



## REQUEST FOR PROPOSALS

### Pilot Sites: New Tools for Settlement-Sponsorship Teamwork

**Posted: Wednesday November 20, 2019**

**Deadline for Receipt of Submissions: Friday December 6, 2019 at 12:00pm EST**

OCASI invites qualified organizations to submit a proposal for a contract to implement a pilot project as part of the *Allies for Refugee Integration: New Tools for Settlement-Sponsorship Teamwork* Project.

We are seeking organizations working in Ontario who have experience serving privately sponsored refugees to apply to implement one of two pilot projects described below. *Detailed pilot descriptions are found at the end of this RFP.*

### Organization Profiles

**OCASI** was formed in 1978 to act as a collective voice for immigrant serving agencies and to coordinate responses to shared needs and concerns. Its membership is comprised of more than 220 community-based organizations in the province of Ontario.

<https://ocasi.org/>

**Refugee 613** is an agile and innovative communications hub in Ottawa that informs, connects and inspires people to welcome refugees and build strong communities.

<https://www.refugee613.ca/>

### Allies for Refugee Integration Project Overview

*Allies for Refugee Integration* project is a three-year project funded by IRCC under the Settlement Program Service Delivery Improvements (SDI) funding stream. ARI aims to improve settlement outcomes of privately sponsored refugees by increasing and strengthening collaboration between settlement service providers and refugee sponsorship groups in Ontario. We believe that settlement service delivery can be improved with the help of innovative interventions and tools that will build mutual trust between service providers and refugee sponsors, increase proactive engagement with local service providers and enable service providers and refugee sponsors to work more seamlessly together.

With a focus on driving innovation, this project aims to identify, develop and test innovative tools for collaboration and teamwork. Led by OCASI in close partnership with Refugee 613, the

project engages service providers, sponsors, formerly sponsored refugees and other stakeholders to ensure their voices shape the problem definition and design of solutions.

To learn more about the project, including our research report which gave rise to the development of this pilot idea, visit: <https://ocasi.org/allies-refugee-integration>

## Scope

Now in its second year, Allies for Refugee Integration has completed extensive research and collaborative design phases to identify best practices and develop pilot prototypes.

As part of the next phase of our project, we're looking for partners to implement these pilot ideas in collaboration with our project team. The pilots are to run between January and December 2020, with lessons learned and tools recommended for implementation by March 2021.

## ARI activities and deliverables

***See Pilot-specific activities in the descriptions below.***

Final deliverables, evaluation framework and work plan will be finalized in partnership with the ARI project team upon signing of MOU.

The overall ARI project deliverables to be achieved through the pilots include a report due in March 2021 with participant feedback and lessons learned through the pilot activities, as well as recommendations for tools to be adopted after the pilot period.

## Timelines

- RFP issued - Wednesday November 20, 2019
- Submissions Due - Friday December 6, 2019
- Partnership agreement signed (including an agreed upon work plan, budget, communications and evaluation plan) - January, 2020
- Implementation begins - January 2020
- Pilot and evaluation completed - December 2020

## Who should apply?

### **Pilot 1- Settlement-Sponsorship Case Management Model**

### Qualifications Required

We are looking for two pilot partners who are **immigrant and refugee serving organizations (including settlement agencies and service providing organizations)** experienced in case management and who serve sponsored refugees. Two pilot sites will be selected: one in a smaller community and one in a larger community.

Pilot partners must also:

- Demonstrate direct experience working with at least one of the key stakeholders: privately sponsored refugees, refugee sponsors, or settlement workers (ideally all three)
- Demonstrated experience in case management with refugees
- Have the demonstrated capacity and interest to undertake an innovative pilot project in close collaboration with ARI

### **Pilot 2- Knowledge Exchange (Informal and Formal) between sponsors and settlement**

#### Qualifications Required

We are looking for one pilot partner who is a **settlement agency, Sponsorship Agreement Holder (SAH) or other organizations that works with privately sponsored refugees including LIPs or umbrella organizations**. Joint applications from settlement and sponsorship organizations encouraged.

