution to outcomes

Feel safe and supported

“With the RASNZ advocacy work – we know from our clients that refugees read their articles, watch their videos. They feel seen, feel supported, feel like someone is fighting for them and is in their corner. We know this makes a positive difference.” - External stakeholder

“Speaking engagements generally centre around understanding the refugee journey, terminology and experiences. We try to share first-person accounts where possible and have engaged refugee background staff members (and in one case a scholarship recipient) in these talks on several occasions.” - RASNZ staff

RASNZ’s advocacy and engagement work gives voice and visibility to the experiences and issues facing former refugees in this country.

Safety here centres mainly on keeping people with lived experience safe when sharing their story, connecting with the mainstream community or speaking in the community. This commitment to raising former refugee voices and leadership also supports self-determination (another RASNZ outcome).

Feel welcome, included and connected

A large focus of the advocacy and engagement work is so that former refugees can feel safe, welcome, included and connected in Aotearoa. Bringing groups to the MRRC when refugees first arrive supports immediate connection with the wider community.

RASNZ has been very active in the last few years in the online space raising awareness and supporting inclusion through its videos, social media and webinar series. The Comedy Gala reached a diverse public audience, including people who may not normally engage with conversations about former refugees.

“The recent advocacy video is incredible; the awards have a positive impact and so did the perceptions study [see next section]. I feel like they are filling a gap because we don’t have a national refugee voice. There is no one else doing it.” - External stakeholder

“It is amazing what they did with the symposiums - they provided wide ranging learning opportunities for agencies that don't work in refugee related worlds. This was an effective vehicle for good information.” - External stakeholder

“RASNZ are doing a good job of raising awareness in ‘host’ communities through their social media and events. They are lifting up the voices of refugees, of young people. It gives people more confidence of feeling included and accepted.” - External stakeholder

“RASNZ does lots of campaigns in the community to influence the community’s acceptance of refugees.” - External stakeholder

RASNZ is working alongside local schools to provide speaking engagements, activities and opportunities for primary, intermediate and secondary students to actively welcome newly arrived refugees:

“School engagement and speaking engagements have been impactful – we have spoken to thousands of primary and intermediate students.” - RASNZ staff

“Through the engagement with schools, RASNZ is helping people to feel supported, included and connected, empowered and have improved wellbeing. [It is helping] schools to adjust their policies to be more inclusive of refugee-background students so they feel accepted and celebrated.” - External stakeholder

Are empowered by fairer and more inclusive systems, policies and communities

RASNZ's work to support more inclusive communities is a broad based, ground-up form of advocacy, built on lived experience, which complements its more collaborative approach to political advocacy. Engagement occurs in local communities, nationally and in sector spaces; and presents the refugee experience and issues and advocates for positive changes:

"Their advocacy work is bringing issues to the fore. The video work, social media, the comedy show – it is important to have refugees leading the work. They are making the general public aware of refugee issues and experiences. In some ways this is more important than government advocacy because change won't happen without public pressure." - External stakeholder

"RASNZ is a vital member of the Auckland Resettlement Sector Steering Group. They bring diverse experience and knowledge to the group to make better decisions." - External stakeholder

"RASNZ is quite vocal - they advocate, point out issues and needs, inequities. Their Facebook and comms are really good, they respond to things quickly and have a good social media presence. This is key for communities." - External stakeholder

"RASNZ works closely with other sector services to advocate for equitable resettlement support for all refugee categories; to bring about positive change in the refugee status determination process and to address the shortfall in social work support for resettled communities" (RASNZ Annual Report 2020 p6).

[vii] Assessment

Strong contribution to outcomes

The benefit of RASNZ's advocacy and engagement was clearly identifiable across multiple sources of evidence including:

- Social media data (showing wide reach across multiple platforms)
- RASNZ staff observations (internal interviews),
- External stakeholder interviews.

The evidence of benefit could be clearly linked to participation in RASNZ activities, and to at least three of RASNZ's intended outcomes:

- Feel safe and supported
- Feel welcome, included and connected
- Are empowered by fairer and more inclusive systems, policies and communities.

7.5 Research and Training

[i] Objectives

“There is currently a dearth of localised, up-to-date research in this space [refugee sector] and this must be addressed if we are to improve outcomes for future generations of resettled New Zealanders” (RASNZ Community Programmes Report, 2020).

