

Syrian Refugee Resettlement Initiative (Phase V) Performance Information Profile



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List of Acronyms

APPR	Annual Project Performance Report
APRCP	Annual Performance Report for Community Partnerships
BVOR	Blended Visa Office-Referred Refugee
CA	Contribution Agreements
CBSA	Canada Border Services Agency
CFO	Chief Financial Officer
CIC	Citizenship and Immigration Canada
DMR	Data Management and Reporting Division
DRF	Departmental Results Framework
FPT	Federal Provincial/Territorial
FTEs	Full-time Equivalents
GAR	Government Assisted Refugee
GBA+	Gender-Based Analysis+
GCFM	Grants and Contributions Financial Management
GCMS	Global Case Management System
GCS	Grants and Contributions System
GoC	Government of Canada
G&C	Grants and Contributions
iCARE	Immigration Contribution Agreement Reporting Environment
IECs	Immigrant Employment Councils
IFHP	Interim Federal Health Program
IIR	International and Intergovernmental Relations Branch
ILP	Immigration Loan Program
IMDB	Longitudinal Immigration Database
IOM	International Organization for Migration
IRCC	Immigration, Refugees and Citizenship Canada
IRPA	Immigrant and Refugee Protection Act
LIPs/RIFs	Local Immigration Partnerships/Réseaux en immigration francophone
MPDP	Migration Policy Development Program
NGO	Non-Governmental Organization
O&M	Operations and Management
OLMC	Official Language Minority Communities
OMF	Outcomes Monitoring Framework
OPPB	Operations Planning Performance Branch
OSR	Operation Syrian Refugees
PMEC	Performance Measurement and Evaluation Committee
POE	Port of Entry
PSR	Privately-Sponsored Refugee
R&E	Research and Evaluation Branch
RAB	Refugee Affairs Branch
RAP	Resettlement Assistance Program
RAP SPO	Resettlement Assistance Program Service Provider Organization
RIE	Rapid Impact Evaluation
SAH	Sponsorship Agreement Holder
SIP	Settlement and Integration Policy Branch
SIS	Settlement and Integration Sector
SN	Settlement Network
SPO	Service Provider Organization
STC	Statistics Canada
TB	Treasury Board
TPP	Transfer Payment Program
UNHCR	United Nations High Commissioner for Refugees/UN Refugee Agency

1.0 Basic Information

Name	<i>Syrian Refugee Resettlement Initiative (Phase V)</i>
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2.0 Initiative Profile

2.1 Initiative Description

In November 2015, the Government of Canada committed to welcoming 25,000 Syrian refugees to Canada by the end of February 2016 (Syrian 25,000 Commitment) followed by an additional 10,000 Syrian refugees by the end of December 2016 (Syrian 10,000 Commitment) in a massive resettlement effort that would require collaboration between IRCC and other government departments (i.e., Department of National Defence, Canada Border Services Agency, Global Affairs Canada, etc.), international partners, provinces/territories, Service Provider Organizations (SPO), Sponsorship Agreement Holders (SAH), community organizations and Canadians. Canada continued to welcome Syrian refugees in 2016 and met its goal of resettling a total of 40,000 individuals between November 2015 and December 2016. This whole of government initiative was delivered in five phases (phases I to IV were completed in 2016 and phase V is ongoing), described below.

Phase I: Identifying Syrian refugees to come to Canada

The Government of Canada worked with the United Nations Refugee Agency (UNHCR) in Jordan and Lebanon, and the Turkish Government to identify refugees. Vulnerable refugees, who were a low security risk, such as women at risk and complete families, were given priority. In addition, several thousand applications that were already submitted for Privately-Sponsored Refugees (PSRs) and Government-Sponsored Refugees (GARs) were processed as part of this initiative.

Phase II: Processing Syrian refugees overseas

Once identified, Syrian refugees were processed overseas, mainly at three dedicated Canadian visa offices in Amman, Beirut and Ankara. Immigration processing, full immigration medical exams and security screenings were conducted overseas. If successful, refugees were given Canadian permanent resident visas.

Phase III: Transportation to Canada

Flights organized by the International Organization for Migration (IOM) brought refugees from the three main visa offices to designated ports of entry (POE) in either Montreal or Toronto.

Phase IV: Welcoming in Canada

Once refugees arrived at Toronto or Montreal airports, they were met by Government of Canada officers in designated Welcome Centres specifically set up for the admission of Syrian refugees. Syrian refugees were processed by border services officers, set up with social insurance numbers, screened for signs of illness, etc. Prior to moving on to their final destination in Canada, refugees then stayed at temporary hotels to rest and allow time for the reception communities to prepare to welcome them.

Phase V: Settlement and community integration

Once Syrian refugees arrived at their final destination across Canada, immediate settlement needs were addressed through Resettlement Assistance Program Service Provider Organizations (RAP SPO) or private sponsors. As they settled into their communities, resettlement assistance programming and settlement programming were provided to the Syrian refugees to meet their integration needs.

The collective effort to resettle thousands of Syrian refugees placed a spotlight on newcomers' integration to Canada. IRCC will continue to welcome refugees from Syria and elsewhere, and work with partners and stakeholders to ensure refugees are integrating successfully into Canada to become participating members of society. This PIP will focus on Phase V for all Syrian refugees who arrived between November 4, 2015 and December 31, 2016.

Client Profile

Syrian refugees were processed and admitted to Canada via one of the following three resettlement programs:

- **Syrian Government-Assisted Refugees (GAR)** were referred to Canada by the United Nations Refugee Agency or the Turkish Government. GARs are supported by the Government of Canada who provides initial resettlement services and income support for up to one year. Since 2002, the GAR program has placed an emphasis on selecting refugees based on their need for protection. As a result, GARs often carry higher needs than other refugee groups.
- **Syrian Privately Sponsored Refugees (PSR)** were sponsored by permanent residents or Canadian citizens via one of three streams: Sponsorship Agreement Holder, Group of Five, or Community Sponsors. In each of these PSR streams, sponsors provide financial support or a combination of financial and in-kind support to the PSR for twelve months post arrival in Canada, or until refugees are able to support themselves, whichever comes first.
- **Syrian Blended Visa Office-Referred (BVOR)** refugees were referred by the UNHCR and identified by Canadian visa officers for participation in the BVOR program based on specific criteria. The refugees' profiles were posted to a designated BVOR website where potential sponsors can select a refugee case to support. BVOR refugees receive up to six months of RAP income support from the Government of Canada and six months of financial support from their sponsor, plus start-up expenses. Private sponsors are responsible for BVOR refugees' social and emotional support for the first year after arrival, as BVOR refugees are not eligible for RAP services.

The Resettlement Assistance Program (RAP) funds the provision of immediate and essential services (i.e., reception at port of entry, temporary accommodation, assistance in finding permanent accommodation, basic orientation and links to settlement programming and federal and provincial programs) to GARs and other eligible clients through service provider organizations (SPOs). Similar to BVOR refugees, GARs also receive monthly income support (based on provincial social assistance rates) which is a financial aid intended to provide monthly income support entitlements for shelter, food and incidentals. In the case of GARs, this income support is provided for up to one year or until they become self-sufficient, whichever comes first.

RAP was modified from the traditional method of service offering to adjust for the influx of the Syrian refugees in 2015 and 2016. Notable key differences were that immediate RAP services were provided to Syrian GARs in hotels rather than in the traditional format (e.g., at RAP SPOs facilities) and larger group orientation sessions were provided to Syrian refugees, rather than smaller groups or one-on-one sessions for families.

The Settlement Program aims to support newcomers' successful settlement and integration so that they may participate and contribute in various aspects of Canadian life. Settlement refers to a short period of mutual adaptation between newcomers and the host society during which the government provides support and services to newcomers, while integration is a two-way process for immigrants to adapt to life in Canada and for Canada to welcome and adapt to new peoples and cultures. Through the Settlement Program, IRCC funds service provider organizations to deliver language learning services to newcomers, community and employment services, path-finding and referral services in support of foreign credential recognition, settlement information and support services that facilitate access to settlement programming.

Syrian refugees require additional and prolonged Settlement support, therefore the Settlement Program was supplemented to meet the unique and immediate settlement needs of Syrian newcomers and adjust for the influx of Syrian refugees in 2015 and 2016. This included specialized service providers, higher levels of service and a wider array of services to help Syrian refugees integrate as quickly as possible.

2.2 Need for the Initiative

In its preamble, the *1951 Refugee Convention* urges signatories to recognize the importance of an international approach to resettled refugees.¹ While the *Convention* never explicitly states that countries must participate in resettlement, Canada has a long history of resettling refugees from around the world.² Between 1980 and 2017, Canada has received 369,985 GARs, 308,290 PSRs and 6,860 BVOR refugees, totaling 685,135 resettled refugees.³

Canada accepts *Convention* refugees and those in refugee-like situations for humanitarian reasons, according to the following principles: fulfilling Canada's international obligations and commitments to protect refugees and those in need; supporting successful settlement and integration in Canada; and, reuniting refugee families.

The need to resettle refugees stems from the overarching humanitarian strain caused by the displacement of large populations – both on those fleeing, and on the countries of asylum. Many of the countries of asylum cannot handle nor be expected to handle the influx of asylum seekers into their country, which can provide significant strains on existing social support systems and financial resources (e.g., in 2015, 1.8 million Syrians were registered with the UNCHR in Turkey, 1.2 million in Lebanon). As a result, this discretionary act of resettling refugees allows Canada to continue to provide protection to those in need and to help alleviate the burden for countries of asylum.

