



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

Supporting a Collaborative Approach to Measuring and Monitoring Settlement Outcomes

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Preview

Context – introducing a whole-of-government settlement Strategy

- A collaborative approach to identifying and measuring settlement outcomes

Using outcomes-focused intervention logic models to determine what settlement areas require support

- Supporting a consensus decision-making framework

Developing a consistent outcomes-based approach to effectively evaluate and report on settlement activities

- Aligning service performance to population outcomes



Context - A snapshot of the *New Zealand Migrant Settlement and Integration Strategy* journey

2014

Cabinet approves NZMSIS

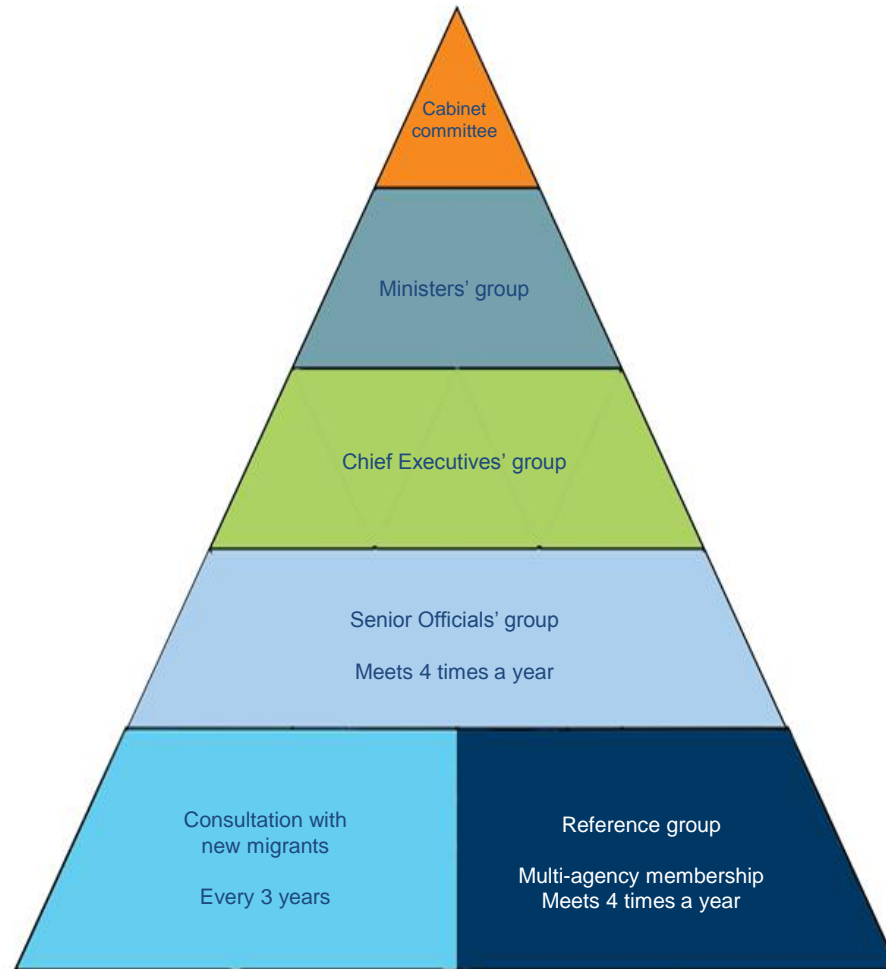


A whole of government approach

Multiple players support migrant settlement outcomes



Strategy Governance – who oversees the Strategy?