2018 marked the launch of RASNZ’s Research and Training Programme, with the dual aim of conducting effective research into issues impacting refugee resettlement in New Zealand, and offering training to professionals working with refugee background populations. The research and training work has a national reach and seeks to increase understanding of refugee resettlement in the New Zealand context.

In 2020, a new Research and Training role was developed within RASNZ. As well as research development and training of diverse organisations supporting former refugees, this role is responsible for promoting positive messaging around mental health within resettled communities.

[ii] Needs

See Section 4.0 on community needs, which highlights the need to improve intercultural competencies in services supporting former refugees, and to address racism and bias in society more broadly.

“Since the Christchurch attacks in March 2019 there has been an increased focus on the need to address issues related to inclusion, racism and intercultural competencies in New Zealand” (RASNZ Youth Scoping Report November 2019).

[iii] Key activities

- Provision of training sessions for those working with people from refugee backgrounds.
- Development of research and evidence around the experience and needs of former refugees in Aotearoa.

[iv] Data picture

Year	Training sessions given	Number attending
2018	51	500+
2019	50+	700+
2020	62	1,395

2018 highlights

- RASNZ conducted 51 training sessions in 2018 throughout Auckland and all refugee resettlement locations in New Zealand, with a particular focus on trauma-informed practice when working with refugee background whānau. More than 500 professionals attended these initial trainings, including allied health professionals, teachers, police officers, psychologists and social workers.

2019 highlights

- RASNZ staff delivered training workshops, lectures, professional development and conference presentations to over 700 people nationally, across 8 cities nationwide. Audiences included health, education and social service providers and students, professional groups, government departments, volunteers and members of the public.
- In 2019 RASNZ hosted its first community-focused training session, aimed at helping members of the public gain a greater understanding of the refugee journey. These workshops are now a regular fixture on the training calendar.
- Two RASNZ staff completed their Master's degree on topics relating to refugee resettlement.
- Eight RASNZ staff members presented at the FAASST Australian and New Zealand Refugee Trauma Recovery in Resettlement Conference in Brisbane.

2020 Highlights

- RASNZ staff delivered training workshops, lectures, professional development and conference presentations to over 1,395 people from diverse sectors nationally – including the Ministry of Education, a range of university courses, conferences, Red Cross volunteers and NGOs.
- Project Awhi is a mental health destigmatisation project for communities from refugee backgrounds, to raise awareness of mental health and associated stigma, and to increase engagement with mental health services. It is developing a culturally and linguistically appropriate media campaign in collaboration with community representatives.

In 2020 three significant research projects were undertaken by RASNZ¹²:

1. A partnership with Colmar Brunton to produce the first ever national survey of New Zealanders' Perceptions of Refugees (2020). This research aimed to understand New Zealanders' knowledge of and attitudes towards refugees and people from refugee backgrounds. A nationally representative sample of 1,005 participants completed a ten minute online survey.
2. Service Provision for Resettled Families – an Auckland based scoping exercise in the time of COVID. This study was undertaken by RASNZ to: scope service provision for refugee background clients and families in the refugee resettlement, health, mental health,

¹² All reports are available on the RASNZ website <https://rasnz.co.nz/resources/>

disability, education, housing and social service sectors; identify gaps in services; improve intersectoral collaboration and streamline service provision.

3. An analysis of the impact of COVID-19 on RASNZ clients, and how RASNZ adapted its service response. This study by RASNZ was commissioned to capture the experiences of RASNZ clinical and community services as they responded to COVID-19 and to understand the impact on service users, in order to inform future mental health and wellbeing service provision for peoples from refugee backgrounds.

[vi] Contribution to outcomes

Feel safe and supported

RASNZ Research and Training is designed to improve the feelings of safety and support systems surrounding refugee background communities. The training aims to assist people from agencies supporting former refugees to better understand their experiences, issues and develop empathy and cultural competencies to be more effective in their roles.

“The quality and professionalism of training [for schools] is significant.” - External stakeholder

“The training that RASNZ has been doing with other service providers about the refugee journey and entitlements has been important. In the Clinical Team we get clients who are pushed back when they are actually entitled to services because, for example, they are asylum seekers. The more information that is put out through training means that people can get the services they need. WINZ case officers don’t always understand what people are entitled to, or ask for information that people don’t actually need to provide. The training has been key to addressing this.” - RASNZ staff interview

Gaining regular feedback from people undertaking this training on how it is changing their thinking and practice would help to clarify the impact of this work further.