IRCC derives its authority for the Settlement Program from the *Immigration and Refugee Protection Act (IRPA)*. The IRCC Settlement Program directly contributes to the following objectives in *IRPA* (although other objectives are also supported):

- 3. (1) (b) to enrich and strengthen the social and cultural fabric of Canadian society, while reflecting the federal, bilingual and multicultural character of Canada.
- 3. (1) (b.1) to support and assist the development of minority official languages communities in Canada.
- 3. (1) (e) to promote the successful integration of permanent residents into Canada, while recognizing that integration involves mutual obligations for new immigrants and Canadian society.

¹ UNHCR (2010) *Convention and Protocol Relating to the Status of Refugees*.

² Library of Parliament (2008) *Refugee Protection: The International Context*.

³ Open Data Portal/PR Cube. Updated April 2018.

2.3 Alignment with Government Priorities

Responding to the Syrian Refugee Crisis

The Government of Canada's commitment to resettling Syrian refugees is described in the 2015 and 2017 Minister's Mandate letters. The commitments are:

- Lead government-wide efforts to resettle 25,000 refugees from Syria in the coming months.
- Working with the provinces and territories, ensure a renewed focus on the delivery of high-quality settlement services to ensure the successful arrival of new Canadians. This will require a rigorous approach to data in order to accurately measure outcomes.
- Following our government-wide efforts to resettle more than 39,000 Syrian refugees as of January 2017, continue to welcome refugees from Syria and elsewhere, and work with provinces and territories, service provider organizations, and communities to ensure refugees are integrating successfully into Canada to become participating members of society.

Furthermore, significant funding was included in the 2016 Federal Budget in order to meet the government's commitment to resettle Syrian refugees and to provide support to communities across Canada.

2.4 Stakeholders

This Program Information Profile (PIP) describes the policy, programming, activities, funding, reporting, and intended results of Phase V of the Syrian Refugee Resettlement Initiative (i.e. Operation Syrian Refugees). Accordingly, the stakeholders described below are limited to those involved in the fifth phase of this initiative.

Resettlement Stakeholders

IRCC collaborates with a number of partners and stakeholders in delivering its Resettlement Assistance Program. Partners include a number of Non-Governmental Organizations (e.g., Canadian Council for Refugees, Sponsorship Agreement Holder Council), community and ethnic groups, and umbrella organizations.

Funding recipients, such as RAP service providers, are funded for activities and outcomes related to the provision of resettlement services to GARs and other eligible clients and are required to deliver, manage and report on their services as prescribed in contribution agreements (CA) with IRCC. In response to the government's commitment to resettle a large number of Syrian refugees, new CAs for the provision of RAP services were awarded to SPOs in communities across Canada that are not traditionally GAR-receiving centres. Some of these new CAs are with settlement SPOs that have a history of serving immigrants and refugees. The private sponsorship community, most notably Sponsorship Agreement Holders (SAHs), are key partners given their identification and support of privately sponsored refugees.

Settlement Stakeholders

IRCC collaborates with a number of partners and stakeholders for the provision of its Settlement Program. Partners include other federal government departments, and provincial/territorial and municipal governments. For the Syria initiative, partners are involved in providing support after funding from the RAP Income Support expires, usually after 1 year, sometimes within 2 years after arrival in Canada. Stakeholders include domestic service provider organizations, businesses (e.g., employers, labour market groups, professional and regulatory bodies), and educational institutions (including school boards, districts and divisions) and other parties involved with the

deployment and delivery of settlement services. The National Settlement Council is a mechanism for ongoing dialogue, collaboration, consultation, planning, and information sharing between the settlement sector, key partners, and IRCC on settlement policy and programming designed to enhance immigrant settlement outcomes. The Council is co-chaired by one elected representative of the settlement sector, and by IRCC's Settlement and Integration Policy Branch.

As with resettlement programming, IRCC funds SPOs, such as not for profit organizations, non-governmental organizations, non-profit corporations, community groups, Francophone minority communities, libraries, recreation centres, and educational institutions through contribution agreements to provide settlement services to newcomers under six main areas (Needs Assessments and Referrals, Information and Orientation, Language Assessments, Language Training, Employment-Related Services and Community Connections). The SPOs also provide support services (i.e., Care for Newcomer Children, Transportation, Translation, Interpretation, Disability Support and Crisis Counselling) to help facilitate access to settlement programming as well as Indirect Services that support the development of partnerships, capacity-building and the sharing of best practices among Settlement service providers.

2.5 Governance

IRCC Governance and Management

Refugee Affairs Branch (RAB)

RAB is accountable for the Refugee Resettlement Program, including the overall program policy for the GAR, PSR and BVOR streams as well as the Immigration Loan and Resettlement Assistance Program streams. The branch plays a central role in establishing strategic priorities and plans and in providing horizontal coordination and advice on resettled refugee targets, PSR intake management (i.e. SAH/Mission caps) and refugee populations selected for multi-year commitments. It does so by engaging and consulting provincial and territorial partners, international and domestic organizations, other IRCC branches as well as central agencies in its work. In addition, RAB consults with other stakeholders including advocacy groups, sponsors, clients, and interested parties, serving as a focal point to bring together partners on resettlement issues. The branch is accountable for renewing program terms and conditions, and developing national performance measurement and reporting strategies and coordinating evaluations of the program.

Settlement and Integration Sector (SIS)

The Settlement and Integration Sector combines the policy development, program policy and operations for the Settlement Program. The Sector plays a key role in supporting the integration of newcomers to Canada and ensures a single point of accountability for the strategic vision and oversight of the department's settlement and integration policy, programs and operations.

- ***Settlement and Integration Policy (SIP) Branch***

As Sector policy lead, the Settlement and Integration Policy Branch is responsible for developing evidenced-based program policy that facilitates the settlement and integration of immigrants. The Branch plays a central role in establishing strategic priorities and plans and in providing horizontal coordination and direction for the Settlement Program while aligning with Departmental objectives and Government priorities. The Branch ensures continued relevance of the Program by renewing its terms and conditions as required. It is responsible for developing and allocating settlement funding in a fair manner to ensure consistent levels of services are available to newcomers across Canada. SIP develops, implements and

reports on national program performance measurement and supports evaluations of the Program. The Branch develops innovative initiatives that are national in scope. It engages and consults provincial/territorial stakeholders, other federal departments, other IRCC Branches as well as central agencies in its work. In addition, SIP consults with other stakeholders including civil society, clients, and interested parties, serving as a focal point to bring together partners on settlement issues. Throughout its activities, the SIP Branch aims to ensure consistent and responsive settlement program design and comparable outcomes across jurisdictions.

- **Settlement Network**

The Settlement Network (SN), the operations arm of the Sector, is responsible for the delivery of IRCC Grants and Contributions (G&C) programs including the RAP and Settlement Program. Specifically, SN is responsible for: developing a strategic modernized approach to the delivery and management of G&C programs; developing operational policies, functional guidance and tools, including the Grants and Contributions System (GCS), to support G&C delivery; providing national coordination and implementation of G&C intake processes, as well as program integrity exercises, etc.

SN regional and local offices are responsible for managing regional, national and international funding contribution agreements with recipients for the provision of settlement and resettlement assistance services to immigrants. As part of this, local offices ensure that appropriate services are delivered to meet client needs effectively and efficiently within the parameters of regional and local priorities and in keeping with national priorities and standards. These may include: participating in the development of national policy through involvement in working groups, and providing input on national initiatives and procedures; identifying potential regional immigration trends and emerging populations and communicating these trends; and communicating and establishing a sound working relationship with regional and local stakeholders, including recipients as well as provincial and territorial governments.

Other IRCC stakeholders:

International and Intergovernmental Relations Branch

International and Intergovernmental Relations (IIR) is a point of contact and provides advice to the Settlement Program in terms of Federal-Provincial-Territorial relationships. IIR is responsible for IRCC's membership in the International Organization for Migration, and for managing the Migration Policy Development Program.

Research and Evaluation Branch

The Data Management and Reporting division within Research and Evaluation Branch (R&E) is responsible for management of the Immigration Contribution Agreement Reporting Environment (iCARE), which is the main source of performance measurement information for RAP and the Settlement Program. The Evaluation and Performance Measurement division is responsible for the design and administration of the Settlement Client Outcomes Survey and for supporting outcomes reporting. R&E will also be responsible for maintaining the Outcomes Monitoring Framework for the Syrian Initiative.

Finance Sector

Under the Finance Branch responsibility, the Grants and Contributions Financial Management (GCFM) Division reviews authorities and provides functional advice and guidance relative to the financial management of transfer payments. GCFM ensures that cost effective oversight, internal controls and financial reporting systems are in place to support the management of the transfer payment programs. GCFM also ensures that the administrative

requirements are proportionate to risk more specifically in relation to financial monitoring, reporting and audits. Any additional Syria funding received for the Syria initiative Phase V delivery is overseen by GCFM and tracked to ensure reporting on funds for this initiative.

2.6 Funding Model/Resources

Expanding Canada's Intake of Syrian Refugees⁴

Since 2015, the Government of Canada has committed \$960 million over multiple years towards the Syrian refugee initiative, including identification, overseas processing, transportation, resettlement services, settlement and integration. Of the Department's share, more than \$545 million is being allocated to support Syrian refugees' settlement and integration (Phase V of the Syrian Refugee Initiative). This funding is over and above the base funding for investment in settlement services for all newcomers.

Resettlement and Settlement Funding

The settlement and integration of Syrian refugees (Phase V) falls under the Resettlement and Settlement Programs. The following table shows planned spending and FTEs for the Resettlement and Settlement Programs.