Data Sources

Survey Data



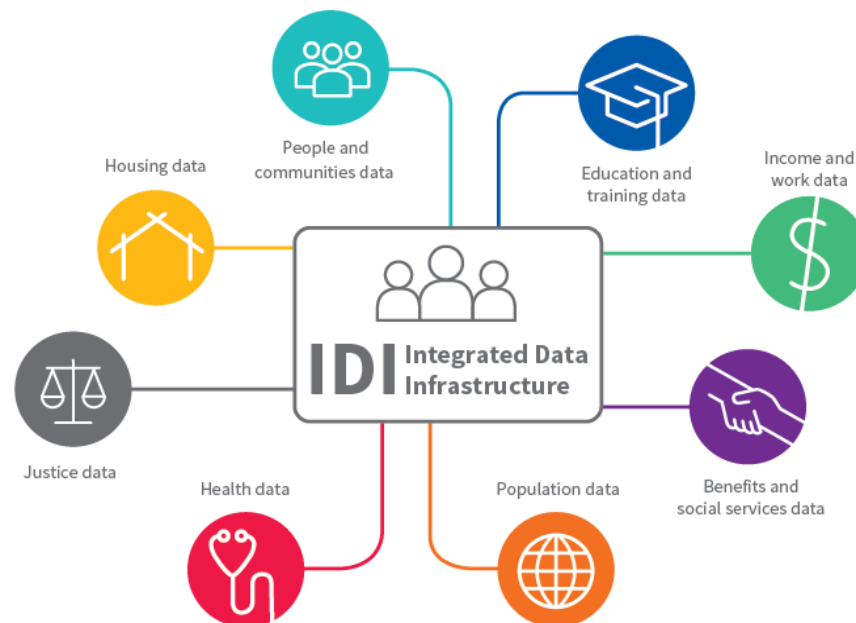
- Census
- Household Labour Force Survey
- NZ General Social Survey



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- Migrants Survey

Administrative Data



Measuring Settlement Outcomes



Indicators were selected according to six key criteria:

- direct **relevance** to the concept being measured
- **comparable** with indicators used elsewhere (nationally and internationally).
- the most **accurate** official data available
- Able to be **disaggregated/broken-down** to look at the distribution of outcomes
- **Timely** in that it is available without too long a delay
- **Durable**, can provide consistent information on changes over time