Are empowered by fairer and more inclusive systems, policies and communities

RASNZ research is high quality and has addressed significant research gaps nationally around the refugee experience in Aotearoa. How widely the research has been accessed and digested, and how it is landing with different sectors, including government, is difficult to gauge. It will, however, inform the ongoing advocacy work of RASNZ and others, and in skilful hands has the potential to make a difference and improve outcomes for refugee background communities.

“The COVID reports have been great – it helps issues be taken seriously and the research provides extra knowledge and [supports] capacity building.” - External stakeholder

“Research and training is gathering the best information about good practice that could be adopted, and introducing this to front line professionals. This has potential to influence practices and systems.” - RASNZ staff interview

To affect systems and policies, external stakeholders view a key next step for RASNZ’s research work as being a stronger link to advocacy efforts.

Some/emerging contribution to outcomes

Descriptions of the benefit of RASNZ's research and training was identifiable across several sources of evidence including:

- High and growing levels of participation in RASNZ's training programmes
- RASNZ staff observations (internal interviews),
- External stakeholder interviews.

The evidence of benefit could be inferred to at least two of RASNZ's intended outcomes:

- Feel safe and supported
- Are empowered by fairer and more inclusive systems, policies and communities.

8. Strengths

"From a holistic perspective, being able to connect to a community and access social support – that is a big predictor of people's wellbeing and ability to go through a positive resettlement process." - RASNZ staff interview

This evaluation – and particularly the stakeholder interviews and team focus group sessions – identified key strengths of the Community Team and its activities. Some of these strengths also apply to RASNZ overall.

Specialist mental health provider with a focus on holistic wellbeing

"For people at risk, RASNZ offers holistic support, which is important. They have the clinical service and other support for families, individuals. They have interpreters. That is the advantage they have. With the right support people feel safe and supported." - External stakeholder

External stakeholders view RASNZ as the only mental health provider focused on meeting the specific needs of refugee-background communities in New Zealand. RASNZ is seen as being able to support and address the many factors that influence wellbeing, including mental health, social connection and having basic needs met (housing, income, education, health). RASNZ's ability to address complex mental health needs whilst supporting wider aspects of wellbeing was cited as a key strength and an important factor in external organisations making direct referrals to RASNZ.

"The most significant difference that RAS makes is addressing people's mental wellbeing, addressing social isolation. The clinical work is key and the community programmes complement this. It's about being holistic, you can't address things in isolation." - External stakeholder

“Healing and wellbeing – this is the crucial element of value of RASNZ. Without recovery, there can’t be discovery of what New Zealand has to offer.” - External stakeholder

“We use the Te Whare Tapa Wha model of care – emotional, physical, spiritual and mental wellbeing. We restore and re-energise. The community work is key to breaking stigmas around mental health.” - RASNZ staff interview

Responsiveness

RASNZ is seen as a highly responsive organisation that is proactively looking to meet the long-term needs of the communities it serves, whilst responding to emerging needs and priorities as they arise. Critical elements of RASNZ’s perceived responsiveness are the organisation’s relationships with and accessibility to external referring agencies, and their ability to work with anyone from refugee backgrounds, regardless of their refugee status or length of time in New Zealand.

“[A key strength is their] agility, ability to be responsive and to tailor to need. People can come to their service at any stage in their journey. They can support anyone, even if they came as a refugee 15 years ago. They work with everybody and any category and have a good understanding of needs that come through. They take things on board and move quickly with what needs to happen... They develop solutions quickly and are proactive.” - External stakeholder

“RASNZ has become a significant stakeholder in the sector – they are often the only agency that work with clients for a long period of time and no matter how long they have been in New Zealand. This is a huge gap and RASNZ are filling a need. Often when I come across tricky situations, they would be the first people I go to.” - External stakeholder

The support offered by the Cross-Cultural Facilitators is intentionally broad and client-led to ensure it meets the diverse and evolving needs of refugee background communities:

“We can change our hats, interpret, support, navigate. We say ‘if you have any problem come to us’. We do a lot informally, such as support with housing.” - RASNZ Cross-Cultural Facilitator

The Community Team’s response to COVID-19 was consistently cited as a key example of RASNZ’s agility – its ability to quickly understand fast changing community needs, respond with support and then refine that response based on community feedback. This responsiveness included moving support online, checking in with people via phone and meeting immediate and practical needs, such as food support, parenting and family conflict issues. Some external stakeholders highlighted that RASNZ’s responsiveness to non-quota refugee referrals increased during COVID-19, as they had more capacity with the New Zealand border closures.