Program	Resource		Estimated 2017-18	Estimated 2018-19	Estimated 2019-20
Resettlement Assistance Program (RAP)	G&C (\$)	Base	54,797,168	54,922,768	54,922,768
		Syrian	30,828,775	-	-
		Total	85,625,943	54,922,768	54,922,768
	Operating (\$)	Base	4,475,820	5,438,201	5,438,240
		Syrian	3,599,422	-	-
		Total	8,075,242	5,438,201	5,438,240
	FTEs		81	55	55
Settlement Program	G&C (\$)	Base	646,357,630	697,966,792	708,791,406
		Syrian	94,831,600	72,677,766	17,720,000
		Total	741,189,230	770,644,558	726,511,406
	Operating (\$)	Base	26,982,334	27,001,066	26,658,858
		Syrian	1,071,053	-	-
		Total	28,053,387	27,001,066	26,658,858
	FTEs		269	261	261

The department received supplementary funding in response to the Syrian refugee effort for both the Syria 25,000 Commitment and the Syria 10,000 Commitment. Syrian funding covers costs associated with the resettlement of Syrian refugees who arrived by the end of 2016. In 2017-2018, Syria funding provided through RAP covered up to

⁴ Budget 2016 <https://www.budget.gc.ca/2016/docs/plan/budget2016-en.pdf>

12 months or more of income support for clients (rent and basic needs) and provided assistance in finding permanent accommodation as well as basic services to GARs and BVORs.

Unlike base settlement funding, which is allocated using the National Settlement Funding Formula, Syrian supplementary funding was allocated for investment in provinces and territories based on the destination of Syrian refugees. Funding associated with the Syria 25,000 Commitment was allocated based on Syrian refugee destinations between November 3, 2015 and February 29, 2016, while funding associated with the Syria 10,000 Commitment was allocated based on Syrian refugee destinations between March 1, 2016 and December 31, 2016.

At the outset of Operation Syrian Refugees, dedicated Syrian funding was essential to meet the unique and immediate settlement needs of Syrian newcomers. After almost two years from the arrival of the first wave of Syrians, these clients are now served by mainstream settlement SPOs that also serve all IRCC eligible clients. As a result, Syrian supplementary funding begins to wind down in 2018-19 and will sunset in 2019-20. However, the base funding available for investment in settlement services has, and will continue, to increase to meet the needs of all newcomers, including Syrians.

3.0 Logic Model

3.1 Activities, Outputs and Expected Outcomes

The logic model was developed by synthesizing relevant portions of three separate program logic models – Syrian Refugee Resettlement (2015), Refugee Resettlement Program (Nov. 2017), and the Settlement Program (Nov. 2017).

Activities and outputs

The logic model contains two distinct sections:

- 1) *Resettlement Support* occurs post-arrival (typically over a 6-week period), and encompasses providing immediate support to PSRs and BVORs as well as providing RAP and Interim Federal Health Program (IFHP) support to GARs.
- 2) *Settlement Support*
 - a. *Enabling Services* include two components of the Settlement Program’s service delivery: provision of support services, which aim to remove some known barriers to participation in other settlement services; and assessment of needs and referrals, conducted to identify needs and provide clients with detailed referrals or linkages to services to meet those needs. Both services are delivered by service providers pre- and post- arrival.
 - b. *Direct services* are delivered by service provider organizations to eligible immigrants based on settlement needs and expected outcomes of the program. Components/activities of direct service include the provision of information, provision of language services, provision of employment-related services, and building of community connections. All direct services with the exception of the provision of language services are delivered both pre- and post- arrival.
 - c. *Indirect services* include other activities to optimize service delivery and results across the country. Examples of indirect services are the Local Immigration Partnerships/Réseaux en immigration francophone (LIPs/RIFs), employment partnerships, capacity building within the settlement sector, and conferences.

- d. *Departmental Services* are listed in the logic model but are greyed out since they will be measured as part of the Settlement Program PIP.

Collectively, the activities and subsequent outputs from each pillar facilitate progress towards achieving program outcomes.

Expected Outcomes

Outcomes are defined as external consequences attributed to an organization, policy, program, or initiative, which are generated as a result of its activities and outputs. There are three levels of expected outcomes: immediate, intermediate and ultimate. Outcomes for services to French-speaking clients should take into account settlement and integration in Francophone minority communities in particular and IRCC's [OLMC Logic Model](#).

Immediate Outcomes

Resettlement

As a result of the outputs produced by the Refugee Resettlement Program, it is expected that *timely protection of resettled refugees* will occur, and that their *immediate and essential needs are met*. These two immediate outcomes reflect the direct benefits expected for Syrian refugees and are fundamental to the eventual successful settlement and integration of refugees, a key principle of Canada's Refugee Resettlement Program.

Settlement

At the immediate level, settlement programming is expected to produce the outcomes within one year of the beginning of the client's first service (whether in Canada or overseas). In this early settlement phase, outcomes of enabling services are focused on facilitating access to IRCC-funded settlement services. SPOs can provide various support services such as care for newcomer children, interpretation or translation, transportation, crisis counselling or provisions for clients with disabilities in order to *facilitate access to IRCC funded settlement services*. SPOs conduct assessments of settlement and language needs and provide referrals or linkages to increase *understanding of client settlement needs and appropriate linkages to other services*.

Immediate outcomes of direct services are focused on increasing the knowledge of clients. Depending on needs identified, a client could then receive one or more direct settlement service(s). Services involving the provision of information such as workshops or one-on-one services are expected to *increase a client's knowledge of life in Canada*, specifically regarding topics such as: education, rights and responsibilities, and important documents. Clients can also access language training in either English or French to help them *improve their official language skills*. If clients are ready to search for a job, SPOs provide services for employment such as work placements, networking, or client-mentor matching that are expected to help *clients acquire knowledge, skills, and connections to prepare for the Canadian labour market*. The final direct settlement service is about building community connections for the client, through *increased participation in communities and social networks*.

In addition to direct services, IRCC provides funding for various partnership initiatives like LIPs or RIFs within communities, and capacity building and conferences within the settlement sector. The expected outcome of this work is that *partners deliver responsive and coordinated settlement and community services* for the newcomer community in Canada. This approach helps to form the two-way street of immigrant integration in that communities are welcoming to newcomers, support their full participation, and help build social capital.

Intermediate Outcomes

Resettlement

As a result of timely protection of refugees and their immediate and essential needs being met through support services, it is expected that *Resettled Syrian refugees have tools to live independently in Canadian society*. A humanitarian approach to resettlement not only provides protection for refugees, but also creates the conditions for them to rebuild their lives and livelihoods so that they may become full members of Canadian society. After receiving temporary housing, start-up income support, and healthcare coverage at the immediate outcome level, it is expected that resettled refugees will then secure permanent housing, be able to report food security, and access the health services (including counselling services) available to them to provide them with the tools they may require to someday reach full independence and integrate into Canadian society. The immediate and intermediate outcomes of the Resettlement Program facilitate the ability of Syrian refugees to access and benefit from the Settlement Program.

Settlement

The intermediate outcomes of the Settlement Program focus on the adaptation stage of the integration continuum and have a time period of between 1 and 5 years since first accessing IRCC funded settlement services (whether in Canada or overseas). As time spent in Canada increases, so do the factors which could influence a client's integration process, including friends and family, employment, children, or other community services. At this level, any or all of the direct services and immediate results could be expected to result in any of the identified intermediate outcomes. Results will be further divided into early and late adaptation periods in order to better capture the progress and nuance in a client's integration journey. Results at the intermediate level focus on measuring a client's behaviour as a result of the knowledge gained at the immediate level. Expected outcomes of IRCC's Settlement Program at the intermediate level are that *Syrian clients access services that meet their needs, make informed decisions about life in Canada, use an official language to function in Canadian society, participate in the Canadian labour market, and are connected to communities and institutions*.