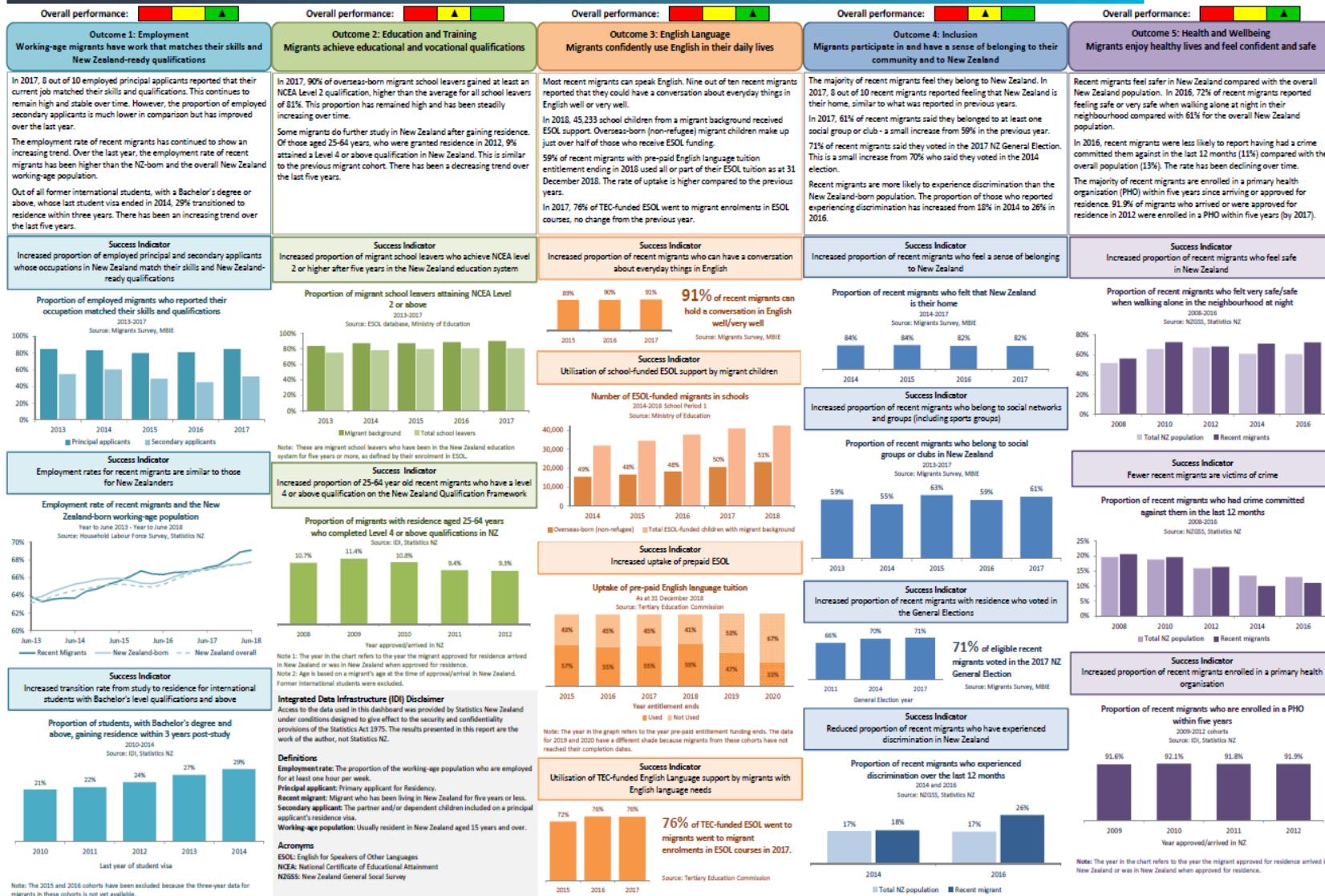


New Zealand Migrant Settlement and Integration Strategy: Outcomes Indicators

Dashboard Report 2018

TREND KEY

- Needs attention
- Moderate
- Strong



Where are settlement interventions required?



Developing joint ownership for settlement outcomes

2015

Cabinet directs officials to report back on the design of a new settlement funding allocation process

2016

Agencies develop and implement a new collaborative settlement funding allocation process



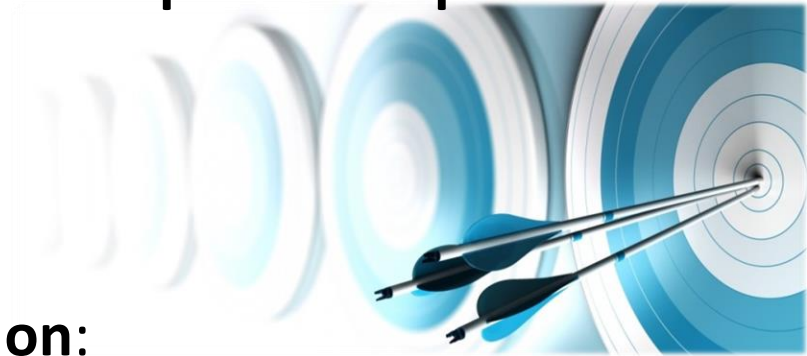
Contestable –
agencies submitted
individual bids

Joined up and strategic decision
making on settlement funding
allocations.



The new collaborative funding allocation process

- **Collaboration** and **consensus decision making** on funding priorities for service delivery across government
- Ensure the mix of services funded would **most effectively deliver results across all** of the Strategy outcomes and success indicators
- Identify opportunities for **cross-government partnerships** in service delivery



Outcome focussed workshops focussed on:

- developing intervention logics for each outcome area
- reaching consensus decisions on priorities for each outcome



Who is the target group?

All New Zealanders

All migrants. Priority migrants groups are:

- Skilled migrant category visa holders
- Skilled temporary migrants (eg. Essential skills, Work to Residence, Study to Work Visa holders)
- Partners and families of the above groups

NZMSIS Intervention logic - Outcome 4 – Inclusion

Business Growth Agenda

Migration contributes to building a more productive and competitive economy

NZMSIS overarching outcome

Migrants make NZ their home, participate fully and contribute to all aspects of NZ life

Outcome 4: Migrants participate in and have a sense of belonging to their community and to New Zealand

Code for services (bottom row)

New pilot initiatives

Existing service

Service primarily contributing to another outcome

Increased proportion of recent migrants who feel a sense of belonging to New Zealand

Increased proportion of recent migrants with residence who vote in local authority and General Elections

Reduced proportion of recent migrants who have experienced discrimination in New Zealand

Increased proportion of recent migrants who belong to social networks and groups (including sports groups)