“RASNZ comes across as a very quick, responsive, agile organisation from the outside. For example, when COVID happened they were the first agency to translate material from the Australian Red Cross. Staff are really responsive and agile. They don’t often say ‘no’.” - External stakeholder

Diverse and skilled workforce with lived experience

"[RASNZ has] high calibre staff. They have quality people which is a real strength." - External stakeholder

RASNZ's diverse workforce is seen as a key strength of the organisation and of the RASNZ Community Team. It was noted by informants that there has been a deliberate growth in staff representation across different cultural groups, ethnic groups and languages, and there are now many staff members who have lived experience of the refugee resettlement journey. This is seen as making RASNZ more relatable, better able to understand needs, and more responsive to its communities. Having diverse staff with lived experience also enables RASNZ to provide cultural and other expertise to mainstream organisations that they work alongside.

"One of their key strengths is the diversity of knowledge. Their staff come from different backgrounds but have a very real understanding of the issues facing refugees and new migrants in general. They often provide me [as a mainstream service] with valuable cultural insight on situations." - External stakeholder

"In our sector we are conscious to be led by people with lived experience...I think for RASNZ this brings a depth of understanding about what it is like for their clients – I'm not sure many other organisations have that insight." - External stakeholder

"What I like about the Cross-Cultural Facilitators is that the workers have lived experience as former refugees. When working with the community they have that understanding and it makes a huge difference, they understand language, faith, cultural backgrounds. They have a diversity that is really important." - External stakeholder

The appointment of a Cultural Director (Manager of the Community Team) and the establishment of an external advisory board were also cited as being significant positive steps that have enabled RASNZ to be well connected to and representative of the communities it serves.

"Lived experience is a huge strength that RASNZ has. The advisory board, Cross-Cultural Facilitators and youth leaders all contribute to RASNZ improving on this, which needs to continue. We are getting more coverage of certain ethnicities and still need more. It is a strength and part of what RASNZ is identified for within the wider health community as a point of difference." - RASNZ staff interview

Employing staff with lived experience in Community Team roles was also cited as being a key strength because it provides valuable employment pathways for people from refugee backgrounds, which further offers important role-modelling to other mainstream services.

"RAS has people from refugee backgrounds in key roles. That is role modelling, providing pathways to employment opportunities and it really shows that they have the lived experience in the workforce. That is really powerful – you don't want an agency to not have that. RAS does it really well in the Community Team particularly. It sends the right signal." - External stakeholder

Further strengths

Two or more stakeholders interviewed noted these strengths:

- The experience of the Youth Team and quality of provision
- RASNZ's advocacy voice and willingness to highlight and champion what is going on for refugee communities
- Ability to take referrals
- Collaboration and relationships with other organisations
- Staff qualities and values – compassion, empathy, commitment and understanding.

9. Priorities for development

The current reach, scope and achievements of the very small Community Team are remarkable. Members of the team frequently go above and beyond in their roles, in hours worked, being contacted after hours, and doing what it takes to support people. Setting boundaries, navigating complexity and avoiding burnout are ongoing issues that RASNZ will need to monitor and navigate.

In this small sector, collaboration is critical yet the funding environment is competitive. Several external stakeholders noted that RASNZ was known for being collaborative, even in this context:

"It's such a small sector. The competing needs of agencies in the sector can be to the detriment of clients. It can become more about competition, so it is all about resourcing. Agencies need to work mindfully with other services; RASNZ is good in that way." - External stakeholder

Priorities for development identified through this evaluation for RASNZ's community support work are outlined below.

Reach

"With limited resources and people trained to support people from refugee backgrounds, especially people with lived experience, RASNZ can be open to charges of bias towards some communities over others" (RASNZ 2020, 25 Years).