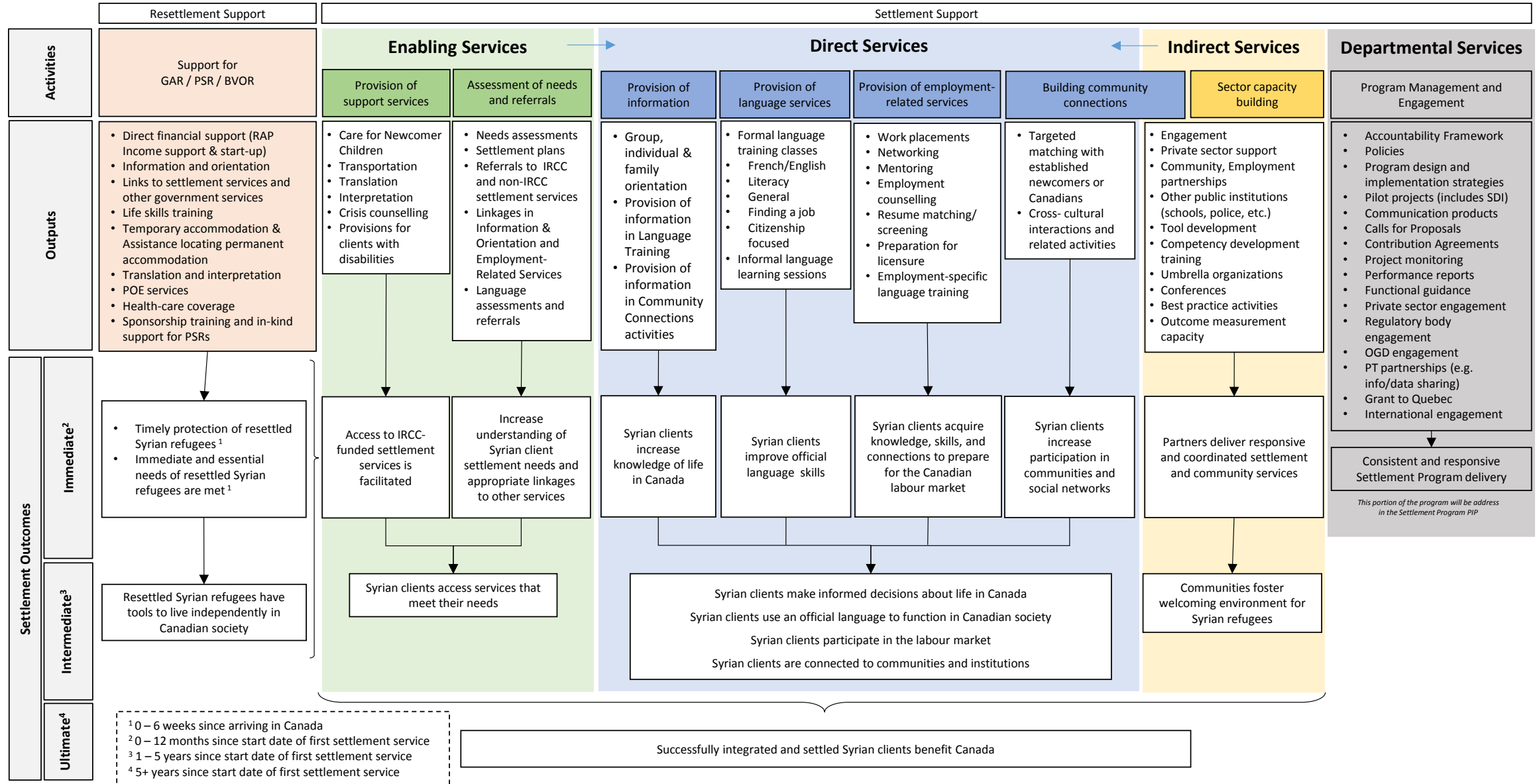
As an intermediate result of the two-way street progression, IRCC intends that partnerships and capacity building activities will lead to *communities fostering a welcoming environment for Syrian refugees* by adapting their services to immigrants, changing their practices and increasing inclusiveness.

Ultimate Outcome

Successful integration allows Syrian refugees to achieve their goals and allows Canada to share in the knowledge, skills and cultural diversity that refugees bring with them, which benefits all Canadians. The Refugee Resettlement Program contributes to achieving this outcome through the immediate and essential protection, services, supports, and tools it offers to resettled Syrian refugees. Since this eventual integration of Syrian refugees is ultimately the purview of the Settlement Program, the ultimate outcome of the Resettlement Program is woven into settlement programming results.

While the IRCC Settlement Program is intended to support immigrant settlement and adaptation toward longer-term integration, Syrian client outcomes at the ultimate level (five or more years after beginning of first service) are attributable to a variety of factors including social and economic trends in Canadian society. In earlier time frames, the Settlement Program focuses on first knowledge gains and then resulting behaviour on the part of both the clients and Canadian communities. The ultimate expected result of IRCC's settlement program is that *successfully integrated and settled Syrian clients benefit Canada*.

IRCC Syrian Refugee Resettlement Initiative (Phase V) Logic Model



3.2 Initiative Tags⁵

Linkage Tag: Supported Departmental Result or Government Priorities	Linkage Tag: Supported Mandate Letter Commitment	Linkage Tag: Horizontal Initiative that the program is part of	Descriptive Tag: Method(s) of Intervention	Descriptive Tag: Target Group(s)
<p>Departmental Result: Permanent residents are welcomed and benefit from settlement supports</p> <p>Departmental Result: Immigrants and refugees achieve economic independence and contribute to labour force growth</p> <p>Departmental Result: Immigrants and refugees feel part of and participate in Canadian society</p> <p>Government: Social Affairs: A diverse society that promotes linguistic duality and social inclusion</p>	<p>Lead government-wide efforts to resettle 25,000 refugees from Syria in the coming months.</p> <p>Working with the provinces and territories, ensure a renewed focus on the delivery of high-quality settlement services to ensure the successful arrival of new Canadians. This will require a rigorous approach to data in order to accurately measure outcomes.</p> <p>Following our government-wide efforts to resettle more than 39,000 Syrian refugees as of January 2017, continue to welcome refugees from Syria and elsewhere, and work with provinces and territories, service provider organizations, and communities to ensure refugees are integrating successfully into Canada to become participating members of society.</p>	<p>Syrian Refugee Resettlement Initiative</p>	<p>Contribution Grant</p>	<p>Non-governmental organizations</p> <p>Syrian Refugees</p> <p>Provincial & territorial governments</p>

⁵ Tagging was introduced into PIPs through the new Treasury Board (TB) *Policy on Results*, to assist TB in horizontal analysis across all departments.

4.0 Performance Measurement Strategy Framework

4.1 Overview

The full Performance Measurement Strategy Framework presents the plan for generating timely, consistent and relevant information required for on-going performance measurement, monitoring, and broader evaluation and reporting of the Syrian refugee outcomes and results. It includes indicators for outputs and outcomes and identifies the related data sources and frequency for collection, analysis and reporting.

The framework relies on the following main data sources:

- **The Immigration Contribution Agreement Reporting Environment (iCARE)** – iCARE collects information from service provider organizations about Resettlement and Settlement Program outputs: clients served and their characteristics, services delivered and their characteristics (e.g., method of delivery, topics covered). iCARE captures detailed information on the resettlement and settlement services provided to clients through a secure internet connection on a monthly basis. The information collected is linked by IRCC to information from other IRCC administrative data to provide demographic information on clients. iCARE is the main data source at the immediate outcome level for the contextual indicators.
- **Project Reports:**
 - Annual Project Performance Report (APPR)** – The APPR is a standardized reporting tool required of all service provider organizations that have contribution agreements under the Settlement Program to deliver direct services to clients. It generates a mix of quantitative and qualitative information and forms a second line of evidence to complement iCARE data and strengthen the evidence-base, especially to inform SPO capacity to deliver programming. APPRs are submitted to IRCC on an annual basis at the end of each fiscal year; however, in addition, narrative reports with similar content are submitted monthly and quarterly.
 - Annual Performance Report for Community Partnerships (APRCP)** – The APPR is complemented by the Annual Performance Report for Community Partnerships (APRCP), which is required of all funding recipients that have CAs under the Settlement Program to coordinate a community partnership (including Local Immigration Partnerships, Réseaux en immigration francophone, and sector-specific partnerships). A special Syria-focused appendix for the APRCP was developed and information is collected on efforts focused on Syrian refugees.
- **The Longitudinal Immigration Database (IMDB)** – The IMDB is a unique longitudinal database that combines administrative data on landed immigrants with their income tax returns, and is a key information source, which can be used to investigate the economic performance of immigrants by a wide range of socio-economic characteristics (e.g. income, wages and employment earnings, social assistance rates, mobility within Canada). The IMDB has the ability to distinguish Syrian refugees to enable analysis of their economic performance.
- **Settlement Survey(s)** – IRCC will conduct ongoing surveys of the newcomer population (both Settlement Program client and ‘non-client’) for the purposes of collecting performance measurement information. Data collected will include information from the client about knowledge gains, behaviour changes and the settlement services’ role in their integration path. The client-specific survey will be used to measure performance of the Settlement program, while the non-client survey will serve as an important

comparison group against which to measure results and inform policy. A variation of the same survey tool will be developed and administered for the refugee population (including Syrians) in order to collect timely results data for the purpose of reporting on this PIP.

- **The Global Case Management System (GCMS)** – GCMS is an integrated and web-based system used by IRCC to process applications for immigration, citizenship, and passport services. It is linked to iCARE using a client's Unique Client Identifier (UCI) to provide demographic and other information specific to resettlement and settlement clients.

4.2 Data Strategy

The current performance measurement strategy framework contains some indicators for which data is not yet available. There are also indicators which rely on provincial data – IRCC is working with provincial partners to put into place the necessary information-sharing arrangements in order to obtain this data when it becomes available.

The key element of a plan to fill the data gaps are presented below:

1. Functionality allowing Service Provider Organizations (SPOs) to manage waitlists for settlement services currently exists in iCARE; however, it is only mandatory for managing Language Training waitlists. In order to collect the complete data required for waitlist-related indicators, it will be necessary to make it mandatory for SPOs to manage all settlement service waitlists in iCARE. Some steps the department is taking to improve the quality and reliability of waitlist data include refining the data definitions around the population of waitlisted clients, an analysis of SPO data entry, and investigating changes required to improve functionality within iCARE. IRCC is currently developing a plan to address waitlist challenges.
2. The updated (2018) Settlement Client Outcomes Survey and non-client version will be strengthened with lessons from the 2016 Survey and questions will be adjusted accordingly to ensure all necessary survey data in support of this PIP and associated reporting needed is captured moving forward.
3. Use of the Longitudinal Immigration Database (IMDB) for the purposes of reporting performance information will require a data linkage between the IMDB and iCARE, especially in this case to inform the analysis of Syrian refugees' economic performance between those who received services and those who did not. This linkage is planned to occur in mid-2018.
4. IRCC has linked health and immigration data from Ontario and British Columbia and will complete similar linkages with New Brunswick and Manitoba in 2018, which will enable advanced research on health outcomes of Syrians. The Department is also presently negotiating data-sharing arrangements with Provinces to enhance the flow of performance information between jurisdictions in areas such as education and social services, to further augment performance information on the social outcomes of Syrians. Capacity to monitor the outcomes of Syrians is further enhanced through the new data linkage with Statistics Canada's *Canadian Community Health Survey (CCHS)*, which will enable analysis on immigrants, including Syrians', life satisfaction, sense of belonging, civic participation and social connections, and mental health.