Success indicators

Intermediate outcomes

Outputs needed to deliver on outcomes

Specific Services (possible)

Migrants are informed about the NZ system of Govt./democracy and the process for enrolling and voting

Migrants are inspired to vote

Migrants are informed and supported to vote

Migrants understand their rights and what to do if they are breached

NZ employers are accepting and inclusive of diverse employees and understand their human rights responsibilities

Migrants acquire culturally appropriate and effective behaviours

The NZ public are accepting and welcoming of diversity

Clubs, associations, ethnic communities welcome migrants and involve them in their activities

Migrants are informed about and can easily access opportunities to join groups in their community

Migrants recognise /use community volunteering as an opportunity to build social networks

Migrants understand NZ culture, history, people, language

Migrant cultures are celebrated and visible

Migrants take up positions of community/ local /national leadership

Provision of targeted info which will educate and inform migrants about NZs system of democracy and MMP, how to enrol and where and how to vote and what they are voting for. Opportunity to influence outcome and to stand

Partnerships with stakeholders who have an interest in supporting migrants to participate in electoral events

Electoral commission workforce with the capacity to deliver targeted participation and voting services to migrants

Provision of support/info/training to employers to introduce/ improve/ maintain inclusive recruitment and diversity policies & practices

Provision of info to migrants on their rights and how to access support services and reporting mechanisms and processes

Provision of a mechanism that supports the NZ public to understand NZs diversity

Opportunities for migrants to learn about NZ culture

Support for organisations to develop/ implement diversity policies/practices and include migrants

Support for migrants to find out about opportunities and join groups, volunteer opportunities etc

Provision of info and opportunities for migrants to learn about NZ culture

Support for migrants to take up leadership roles

Support for ethnic community events

CALD Strategy actions (Electoral Commission)
Targeted info in migrants languages and comms campaigns for migrants communities
Info/forms in migrants languages
Supporting community groups and other agencies (including local government) which provide info to migrants to deliver info to migrants and encourage voting
Educational resources
Electoral staff recruited who represent the voters and staff training

Translated resources on employment rights/exploitation and what to do (Employment NZ, MBIE)

Tackling Casual Racism initiative (Human Rights Commission) Social media empathy building campaign (#That'sUs and Give Nothing to Racism)

English language courses/ interpretation services which help migrants communicate (TEC)

eCALD cultural competence resources for the health sector (Waitemata, DHB)

Migrant Participation in host communities initiative (MBIE)

Welcoming Communities pilot (MBIE)

Development of a cross-government intercultural competence capability development programme (MBIE)

Citizenship ceremonies

Regional relationship managers (OEC/INZ)

Ethnic communities development fund (OEC) (leadership development, social cohesion, cultural events)

Multilingual settlement information programmes (CAB Language Connect and Chinese New Settlers Trust), Language Line interpreting service (OEC)

Information for migrants and employers (MBIE) – NZ NOW.NZ ready, New to NZ Facebook, employer and migrant guides, Keeping it Clear CAB settlement workshops for new migrants

Prioritisation criteria



Proposed services should:

- **support Strategy outcomes and success indicators;**
- have a robust framework for **monitoring and evaluation.**
- contribute to an **effective mix** of services;
- identify **collaboration/partnering** opportunities;
- **not duplicate** any other government activity **or crowd out** service provision by other organisations;
- **be feasible** (cost, design, implementation plan, agency capacity)

Agreement to the new settlement service package

2017

The collaborative funding allocation process achieved:

- An enhanced mix of 13 settlement services to support the Strategy outcomes for 2017/18-2020/21
- A mixture of continuing, expanded and new services across government.
- Continued collaboration between agencies to design, implement, and evaluate settlement services



Developing an outcomes-based evaluation of services

2017
-2018

Developing an outcomes-based approach to effectively evaluate, deliver and report on settlement services.

Robust and monitoring and evaluation frameworks support:

- **continued alignment** of services with intended Strategy outcomes and indicators
- **monitoring of progress** services are making towards expected service level outcomes.
- identification of **further improvements** to service delivery.
- future decision-making on **funding allocations**



Population outcome measures: improving settlement outcomes for all migrants

Performance Measures

Performance Measures Comprise 3 Questions

How much did we do?