Pilot partner must also:

- Demonstrate direct experience working with at least one of the key stakeholders: privately sponsored refugees, refugee sponsors, or settlement workers (ideally all three)
- Demonstrated experience in education and knowledge exchange within the settlement sector
- Have the demonstrated capacity and interest to undertake an innovative pilot project in close collaboration with ARI

### **To apply**

Please submit your RFP application which includes the following:

#### **Organizational information:**

- Which pilot your organization is applying to implement
- Organization details, including main contact person with signing authority, and your location
- 2018 Annual Report of your organization

**Attach to your application:**

- a. Proposed overview of work plan and activities
- b. Proposed high level budget

**Briefly (150-250 words) answer the following questions:**

- a. What is your organization's mission and how does this pilot contribute and fit within your organization's mandate?
- b. Given the qualifications for this pilot, please give an example of programs you run that are similar or would make you qualified to run this pilot.
- c. In your understanding of the pilot you'd like to implement, what are the challenges in implementing this pilot and how would you address them?

**Please submit your RFP application by Friday December 6, 2019 at 12:00pm EST to:**

OCASI Hiring Committee – Allies in Refugee Integration Implementing Pilot Partner

E-mail: [gethired@ocasi.org](mailto:gethired@ocasi.org)

Please put the following in the subject line: Allies for Refugee Integration Project Implementing Pilot Partner

We thank all applicants however only short-listed individuals/organizations will be contacted.

If you have any questions about ARI or the pilots, please contact:

Michelle Ball  
Project Coordinator, Allies for Refugee Integration  
Ontario Council of Agencies Serving Immigrants  
[mball@ocasi.org](mailto:mball@ocasi.org)

or

Sally Dimachki  
Manager, Programs and Community Engagement  
Refugee 613  
[sally@refugee613.ca](mailto:sally@refugee613.ca)

## Pilot 1: Settlement-Sponsorship Case Management Model

### Description

This pilot uses a case management model to build stronger relationships between settlement workers and sponsorship groups/sponsored refugees by creating connections and setting expectations prior to the arrival of the sponsored refugee. Once the sponsored refugee arrives, the relationship continues by building on the initial settlement plan and existing case management best practices in the settlement sector.

The pilot would comprise of three to four main connections and others as needed.

1. A pre-arrival meeting with sponsors and settlement workers to do settlement planning and role division.
2. A post-arrival orientation with the sponsored refugee and the settlement worker which also involves the sponsor, where communication protocols are developed for ongoing case management over the 12 months of sponsorship.
3. Check-ins between the settlement worker and sponsored refugee as necessary, involving sponsors as desired by the newcomer. A check in at month six is also required (could be remote).
4. A final call or meeting for evaluation between settlement worker, newcomer, and sponsor(s).

Audience	Sponsors (ideally family-linked referred through a Sponsorship Agreement Holder (SAH) and also Group of Five sponsors) and once landed, privately sponsored refugees themselves.
Goals	<ol style="list-style-type: none"> <li>1. Sponsors and sponsored refugees are aware of settlement services and have a connection to a settlement worker</li> <li>2. Settlement workers work collaboratively with sponsors to help settle sponsored refugees</li> <li>3. Conflict is avoided as expectations for each party are clarified from the beginning</li> <li>4. Medium-term goal of improved settlement outcomes for sponsored refugees</li> </ol>
Pilot elements and process	<ol style="list-style-type: none"> <li>1. The pilot partner (settlement agency) internally decides how to allocate the time of its staff to fulfill the case management needs of the pilot.</li> <li>2. The Pilot Partner works with ARI to develop roles and protocols for implementation of the pilot, and settlement workers are trained to take on the case management.</li> </ol>