4.3 Framework

Outcomes/Result	#	Performance Indicator ⁶	Data Available	Purpose/Description	Indicator Methodology	Data Source	Data Owner	Frequency of Measurement	Responsibility for Collection	Responsibility for Results Analysis*	Target / Date to Achieve Target	TB Sub Commitment or DRF Result Indicator	
Resettlement Support - while all the Syrians under OSR have been resettled, maintaining several key resettlement indicators will be important for reporting and contextualizing the early results and for historical purposes.													
Immediate Outcomes	Timely protection of resettled Syrian refugees	1	Number of resettled Syrian refugee admissions to Canada, broken down by GAR ⁷ , PSR, and BVOR	Y	Contextual		GCMS		Quarterly	OPPBB	R&E	DRF R3; I8	
		2	Percentage of admission target achieved, broken down by GAR, PSR, and BVOR	Y	Contextual		GCMS		Quarterly	OPPBB	R&E		DRF R3; I8
		3	Proportion of world-wide identified Syrian refugees assisted by Canada through resettlement program, broken down by GAR, PSR and BVOR admissions	Y		Numerator: UNHCR annual report Denominator: # of arrivals	UNHCR annual report		Annually	RAB	R&E		
		4	Percentage of Syrian refugees that fall within UNHCR priority populations (by Country of Birth and Country of refuge), by program	Y			Multi-year commitments / GCMS		Annually	RAB	R&E		-
	Immediate and essential needs of resettled Syrian refugees are met	5	Percentage of Syrian GARs receiving RAP services ⁸ that meet immediate and essential needs, broken down by type of RAP service	Y		To measure receiving RAP services	iCARE	R&E-Stats (DMR)	Annually	R&E-Stats (DMR)	R&E		
		6	Percentage of eligible resettled Syrian refugees with IFHP coverage	Y		To measure health coverage	GCMS		Annually	MHB	MHB		-
		7	Percentage of Syrian GARs and BVORs ⁹ receiving start-up income support, broken down by type of refugee ¹⁰ and amount	Y		To measure start-up income	SAP		Annually	Finance	R&E		
Intermediate Outcome	Resettled Syrian refugees have tools to live independently in Canadian society	8	Number of Syrian refugees receiving timely assistance in emergency medical situations broken down by GAR and BVOR	Y		Client received interpretation, translation or other assistance in urgent medical situations + length of time to deliver the service (RAP module).	iCARE	R&E	Annually	R&E	R&E		
		9	Percentage of Syrian refugees who have a family doctor or general practitioner, compared to the general population (Canadian-born, naturalized citizens, other immigrants and refugees)	N			CCHS/Client Outcomes Survey	STC/R&E		R&E	R&E		

⁶ All indicators may be broken down by demographic characteristics to support horizontal government initiatives such as GBA+ or reporting on OLMCs.

⁷ All GARs will be disaggregated by Joint Assistance Sponsorship (JAS) and non-JAS GARs, where possible – to be confirmed with OPPB and R&E-Stats (DMR).

⁸ RAP services include: Direct financial support; information and orientation; links to settlement services and other government services; life skills training; temporary accommodation; assistance locating permanent accommodation; translation and interpretation; Port Of Entry (POE) services.

⁹ BVORs receive 6 months of income support from RAP and 6 months of income support from private sponsors. This indicator collects income support from RAP.

¹⁰ Refugees admitted under public policy to be included in breakdown

Outcomes/Result	#	Performance Indicator ⁶	Data Available	Purpose/Description	Indicator Methodology	Data Source	Data Owner	Frequency of Measurement	Responsibility for Collection	Responsibility for Results Analysis*	Target / Date to Achieve Target	TB Sub Commitment or DRF Result Indicator	
	10	Number and percentage of Syrian GARs and BVORs who received an IRCC referral to a health or mental wellness service	Y			iCARE	R&E	Annually	R&E	R&E		-	
	11	Percentage of school age Syrian children who are attending schools	N			Client Outcomes Survey/PTs	PTs	TBD	R&E	R&E		-	
	12	Percentage of Syrian GARs and BVORs ¹¹ receiving income support, broken down by type of refugee ¹² , type of income support (allowances, in-kind), and amount	Y		To measure monthly allowance income support from RAP	SAP		Annually	Finance	RAB			
Settlement Support													
<i>All immediate indicators will include the Syrian settlement client population who are within one year of their first service start date for each applicable component (first service may have been accessed overseas or in-Canada)</i>													
<i>Survey data will only be used for Syrian clients who associate IRCC with progress in the applicable area and have a confirmed IRCC-funded settlement service record in iCARE.</i>													
<i>All indicators may be broken down by topic/type and component, where applicable.</i>													
Immediate Outcomes	Access to IRCC-funded settlement services is facilitated	13	Number and percentage of Syrian clients using IRCC-funded support services, by settlement service and type of support service ¹³	Y	Contextual indicator	Unique clients who have used any support service/unique clients; by type of settlement service and type of support service	iCARE	R&E	Annually	R&E	R&E	TBD	-
		14	Number and percentage of Syrian clients who identified a support service need and received that support service(s) as part of an IRCC-funded settlement service	Y	Assess alignment of identified need and support services received	Unique Needs Assessments and Referral Services (NARS) and Language Assessment (LA) clients who indicated support service(s) were required & received that support service(s) within a settlement service (Language Training (LT) only for LA) /unique NARS and LA clients who indicated support service(s) were required	iCARE	R&E	Annually	R&E	R&E	TBD	-
		15	Number and percentage of Syrian clients reported as waiting for a Language Training service, by reason	Y	Assess the gaps that may exist in support service offerings	Unique clients who received referrals to IRCC or blended LT services who are on a waitlist (excluding clients enrolled in training and are receiving support services)/ unique clients who received referrals to IRCC or blended LT services	iCARE	R&E	Annually	R&E	R&E	TBD	-
	Increase understanding of Syrian client	16	Number and percentage of Syrian clients who identified needs by type of need, and number and percentage of clients who received a settlement plan	Y		Unique clients who received a NARS/all unique clients; by type of need Unique NARS clients who received a settlement plan/all unique NARS clients	iCARE	R&E	Annually	R&E	R&E	TBD	-

¹¹ BVOR refugees receive 6 months of income support from RAP and 6 months of income support from private sponsors. This indicator collects income support from RAP.

¹² Refugees admitted under public policy to be included in breakdown

¹³ All indicators may be broken down by immigration category to enable further analysis and performance reporting.

Outcomes/Result	#	Performance Indicator ⁶	Data Available	Purpose/Description	Indicator Methodology	Data Source	Data Owner	Frequency of Measurement	Responsibility for Collection	Responsibility for Results Analysis*	Target / Date to Achieve Target	TB Sub Commitment or DRF Result Indicator
settlement needs and appropriate linkages to other services	17	Number and percentage of Syrian client needs identified in a language assessment, by type of need and Canadian Language Benchmark (CLB) level	Y		Unique clients who received an LA /unique clients Needs in LA /unique clients receiving an LA who were referred to IRCC or blended, by CLB level	iCARE	R&E	Quarterly	R&E	R&E	TBD	-
	18	Number and percentage of Syrian clients receiving a referral as a result of a Language Assessment, by type of referral	Y		Referral by type/unique clients who received LA	iCARE	R&E	Quarterly	R&E	R&E	TBD	-
	19	Number and percentage of Syrian clients receiving referrals/ linkages by topic	Y		Unique clients who received a referral/linkage in NARS, Information and Orientation (IO) or Employment-Referred Services (ER)/all unique clients who received NARS, IO, or ER; by service	iCARE	R&E	Annually	R&E	R&E	TBD	-
Syrian clients increase knowledge of life in Canada	20	Number and percentage of Syrian clients receiving information by service and topic	Y	Contextual indicator	Unique clients who received an I&O, Community Connection (CC)(connect) ¹⁴ , CC(lang) or LT/all clients receiving at least one settlement service	iCARE	R&E	Quarterly	R&E	R&E	TBD	-
	21	Percentage of Syrian clients who indicated that their knowledge of life in Canada changed as a result of IRCC-funded services, by topic and overall	N		Received first applicable service less than 12 months ago + improved at least 1 level by topic + agree (4+) that IRCC influenced their knowledge change/ All respondents with applicable service less than 12 months ago + responded to survey question	Settlement Client Outcomes Survey	R&E	Annually	R&E	R&E	TBD	-
Syrian clients improve official language skills	22	Number and percentage of Syrian clients receiving Language Training service by CLB level, including literacy	Y	Contextual indicator	Unique clients who received an LT, by level/unique clients receiving at least one settlement service	iCARE	R&E	Quarterly	R&E	R&E	TBD	-
	23	Number of Syrian Language Training clients who obtained the CLB levels required for citizenship (CLB 4+ in Listening, Speaking) by primary objective for taking language training, and overall.	Y		Number of unique clients who progress from CLB 3 or below to CLB 4 or higher (excluding literacy clients) on two skills (Listening and Speaking); by primary objective for taking language training and overall	iCARE	R&E	Quarterly	R&E	R&E	TBD	-
	24	Number and percentage of Syrian Language Training clients who advanced to the next level	Y		Unique clients who achieved next or subsequent CLB levels on one of four language skills when compared to their baseline assessment or progress/Unique clients who received language training with progress results	iCARE	R&E	Quarterly	R&E	R&E	TBD	DRF R4, I15