Clients e.g. number of people/whanau served

Activities e.g. number of referrals, number of plans, number of assessments

How well did we do it?

Common quality measures e.g. unit cost, percentage satisfaction, workload ratio

Activity-specific quality measures e.g. response time, percentage completion rates, meeting standards

Is anyone better off?

Number and percentage changes in:
skills/knowledge, attitude/opinion,
behaviour, circumstance.]



Developing the intervention logic outcomes chain at the service design stage

Step 1: What outcomes are we trying to achieve for migrants?

What are the expected outcomes for the target groups? <i>(The intended effect of the service on its clients. This should be a bullet point list of SMART outcome statements eg. Migrant clients improve their job search skills and understanding of the New Zealand labour market. Refer to intervention logic template Annex 1)</i>		
Short term <i>(e.g. the change expected within 1 year or within programme timeframe)</i>	Medium term <i>(e.g. the change expected within 1-3 years or X months post programme)</i>	Long term <i>(for example the change expected over 3+ years)</i>

• *Step 2: How will measure if we are successful?*

How will the performance of the programme be measured? <i>(The Results Based Accountability performance measures should be used as a guide. The measures can be indicative at this stage and be finalised as part of evaluation programme) (Refer intervention logic template Annex 1)</i>		
How much did we do? <i>(these should be aligned with the programme activities/outputs)</i>	How well did we do it?	Is anyone better off? <i>(Client Results/Outcomes – these should be correspond with each of the short, medium and long term outcomes identified above)</i>



Results cards - a consistent reporting process

- One template for all agencies which agencies can tailor to their specific services
- Agencies update quarterly with implementation progress and evaluation results where relevant
- The results cards re used as an input into regular reporting
- Facilitate information and transparency across agencies

Settlement Services dashboard - Employment

New Zealand Migrant Settlement and Integration Strategy: Settlement Services dashboard update March 2019

The dashboard is a snapshot of the implementation progress and outcomes of settlement services and initiatives funded by the Immigration Levy and Accrued Migrant Levy revenue. It is a summary of more detailed 'Results Cards' which have been developed for each service/initiative. This service level dashboard complements the NZMSIS population level dashboard which measures overarching trends across the to the New Zealand Migrant Settlement and Integration Strategy outcomes. Each service/initiative contributes to NZMSIS outcomes.

Service/initiative, funding source and stage of development	Intended contribution to NZMSIS population outcome indicators	Collaborative relationships established	Key service level performance indicators - is the service/initiative making a difference to its target/client groups? (Indicators include key project milestones, output, process and outcome indicators as appropriate to stage of development.	Learnings – summary and action points to improve performance
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Employment

Work Connect Programme (TEC)

Immigration Levy

Implementing - evaluation complete

During 2018/19 TEC has continued to consolidate the programme which is now established in Auckland, Christchurch, Hamilton and Wellington. There are plans to expand the service using webinars.

Increased proportion of employed principal and secondary migrants whose occupation in NZ matches their skills and NZ-ready qualifications

Work Connect provides migrants with career management competencies that will equip them to find, secure and remain in employment. By completing the programme participants will be able to understand and promote their unique set of skills, experience and qualifications in a New Zealand context.

Skills matching providers – CNSST, Hamilton Multicultural Services, Auckland, Wellington and Canterbury Chambers of Commerce.

Tertiary Education providers - presentations and info sessions.

Employers - to connect with partners of migrant staff.

Local migrant networks, libraries, Citizens Advice Bureaus.

Work Connect and the Regional Skills matching programmes are designed as complementary programmes with collaboration a core component. A Collaborating for Employment Outcomes workshop was held in June 2018.

Regional skills matching and job search assistance services (MBIE)

Immigration Levy

Implementing - evaluation complete

During 2017/18 the services were reframed and expanded. Six service providers have now set up services covering seven regions (Northland, Auckland, Waikato, Bay of Plenty, Wellington

Increased proportion of employed principal and secondary migrants whose occupation in NZ matches their skills and NZ-ready qualifications

Services build connectivity between job-seeking migrants, such as partners and spouses of skilled migrants, and employers that need their skills. Each service provides face-to-face and/or online assistance to migrants and advice and support for employers registered in the databases.