"More Cross-Cultural Facilitator hours would be impactful – the hours don't reflect the work they actually do in any way." - RASNZ staff interview

"The youth service is small. They punch above their weight – they do lots of exciting creative stuff and if there was more funding there would be a lot more they could do." - RASNZ staff interview

"We could double the work that the youth team is doing with more funding and staffing. We have the quality but we need more quantity." - RASNZ staff interview

Growing capacity to extend the reach of the Community Team was considered a high priority. This means training more people with lived experience into roles and increasing the ethnic diversity, language speakers, more recently arrived people and age mix across the team. Creating more

sustainable part-time and full-time hours for existing staff (Family and Cross-Cultural Facilitators) to increase their capacity to act as vital family and community support navigators is also an important development priority. Staff note that building relationships takes a lot of time and effort, with depth of engagement needed to genuinely engage into each ethnic community.

Access to RASNZ is also an issue for many people, suggestions here were having small hubs around the region and increasing transport options.

Community and clinical work integration

“At times the Clinical and Community Teams are not as seamless as it could be. A social worker [in the Clinical Team] might ask me things [as an external contact] that I would go to RASNZ’s Community Team for – so it can feel a little bit separated at times. The important thing is making sure the families have a joined-up experience.” - External stakeholder

“Our unique Cross-Cultural Facilitators and Clinical Team working together for a longer period of time is key.” - RASNZ staff interview

“There is a bit of work to happen for each team to understand what each offers and how to work together to support clients, so no staff member feels excluded, undervalued or misunderstood.” - RASNZ staff interview

The blended community/clinical model is a key strength of RASNZ. A 2017 strategic review recommended closer working between the Clinical and Community teams, to get the best from both in service of clients. This is an ongoing area of development, and will require continued efforts focused on building trust and relationships between the teams, to understand what each brings to the work and how their work can weave together more. Specific suggestions to support this integration included:

- Working across teams to support a case management-like approach that covers clinical and community aspects; closer collaboration and co-case management.
- Integrating more mental health support from the Clinical Team into the Community Empowerment Groups.
- Sharing traditional models of healing and wellbeing with Clinical practitioners (Community Pillars suggestion); also more developed use of Te Whare Tapa Wha as a holistic wellbeing model within RASNZ:

“The youth spoke highly of the Te Whare Tapu Wha model for understanding Māori health, and said that a similar model should be extended to refugees from community-based backgrounds” (Media Release Walking in Two Worlds Forum 2017).

- Track internal referrals among teams and actively work to increase these.
- Build partnerships with social work and youth counselling; and ideally have social workers in the Community Team – especially the Youth Service – so that it can support those in the youth justice system, addiction and those not in education, training or employment (this was a recommendation from the 2017 RASNZ strategic review).

- Use Cross-Cultural Facilitators more deliberately as interpreters more and to support people they have an existing relationship with in the Clinical space.
- Increase the focus on internal communication to support greater connectivity across the organisation.

Family and youth support

Working directly with families in a holistic way is seen as high impact, which requires:

- Overcoming family barriers to accessing support (transport, awareness, language), and providing proactive outreach support.
- Providing clinical mental health support in the community, including family, child and youth therapy. The RASNZ Clinical Team only sees those aged over 18 years and referring children and young people can be challenging. Having a partnership with a culturally appropriate provider or an in-house child/youth clinical specialist role would reportedly make a big difference.
- Building RASNZ capacity to have culturally appropriate engagement with parents, including one-to-one family support (currently due to resourcing the focus is on Triple P provision only): *"[With] opportunity to observe behaviour and build bespoke sessions around the needs of that family, to have a whole-family approach, it is possible to address a wider number of issues [not just the four core topic areas of Triple P]" (Triple P Facilitator)*
- Growing Cross-Cultural Facilitator capacity to provide navigator roles with families: *"It would be good if RASNZ had more case worker type roles [or capacity] – not quite social work but more than just a casual connection. Someone to help you navigate. We have a lot of families that don't meet the threshold for social work support but who still need guidance. Having access to the Cross-Cultural Facilitators would be really beneficial."* - External stakeholder
- Expand Triple P to reach everyone in the community via mainstream services or other providers in the sector
- Growing RASNZ's work with schools – including letting schools and students know that RASNZ is available, providing an advisory service with schools and becoming a certified professional learning and development preferred supplier to the Ministry of Education (MOE): *"MOE education specialist's feedback shows that students don't always get support they need, ESOL money isn't always used well, students [can] have very complex needs. It is vital to build capacity there."* - RASNZ staff interview
- Connecting with socially isolated young people, including young females with home responsibilities: *"There are some young people who don't have any community to belong to or don't do anything, RASNZ can play a huge part in reaching them."* - Youth focus group participant