¹⁴ Community Connections services are divided into three parts: CC(lang)- Community Connections service with the main focus of language learning; CC(emp)- Community Connections service with the main focus of accessing the labour market and; CC(connect)- all other Community Connections services

Outcomes/Result	#	Performance Indicator ⁶	Data Available	Purpose/Description	Indicator Methodology	Data Source	Data Owner	Frequency of Measurement	Responsibility for Collection	Responsibility for Results Analysis*	Target / Date to Achieve Target	TB Sub Commitment or DRF Result Indicator
	25	Number and percentage of Syrian clients who received informal language training	Y	Contextual indicator	Unique clients who received CC(lang)/all clients receiving at least one settlement service	iCARE	R&E	Quarterly	R&E	R&E	TBD	-
	26	Percentage of Syrian clients (formal & informal) who indicate language learning gains overall and by competency area (formal by Listening, Speaking, Reading, Writing, informal by Language and Speaking)	N		Received first applicable service less than 12 months ago + improve at least 1 level by skill + agree (4+) that IRCC influenced their knowledge change/ All respondents with applicable service less than 12 months ago + responded to survey question Aggregate Measure: See aggregate methodology to replace skill-specific	Settlement Client Outcomes Survey	R&E	Annually	R&E	R&E	TBD	-
Syrian clients acquire knowledge, skills, and connections to prepare for the Canadian labour market	27	Number and percentage of Syrian clients receiving an employment related service	Y	Contextual indicator	Unique Syrian refugee clients receiving ER or CC(emp) or IO(emp) ¹⁵ /all Syrian refugee clients who received at least one settlement service; type and component	iCARE	R&E	Quarterly	R&E	R&E	TBD	-
	28	Percentage of Syrian clients who received employment related services who indicated changes in knowledge, skills, and connections obtained related to the Canadian work environment, by type of service	N		An index of survey responses that are a 4 or 5 to each sub-questions listed under the employment related knowledge question	Settlement Client Outcomes Survey	R&E	Annually	R&E	R&E	TBD	DRF R4, I16
Syrian clients increase participation in communities and social networks	29	Number and percentage of Syrian clients receiving Community Connections services by type and main focus (excluding populations included in employment or language)	Y	Contextual indicator	Unique clients who received a CC(connect) /all clients receiving at least one settlement service	iCARE	R&E	Quarterly	R&E	R&E	TBD	-
	30	Number and percentage of Syrian community connections clients who indicate they have participated in at least one type of organization once or twice a year	N		CC clients who indicated they participated in at least one organization at least one or twice per year/survey respondents who were CC(connect) clients	Settlement Client Outcomes Survey	R&E	Annually	R&E	R&E	TBD	-
	31	Percentage of Syrian community connections clients who indicate that they increased their social network as a result of participation in IRCC-funded services	N		CC clients who indicated they increased the number of people in their social network as a result of participating in IRCC settlement services/survey respondents who were CC(connect) clients	Settlement Client Outcomes Survey	R&E	Annually	R&E	R&E	TBD	-
	32	Leveraging additional resources by project • Volunteers and their contribution to projects	Y		Document review	APPR	SIP	Annually	SIP	SN	TBD	-

¹⁵ Information and Orientation services have a sub-service type of information on employment (IO(emp)) that is defined as an Information and Orientation service with employment as a topic and lasting for more than 5 days.

Outcomes/Result		#	Performance Indicator ⁶	Data Available	Purpose/Description	Indicator Methodology	Data Source	Data Owner	Frequency of Measurement	Responsibility for Collection	Responsibility for Results Analysis*	Target / Date to Achieve Target	TB Sub Commitment or DRF Result Indicator
	Indirect Services: Partners deliver responsive and coordinated settlement and community services		<ul style="list-style-type: none"> Partners and their contributions to projects 										
		33	<ul style="list-style-type: none"> Number and profile of LIPs/RIFs and Immigrant Employment Councils Geographic distribution Number and variety of partners involved Number and percentage that developed strategies and workplans Number of employers offering mentorships 	Partially (LIPs/RIFs only)		Document review, indication of progress during the fiscal year	Annual Performance Report for Community Partnerships (APRCP)	SIP	Annually	SN	SN	TBD	-
<i>All intermediate indicators will include the settlement client population who are between one and five years of their first service (first service may have been accessed overseas or in-Canada) start date with a breakdown of 1-3 and 3-5 years</i>													
Intermediate Outcomes	Syrian clients access services that meet their needs	34	Number and percentage of Syrian clients who indicated the support services they received met their needs	N		Received first applicable support service less than 12 months ago + agree (4+) that IRCC support services met their needs/ All respondents with applicable service less than 12 months ago + responded to survey question; by service Aggregate Measure: See aggregate methodology to replace service-specific	Settlement Client Outcomes Survey	R&E	Annually	R&E	R&E	TBD	-
		35	Number and percentage of Syrian clients who received services in their official language of preference	Y		Official language of preference as recorded in the Client Profile compared to the language of service	iCARE	R&E	Annually	R&E	R&E	TBD	-
		36	Number and percentage of Syrian clients who indicated challenges getting services they needed due to lack of support services, by support services type	N		Number and percentage of respondents who indicate: difficult to get to locations (transportation); translation/interpretation; take care of my children (Child care); or disability/ All respondents who said 'yes' to problems or difficulties	Settlement Client Outcomes Survey	R&E	Annually	R&E	R&E	TBD	-
		37	Number and percentage of Syrian clients who indicated referrals received helped address their needs	N		Said 'yes' to received referrals or linkages + rate 4+ agreement on usefulness of linkages/referrals/ All respondents who said 'yes' to receiving linkages or referrals	Settlement Client Outcomes Survey	R&E	Annually	R&E	R&E	TBD	-
	Syrian clients make informed decisions about life in Canada	38	Percentage of Syrian clients who indicate they are comfortable making informed decisions about life in Canada, by topic	N		Number of clients who indicate 3-5 on a scale of 1-5 to all questions on their ability to make informed decisions overall/total number of survey respondents; by type of decision	Settlement Client Outcomes Survey	R&E	Annually	R&E	R&E	TBD	-
	Syrian clients use an official	39	Percentage of Syrian clients who indicate they are comfortable using an official language	N		Number of clients who indicate 3-5 on a scale of 1-5 to all questions on their ability to use official languages/total	Settlement Client	R&E	Annually	R&E	R&E	TBD	-

Outcomes/Result		#	Performance Indicator ⁶	Data Available	Purpose/Description	Indicator Methodology	Data Source	Data Owner	Frequency of Measurement	Responsibility for Collection	Responsibility for Results Analysis*	Target / Date to Achieve Target	TB Sub Commitment or DRF Result Indicator
	language to function in Canadian Society		without help in daily life situations, broken down by topic and official language			number of survey respondents; by task and language	Outcomes Survey						
		40	Difference between percentage of Syrian clients 1-3 years and percentage of Syrian clients 3-5 years from 1st service who indicate they use an official language outside of the home most of the time or always; by official language	N		Percentage change between clients 1-3 and 3-5 years from 1st service who indicate 4-5 on a scale of 1-5 to all questions related to their frequency of using an official language;	Settlement Client Outcomes Survey	R&E	Annually	R&E	R&E	TBD	-
	Syrian clients participate in the Canadian labour market	41	Number and percentage of Syrian clients by employment status (as indicated by client) (working, have worked but not currently, looking for work)	N		Percentage of clients by employment status/total number of clients who have intention to work	Settlement Client Outcomes Survey	R&E	Annually	R&E	R&E	TBD	-
		42	Incidence of employment earnings for Syrian clients 1 through 5 years since landing	N	Available mid-2019	Number of people who are working or getting self-employed income	IMDB	R&E	Annually	R&E	R&E	TBD	-
		43	Percentage of Syrian refugees receiving social assistance, broken down by GAR, PSR, BVOR	N	Available mid-2019	TBD	IMDB	R&E	Annually	R&E	R&E	TBD	-
	Syrian clients are connected to communities and institutions	44	Number and percentage of Syrian clients who have a strong sense of belonging (to Canada, province, community, country of origin)	N		Number of clients who indicate 4-5 on a scale of 1-5 on their sense of belonging / survey respondents; overall and by level	Settlement Client Outcomes Survey	R&E	Annually	R&E	R&E	TBD	DRF R6, I20
		45	Number and percentage of Syrian clients who indicate they have a high degree of trust in public institutions	N		Number of clients who indicate 3-5 on a scale of 1-5 to all questions on their trust in public institutions / survey respondents	Settlement Client Outcomes Survey	R&E	Annually	R&E	R&E	TBD	-
		46	Number and percentage of Syrian clients who indicate they have participated (in the last 12 months) at least monthly in a group/association/organization	N		CC clients who indicated they participated in at least one organization at least monthly/survey respondents who were CC clients	Settlement Client Outcomes Survey	R&E	Annually	R&E	R&E	TBD	-
	Communities foster a welcoming environment for Syrian refugees	47	LIPs/RIFs introduced strategies and action plans to improve selected welcoming community features <ul style="list-style-type: none"> • Top 3 characteristics of a welcoming community addressed • Bottom 3 characteristics of a welcoming community addressed 	Y		Document review	APRCP	SIP	Annually	SN	R&E	TBD	-
		48	Number and percentage of Syrian clients who indicate that they feel accepted in Canada	N		Received any service 1-5 years ago + respond 4 or higher	Settlement Client Outcomes Survey	R&E	Annually	R&E	R&E	TBD	
<i>Ultimate indicators will include the settlement Syrian population who are beyond five years of their first service (first service may have been accessed overseas or in-Canada) start date</i>													
Ult im	Successfully integrated and	49	Number and percentage Syrian clients who indicate they have volunteered in Canada	N		Number of unique clients who answer yes to the question: <i>In the past 12</i>	Settlement Client	R&E	Annually	R&E	R&E	TBD	Aligned with DRF R6, I21