Collaboration between Newcomer Skills Matching providers (CNSST Foundation, Hamilton Multicultural Services, Auckland, Wellington and Canterbury Regional Chambers of Commerce, Venture Southland

Work Connect (TEC) consultants in Auckland, Hamilton, Wellington and Christchurch

Employers to connect

Client numbers	Satisfaction	Job search skills	Confidence	Skills Utilisation
1376 clients have completed the programme e. Target 1700-1850 over 2017/18-2018/19	100% of clients reported being satisfied or sort of satisfied. (84% completely satisfied) Target 85% 98% reported that Work Connect met or sort of met their needs. (72% completely met)	96% of clients reported Work Connect helped or sort of helped raise their awareness of NZ job search strategies. Target 85% 94% of clients reported that Work Connect helped or sort of helped them to know where to find jobs in NZ related to their skills and experience. Target 85% 95% of clients reported their Work Connect helped them understand how they could use their skills, qualifications and experience in NZ. Target 85%	95% of clients reported that Work Connect increased or sort of increased their confidence to find the right job or career for them. Target 85%	44% of clients were employed in a new job 3 months after Work Connect. 96% were satisfied or sort of with the job.

The data above is drawn from the third interim evaluation report for the Work Connect programme which was completed in February 2019. 741 clients completed a post-programme survey and 447 completed a three-month follow up survey. The findings show:

- the Work Connect programme is meeting its achievement targets and the needs of most clients
- Unemployed clients were less likely to report positively about Work Connect on satisfaction, job search and confidence measures. Decreases in satisfaction between the post and 3-month surveys were driven by clients not employed at three months.
- The proportion of clients employed in a new job between the post-programme survey and 3 months later increased from 25% to 44%.
- Nearly all clients not yet employed after Work Connect were actively seeking employment (96%).

Progress: On track with delivery of intended outcomes

Webinar delivery modality was piloted in Nov and Dec 2018 to enable greater reach. The pilot evaluation indicated webinars are a viable and effective delivery modality. TEC is now expanding the webinar approach incorporating key learnings from the pilot.

Collaborations with Skills matching providers – identify connection points and best ways of working together.

Exploring opportunities for clients to connect with employers

Client numbers	Satisfaction	Confidence	Employment placements *	Sourcing employees	New employers registered
2088 clients have been provided face-to-face and/or one-on-one and/or workshops-based assistance Target: 1820	96% of job-seeking migrants and 72% of registered employers reported being satisfied with the overall quality of the service Target: 80%	85% of job-seeking migrants reported feeling more confident in their ability to get a job in NZ Target: 80%	1567 job-seeking migrant clients gained employment appropriate to their skill level Target: 1021	82% of employers reported being able to source appropriate potential employees through the service	871 new employers registered Target: 580

The data above is drawn from the 2018 Settlement Client Satisfaction Surveys and is collated across all the six service providers. The totals for clients assisted, placed into employment and total numbers of employers registered are mostly near or above annual targets. While all providers have performed well the Auckland Chamber of Commerce's New Kiwis website has had a particularly successful year placing 971 clients into employment (target of 400). Newcomers surveyed reported a high level of satisfaction with the service they had received and employers were also positive. A high Newcomers reporting increased confidence in their ability to get a job also exceeded the targets.

*Employment placements are a mix of direct placements and self-placements after receiving some advice and assistance from the providers.

MBIE is hosting a second collaboration workshop involving all Skills Matching providers and WorkConnect consultants

Capacity for referring newcomers to regions requiring their skills and qualifications. Capacity for NSM providers to co-host Work Connect workshops on their premises.

Discerning between assisting newcomers and those that are provided services and are able to self-place into

Next steps - Settlement Outcome Indicators Review

- Revisiting measures to ensure we are using the most relevant and highest quality settlement indicators.
 - New government priorities (community focus)
 - New and better measures available
- Expanding data collection and continuing to fill current information gaps.
 - New indicators to be trialled prior to adoption
- Continue to monitor outcomes using more rigorous analysis to uncover further insights into settlement behaviours.

Thank you

Any questions?