Further areas of development include:

Grow visibility of the Cross Cultural Facilitators work within and outside RASNZ, though this would require having capacity to respond to increased demand. A desire was expressed by staff and external stakeholders to know more about this work and how to engage with it:

"I think our clients miss out on the work that the Cross-Cultural Facilitators do, it would be helpful if we knew more about it." - External stakeholder

“I’ve had lots to do with [the community engagement work] but less so with the Cross-Cultural Facilitators team and the Community Empowerment Groups. I think they could promote that great work more.” - External stakeholder

Continue to build online engagement, especially for young people and families, continuing psycho-social support using social media platforms for refugee background youth in Auckland and around the country:

“The RASNZ advocacy programme has the means to distribute information in appropriate languages through social media channels, which are accessible and affordable to communities. This capability provides a vital life-line for families and youth in times of uncertainty” (RASNZ, December 2020).

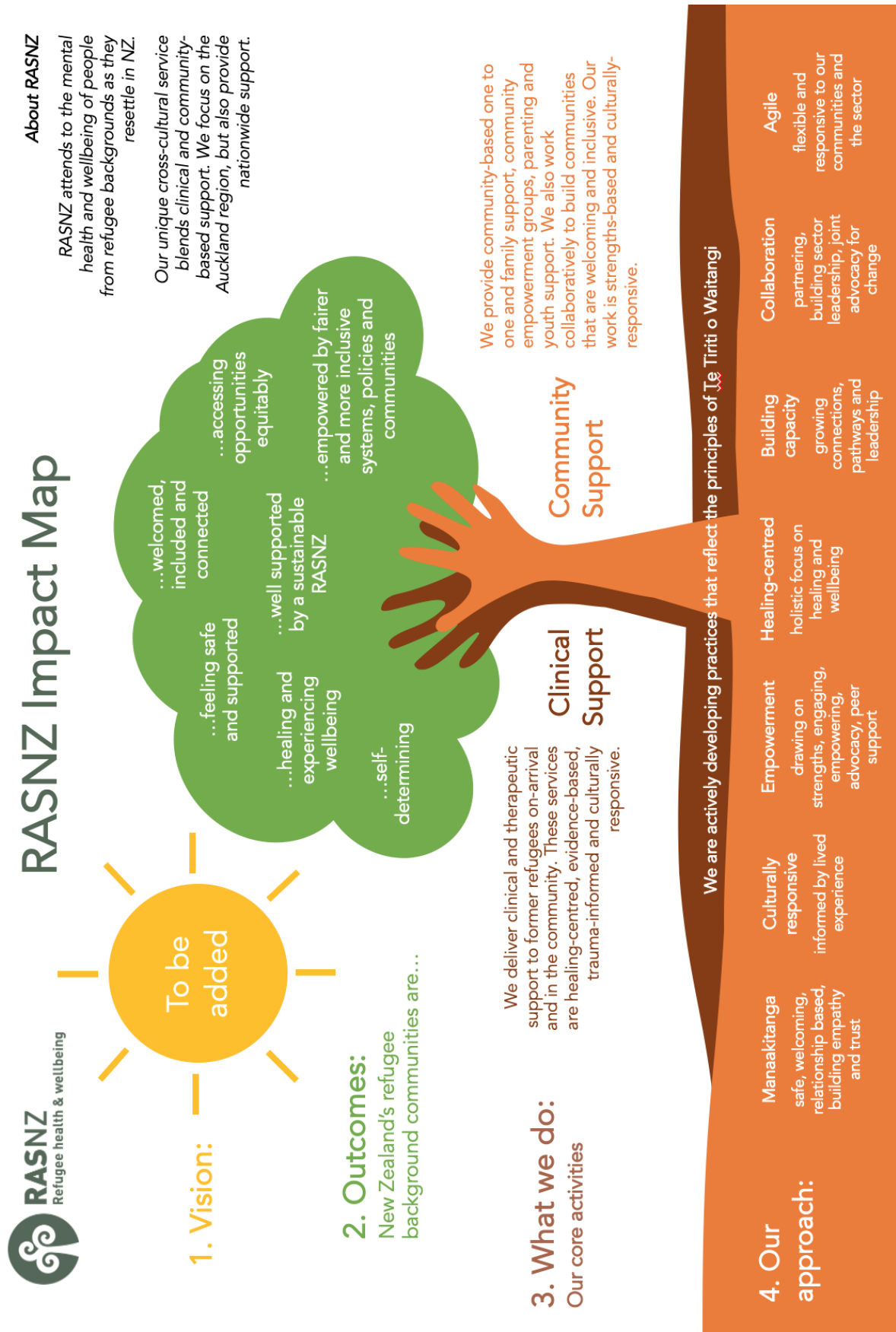
Gaining regular, authentic feedback from RASNZ participants on their goals, the support they need and how to improve service provision, in a more structured and systematic way (note that this is a focus of the RASNZ Impact Framework 2021).