Outcomes/Result	#	Performance Indicator ⁶	Data Available	Purpose/Description	Indicator Methodology	Data Source	Data Owner	Frequency of Measurement	Responsibility for Collection	Responsibility for Results Analysis*	Target / Date to Achieve Target	TB Sub Commitment or DRF Result Indicator
settled Syrian clients benefit Canada					<i>months, did you do any unpaid volunteer work in Canada for any organization/survey respondents</i>	Outcomes Survey						
	50	Number and percentage Syrian clients who are employed	N	Available mid-2019	Number of unique clients who are employed and file taxes/all clients who received at least one settlement service and filed taxes	iCARE-IMDB linkage	R&E	Annually	R&E	R&E	TBD	Aligned with DRF R5, I 17
	51	Number and percentage Syrian clients who are in the middle income range or above	N		Number of unique clients who are employed and file taxes and who are in the middle income range or above/all clients who received at least one settlement service and filed taxes	iCARE-IMDB linkage	R&E	Annually	R&E	R&E	TBD	Aligned with DRF R5, I18
	52	Number and percentage of Syrian clients who are granted citizenship and have taken the oath	Y	Aligned with Citizenship PIP	Permanent residents in Canada who were clients and acquired Canadian citizenship/PR in Canada who were clients and are eligible to acquire Canadian citizenship.	GCMS	OPPB	Annually	OPPB	R&E	TBD	Aligned with DRF R7, I1
	53	Number and percentage of Syrian clients who have a strong sense of belonging (to Canada, province, community, country of origin) compared to the Canadian-born	N		Number of clients who indicate 4-5 on a scale of 1-5 on their sense of belonging / survey respondents; overall and by level, compared to results for the Canadian-born	Settlement Client Outcomes Survey & General Social Survey	R&E/STC	Annual/Every 7 years	R&E/STC	R&E		Aligned with DRF R6, I20
	54	Percentage of Canadians who support the current level of immigration	Y	Assess the success of the two-way street approach to integration	Number of respondents who answered 'just right', divided by the total number of respondents; and, number of respondents who answered 'too few', divided by the total number of respondents.	IRCC Annual Tracker		Annually		R&E		DRF R4, I14

*Research and Evaluation Branch will undertake the analysis of this data from a policy perspective, to advance the department's understanding of the policy implications of the data collected. This analysis may be shared within the Department with any relevant Branch, who may then, in turn, wish to further analyze the data from the perspective of its own area of responsibility (for example, from an operational perspective).

5.0 Reporting Strategy

IRCC developed a comprehensive Outcomes Monitoring Framework (OMF) for Syrian refugees at the outset of Operation Syrian Refugees (Nov. 2015). This framework was anchored in a multi-year approach and based on multiple data sources. As part of the OMF (revised in Jan. 2018), the R&E Branch at IRCC produces a Syrian Results Monitor, which is to be updated regularly (last updated in April 2018). This dashboard-style document reflects settlement service and outcome data, provincial statistics and information, SPO research results, IRCC-funded research findings, other government academic studies and reports, as well as work in progress.

The OMF and this PIP for the Syrian Refugee Initiative are updated and aligned with IRCC's PIPs for the Resettlement and Settlement programs, recently finalised under the new Departmental Results Framework. In addition to these foundational documents, IRCC has also put in place a multi-pronged data strategy to further strengthen departmental capacity to monitor, analyze and report on outcomes for Syrian refugees, and course correct as needed.

Together, these efforts will provide timely and increasingly more comprehensive results information for Syrians in 2018 and for the years to come, and support IRCC's ongoing performance measurement, policy/program innovation and course correction, information sharing with partners, and substantive public reporting on the integration of Syrians and their children.

The Syrian Initiative's performance measurement information will also be reported through corporate reporting mechanisms, including annual Departmental Results Report to Parliament against the Departmental Plan and may be included in stock-takes to the Performance Measurement and Evaluation Committee (PMEC).

6.0 Evaluation Strategy

IRCC undertakes a Departmental Evaluation Planning exercise on an annual basis to identify programs and areas that require evaluation in future years. This plan is approved annually PMEC chaired by the Associate Deputy Minister. Although the Syrian Refugee Initiative was not part of the annual evaluation plan, a [Rapid Impact Evaluation](#) was completed in 2016.

The next evaluation of IRCC Resettlement Programs is planned for 2020-21 and the Settlement Program is planned for 2022-23, both of which may include Syrian refugees. Under the *Policy on Results*, a separate evaluation of the Syrian Refugee Initiative may also be considered in future annual Departmental Evaluation Planning exercises. Exact timing and scoping of evaluation projects to include the Syrian initiative will be considered as part of the annual Departmental Evaluation Planning exercise and will consider the numerous factors such as the needs of senior management, program, departmental and government of Canada priorities, overall risks, and the quality of performance information collected.

7.0 Additional Information

7.1 List of Relevant Approved Evaluations and External Studies

Rapid Impact Evaluation of the Syrian Refugee Initiative

A Rapid Impact Evaluation was conducted by IRCC to assess the early outcomes of the 2015-16 Syrian Refugee Initiative. The evaluation was targeted in nature, and examined the Syrian refugees who were admitted to Canada between November 4, 2015 and March 1, 2016 and were a part of the initial 25,000 Syrian refugee commitment (i.e. Wave 1).

The evaluation focused on resettlement and early settlement outcomes for the Syrian population who were admitted as GAR, PSR, and BVOR refugees, as well as lessons learned and areas to monitor in the future. In addition, comparisons were made where possible to previous resettled refugees who arrived in Canada between 2010 and 2014.

Social Sciences and Humanities Research Council (SSHRC) Targeted Research: Syrian Refugee Arrival, Resettlement and Integration¹⁶

In June 2016, in partnership with IRCC, SSHRC offered to support peer-reviewed research on Syrian refugee resettlement in Canada, by providing supplementary grants to SSHRC-funded researchers already studying immigration, refugee resettlement, early integration and related topics. This joint initiative aims to support targeted, practical and actionable research projects. There were 27 research grants awarded to individuals at various universities and research centres across Canada. As of January 2018, several of these research studies have been published and external links are provided below. IRCC expects to see the results of other SSHRC-funded Syrian refugee research projects in 2018. (The [SSHRC-IRCC Syrian Refugee Research](#) collection at IRCC highlights the research products that are a result of this initiative - available to IRCC employees only)

- Alberta Association of Immigrant Serving Agencies (AAISA) in collaboration with University of Calgary and Habitus Consulting Collective Inc. - [Alberta Syrian refugee resettlement experience study](#)
- Stephen Jarislowsky (Chair of Cultural and Economic Transformation), Dr. Tony Fang et al. (Memorial University) - [Syrian refugee arrival, resettlement and integration in Newfoundland and Labrador](#)
- Garine Papazian-Zohrabian (Université de Montréal) et al. - [Promoting the social and educational integration of Syrian refugee students by developing their sense of belonging to the school, their psychological well-being and that of their families](#)
- Victoria Esses, Leah Hamilton, Mohammed el Hazzouri, Alina Sutter & Ajit Pyati (P2P - Pathways to Prosperity) - [Optimizing the provision of information to facilitate the settlement and integration of refugees in Canada](#)
- James Ted McDonald (UNB Fredericton) - [Retention of immigrants and refugees in NB : a preliminary quantitative analysis using provincial administrative data](#)
- Melissa A. Milkie, Neda Maghbouleh, Ito Peng (University of Toronto) - Syrian refugee mothers in a new world : stressors, supports & mental health (report not yet available but see below for excerpts)
 - <https://canadianfamily.ca/parents/relationships/canadians-help-syrian-families/?platform=hootsuite>

¹⁶ June 2016 SSHRC Competition Awards http://www.sshrc-crsh.gc.ca/results-resultats/recipient-recipiendaires/2016/syrian_refugee-refugie_syrien-eng.aspx

- <http://sociology.utoronto.ca/professor-neda-maghbouleh-interviewed-about-syrian-refugee-families-by-canadian-family/>
- <https://www.utoronto.ca/news/u-t-study-looks-syrian-moms-adjusting-life-canada-refugees>
- <http://sociology.utoronto.ca/3-sociology-professors-look-into-parenting-stress-experienced-by-syrian-refugees/>
- Huyen Dam, Sarah Wayland (McMaster University) - [Understanding the challenges encountered by the Hamilton Immigrant Partnership Council in Ontario - preliminary findings](#)
- Margaret Walton Roberts - [Comparative Evaluation of Local Immigration Partnerships \(LIPs\) and their Role in the Syrian Refugee Resettlement Process](#)
- Rich Janzen - [The impact of the Syrian refugee influx on local systems of support](#)
- Christina Clark-Kazak - [Ethical Considerations: Research with People in Situations of Forced Migration](#)
- Sandeep Agrawal - [Settlement experiences of Syrian refugees in Alberta](#)
- Damaris Rose and Alexandra Charette - [Finding housing for the Syrian refugee newcomers in Canadian cities: challenges, initiatives and policy implications. Synthesis report and executive summaries](#)

New RAP SPO Review (April 2017)

This review was conducted in order to assess the performance of the new resettlement assistance program service provider organizations (RAP SPO) that were funded through Operation Syrian Refugees (OSR) in providing adequate and appropriate RAP services to government-assisted refugee (GAR) clients. The review also sought to understand whether the services and resources needed by refugees were available in the new GAR-receiving communities, and what particular advantages these new communities presented for refugees in their early integration.