	<ol style="list-style-type: none"> <li>3. Sponsors who have already submitted their sponsorships and are soon to receive the sponsored refugees are identified. This could be through the Pilot partner’s networks, or in working with a local SAH or ethnic organization that works with G5 sponsors. Ideally, approximately 8 cases would be taken on (Four SAH-referred and four Group of 5), to be negotiated.</li> <li>4. A pre-arrival meeting with sponsors and settlement staff happens prior to arrival of sponsored refugee to do settlement planning and role division.</li> <li>5. <u>Optional:</u> This meeting could include a call to the sponsored refugee overseas as possible. Could include having a designated point of contact for these sponsors at the SPO.</li> <li>6. A three-way orientation meeting is scheduled when the sponsored refugee(s) have arrived and they are empowered and involved in reviewing their settlement plan moving forward</li> <li>7. Follow up check ins between settlement worker and sponsored refugee as needed and including sponsor if desired by the newcomer</li> <li>8. Wrap up and evaluation including settlement worker, sponsor, and sponsored refugee meeting completed close to the 11-month mark</li> </ol>
<p>Budget</p>	<p><u>Total budget will not exceed \$35,000 for each pilot site</u> including administrative fees, HST, travel costs and incidentals. Payments will be made in installments, with start up costs and ongoing payments to be determined upon signing partnership agreement.</p> <p><u>Suggested budget lines for guidance (to be determined upon signing partnership agreement):</u></p> <ul style="list-style-type: none"> <li>● Start-up costs- \$5,000</li> <li>● Salaries and wages - \$15,000</li> <li>● Delivery Assistance Tools &amp; Materials (including printing, food, venue) - \$5,000</li> <li>● Travel, Accommodation &amp; Related (including honoraria for newcomers and meeting expenses) - \$5,000</li> <li>● Admin and office space - \$5,000</li> </ul>

## Pilot 2: Knowledge Exchange (informal and formal) between sponsors and settlement

### Description

We are seeking a pilot partner to organize and host knowledge exchange events that bring together both settlement staff and refugee sponsors that promotes sharing of information and building of trust. The pilot partners would test different formats and models depending on the needs of their community by developing a calendar of events. The pilot will also allow the development of templates and best practices so that the model can be replicated across different organizations. The goal is to be a small investment for high return - making numerous connections, be a form of outreach for settlement workers, and improve relationships and understanding of roles and responsibilities between all parties involved.

Audience	Sponsors & Settlement staff <b>together</b> (Secondary audience: sponsored refugees could be involved as well)
Goals	<ol style="list-style-type: none"> <li>1. Build trust and connection between settlement workers and sponsors so they can work better together, with roles clarified.</li> <li>2. Share information and knowledge so that sponsored refugees are better supported by an informed and connected community of support.</li> <li>3. Bring together sponsors to reduce isolation and share information.</li> <li>4. Change perceptions and mindsets among both sponsors and settlement workers about each other's roles.</li> <li>5. Raise settlement worker's awareness and knowledge of sponsorship and the role of sponsors (can incentivize as professional development)</li> </ol>
Pilot elements	<ul style="list-style-type: none"> <li>● In-person opportunities for settlement staff and sponsors to meet and share their experiences, knowledge, and build connections</li> <li>● Events must be regular and build upon the existing relationships in the community and involve both sponsors and settlement workers sharing their knowledge</li> </ul>

	<ul style="list-style-type: none"> <li>● Events could be more informal like potluck &amp; learns, or more formal such as quarterly meetings, role play, information sessions, or peer mentoring. Exact events to be determined in collaborating with needs of implementing partner.</li> <li>● Evaluation and learning throughout the pilots is essential in order to create guidelines and templates to make it easy to implement and re-create elsewhere</li> </ul>
Budget	<p><u>Total budget will not exceed \$15,000</u> including administrative fees, HST, travel costs and incidentals. Payments will be made in installments, with start up costs and ongoing payments to be determined upon signing partnership agreement.</p> <p><u>Suggested budget lines for guidance (to be determined upon signing partnership agreement)</u></p> <ul style="list-style-type: none"> <li>● Salaries and wages - \$4,000</li> <li>● Professional Fees (eg. honoraria for speakers)- \$1,500</li> <li>● Delivery Assistance Tools &amp; Materials- \$4,000</li> <li>● Travel, Accommodation &amp; Related (eg. food, venue) - \$2,000</li> <li>● Preparation, admin and overhead- \$3,500</li> </ul>