Ongoing training and skill development of the Community Team, for example training more facilitators including men, training past primary care level 3, and training people to become interpreters.

Growing employment pathways for people from refugee backgrounds into sustainable work.

Developing advocacy work - including cultivating a consistent, media-confident spokesperson for RASNZ, ideally someone from a refugee background who is warm, confident and articulate; to be deliberate about disseminating and using the research insights to support advocacy efforts; and keeping advocacy messaging positive by humanising the narrative and making it relatable so people do not close down to listening. It is generally considered to be more empowering for former refugees to share their stories via speaking events than through the mainstream media, because of the positive immediate responses they tend to receive. Advocacy efforts focused on young people are seen as gaining most traction.

Appendix One – RASNZ Impact Map



Appendix Two – References

Annette Mortensen on behalf of Refugees as Survivors New Zealand (August 2020), *RASNZ COVID-19 Response study: Remote psychosocial service provision to former refugee and asylum seeker communities in Auckland during lockdown*. Accessible at [RASNZ COVID 19 Response Study - Full Report](#).

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Refugees as Survivors New Zealand (September 2020). *RASNZ Symposium Webinar Series 2020*: [RASNZ Symposium - August 2020](#):

1. Advocacy with Meg de Ronde and Murdoch Stephens
2. Asylum Seekers with Bernard Sama, Deborah Pollard and Tim Maurice
3. Community Perspectives with Guled Mire and Hafsar Tamesuddin
4. Mental Health with Kate Brady Kean and a select panel of RASNZ Clinicians
5. Political Perspectives with Golriz Ghahraman and Helen Clark
6. Racism and Discrimination with Anjum Rahman and Paul Spoonley
7. Rainbow Community Resettlement Issues with Eliana Rubashkyn and Jack Byrne
8. Resettlement Issues with Rachel O'Connor and Tayyaba Khan
9. Youth Perspectives with Bilal Nasier and Fatumata Bah

Ros David and Sue Elliott (November 2017). *Review of RAS's Organisational Structure and Service Delivery Model*.

Appendix Three – List of People and Groups Interviewed

Focus groups

1. RASNZ Youth Team focus group (five participants)
2. RASNZ youth participants focus group (12 participants)
3. RASNZ Cross Cultural Facilitators focus group (nine participants)
4. RASNZ Parenting Team focus group (six participants)

Interviews

5. Amanda Aye – Senior Adviser Migrant and Refugee Support, Ministry of Education
6. Celia Brandon – Regional Manager - Pathways To Settlement, New Zealand Red Cross
7. Aklilu Hibtit – Cultural Director, RASNZ
8. Jenny Janif – Project Manager, Ministry of Social Development
9. Tim Maurice – General Manager, Asylum Seekers Support Trust (ASST)
10. Annette Mortensen – Training and Research Manager, RASNZ
11. Caroline Ogilvie – Triple P Senior Project Manager, Fresh Minds
12. Sue Petrie – Clinical Team Lead, RASNZ
13. Rochana Sheward – Chief Executive, Belong Aotearoa
14. Constable Rob Stanton – Ethnic Liaison Officer, NZ Police
15. Abann Yor – General Manager, Aotearoa Resettled Community Coalition (ARCC)