In 2016, in order to meet the need for additional RAP capacity during a time of increased refugee resettlement from Syria and to respond to interest from the public to be more engaged in refugee resettlement, IRCC increased its RAP SPO network and began destining GARs to new refugee-serving Canadian communities. This review focused on the 13 new RAP SPOs located in 13 different Canadian communities in Ontario, Manitoba, Alberta and British Columbia. Eight of these RAP SPOs held CAs directly with IRCC, and five other SPOs were sub-agreement holders under another SPO's CA ("hub-spoke model"). The new RAP SPOs signed agreements starting between February and May 2016 and ending on March 30, 2017. At the time of the review, a decision by the department regarding the future funding of the new RAP SPOs was pending.

7.2 List of Relevant Major Projects, Services, and Horizontal Initiatives

Syrian Refugees Horizontal Initiative

In response to the ongoing conflict in Syria which has displaced millions of Syrians, the Government of Canada resettled more than 25,000 Syrian refugees between November 4, 2015, and February 29, 2016. The Government's commitment to resettling Syrian refugees continued in 2016, reaching a total of over 40,000 individuals, who were welcomed by more than 350 communities across Canada.

This initiative covered the first four phases of the Operation Syrian Refugees and involved significant collaboration among federal, provincial, territorial and municipal governments, federal government departments, non-governmental organizations, the private sector, advocacy groups and Canadians. IRCC and its partners continue to work together to facilitate the resettlement of additional Syrian refugees to Canada.

The supervision, execution, monitoring and reporting of this horizontal initiative was assumed under the direction of various committees, subcommittees, working groups, councils and operations centres. IRCC was working with all partners involved in the OSR and is currently still working with CBSA, the only remaining partner in the OSR to report on the shared outcomes and results of the government's investments into this initiative. While Phase V constitutes part of the OSR, this PIP covers only IRCC's portion of Phase V of the OSR and includes only IRCC-related activities.

7.3 Government-wide policy considerations

All performance measurement data will be disaggregated by demographic characteristics to support government-wide policy considerations (such as GBA+ and official language). The disaggregated data will be analyzed for trends related to GBA+ and to official languages.

Additionally, the Syrian Refugee Initiative will consider Official Language assessments as part of their processing outputs, and will also collect Official Language-specific data on the percentage of clients who receive services in their stated official language of preference.

8.0 Initiative Risk Profile (Phase V)

Risk	Context and Drivers	Probability	Impact	Existing controls	Risk level	Risk Treatment and Mitigation Strategies	Monitoring strategy/ risk indicators
A significant service delivery gap emerges that cannot be filled in a timely fashion	<ul style="list-style-type: none"> • Reliance on third party service provider organizations (SPOs) to deliver services. ○ Proposals may not be received to address all identified priorities ○ SPOs may not be available to deliver a service in a particular area ○ As levels increase, there could be a lack of capacity for existing SPOs to meet demand ○ Lack of French services outside of Quebec could be a concern (Official Languages Act, Part VII Obligations) ○ IRCC's and GOC's reputations could suffer as a result of inconsistency in achieving results for Syrian refugees 	Possible	<p>High</p> <ul style="list-style-type: none"> • Failure to deliver on Departmental results (High) • Sustained public criticism in media (High) • Public loss of confidence in IRCC, credibility and Government of Canada's ability to manage immigration questioned (High) • Impact of risk is estimated to exceed \$5M (High – but note, this is not a high amount as a percentage in G&C) • Failure to meet client expectations (Med) • Unintended decrease in immigration to Canada (Med) • Unintended negative impacts on aspects of Canadian culture (i.e. languages, values, crime, etc.) (Med) 	<ul style="list-style-type: none"> • Regular priority identification and regular Calls for proposals • Regular monitoring to address gaps as they arise • Soliciting SPOs directly and negotiating appropriate terms as required • Set out clear expectations among clients and Canadian public • Provide clear message through communications • Engagement and outreach 	HIGH	<p><i>Mitigate</i></p> <ul style="list-style-type: none"> • Proposals were reviewed to assess their relevance vis a vis Syrian refugee needs • On-going program monitoring of Contribution Agreements focused on the Syrian population through interviews and management tools • Set specific settlement outcome targets for Syrian refugees • Deliver outcome assessments of Syrian refugees through targeted evaluation and research 	<ul style="list-style-type: none"> • Syrian supplementary funding is allocated for investment in provinces and territories based on destinations of Syrian refugees. • All Syrian supplementary funding is accounted for separately from base settlement funding.

						<ul style="list-style-type: none"> • Increase communication, engagement and outreach 	
IRCC may be unable to adequately monitor and extract detailed information from increasingly complex CAs or CAs containing multiple services	<ul style="list-style-type: none"> • Merging of contribution agreements in order to decrease the overall number of agreements each organizations holds, which increases both value and complexity of agreements • Requires a shift in the way agreements are managed in the local offices • Lack of consistent monitoring by IRCC related to 1) refugees once resettled; and 2) agreement holders (private sponsors / service delivery providers) to directly verify that services are provided or adequate. 	Possible	<p>High</p> <ul style="list-style-type: none"> • Impact of the risk could exceed \$5M to rectify in terms of resources wasted or could lead to fraud (High) • Sustained negative media coverage or high volume social media that undermines IRCC's credibility (High) • Report from a Parliamentary Agency, Central Agency or assurance provider (e.g., OAG, OCG, CESD) made public that calls for significant, immediate changes or calls IRCC's credibility into question (High) • Failure to deliver on outcomes identified in the PIP, if quality of services decline (Med) • Failure to meet client expectations (Med) 	<ul style="list-style-type: none"> • Signed legal agreements • Review of legal agreements and reports • Monitoring of government provided income support 		<p><i>Mitigate</i></p>	<p>Risk can be regularly monitored via:</p> <ul style="list-style-type: none"> • Monthly reports/data • Ad hoc advisories • Syrian refugee-specific performance reports on activities described in contribution agreements
IRCC may be unable to obtain data from provincial/territorial and municipal	<ul style="list-style-type: none"> • As a result of media coverage and the 2017 report from the OAG, IRCC is required to investigate and report on the health and education outcomes of Syrian refugees 	Possible	<p>High</p> <ul style="list-style-type: none"> • Failure to demonstrate we have delivered on Departmental results (High) 	<ul style="list-style-type: none"> • Use existing data sources that are available to IRCC (i.e. Stats Can data including surveys) 		<p><i>Mitigate</i></p> <ul style="list-style-type: none"> • Include health and education-related questions on the refugee version 	

partners to demonstrate the full integration story of Syrian refugees	<ul style="list-style-type: none"> IRCC does not currently receive any data about Syrian refugees from PTs or municipal governments In terms of health and education data, it is not known whether PTs collect individualized data or whether they can identify how many and which Syrian refugees access health and education services 		<ul style="list-style-type: none"> Sustained public criticism in media (High) Failure to deliver on outcomes identified in the PIP (Med) 			of the Settlement Client Outcomes Survey <ul style="list-style-type: none"> Continue to work with and encourage PT and municipal partners to share data and information 	
Media broadly and consistently report that Syrian refugees are not integrating well into Canadian society.	<ul style="list-style-type: none"> Close public and Parliamentary scrutiny Media inclined to search out the worst case scenarios 	Unlikely	High <ul style="list-style-type: none"> Failure to deliver on Departmental results (High) Sustained negative media coverage (High) Public loss of confidence in the Government of Canada to manage refugee resettlement (High) Some political impact (Med) Potential impact on partners' business or ability to deliver (Med) 	<ul style="list-style-type: none"> Transparency with the public through annual reporting of program results (e.g. in the DRR and AR) on the achievement of outcomes and consideration in annual evaluation planning exercises 	MEDIUM	<i>Mitigate</i> <ul style="list-style-type: none"> Provide more information regularly to the public through outreach 	Risk can be regularly monitored via: <ul style="list-style-type: none"> Public opinion research Monthly reports/data Ad hoc advisories Performance reports
IRCC may be unable to effectively engage provincial/ territorial and municipal partners to coordinate development of	<ul style="list-style-type: none"> Settlement of newcomers is a coordinated effort at the federal, provincial/ territorial and municipal levels. Some key performance indicators rely on provinces/territories for data. Each level of government has its own priorities which could be misaligned. 	Unlikely	High <ul style="list-style-type: none"> Failure to deliver on Departmental results (High) Public support for immigration could decrease (Med) Failure to meet client expectations (due to 	<ul style="list-style-type: none"> Funding of community partnerships such as Local Immigration Partnerships (LIPs) and Réseaux en Immigration Francophone (RIFs) Multilateral engagement with 	MEDIUM	<i>Accept and Monitor</i> <ul style="list-style-type: none"> Increase current outreach with provincial and territorial partners to establish protocols on coordination, 	

<p>and reporting on welcoming communities</p>			<p>negative newcomer experiences) (Med)</p>	<p>PTs (i.e., Helping Immigrants Succeed: An FPT Action Plan as part of the FPT Vision Action Plan)</p> <ul style="list-style-type: none"> • Bilateral engagement with PTs to ensure better policy and program alignment (cooperation and information exchange in Month 13 – the point in time when refugees transfer from federal to provincial income supports) 		<p>information, data, and resource sharing.</p> <ul style="list-style-type: none"> • Ensure early and frequent dialogue and improve communication and cooperation with P/T partners to mitigate misunderstandings and misalignment of priorities. 	
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