



IRCC Evaluation of Local Immigration Partnerships

Preliminary Findings



Pathways to Prosperity Conference
November 30, 2016



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

Canada 

Purpose

- Present the preliminary findings from the IRCC evaluation case study of Local Immigration Partnerships (LIPs)

Outline

- Context and scope of the case study
- Overview of LIPs
- Data collection methodology and limitations
- Findings
- Next steps

Context and Scope of the Case Study

- Contributes to the larger evaluation of the Settlement Program
- Addresses key questions of relevance and performance
 - Stakeholder engagement / Strategic planning / Impacts on service delivery / Continued need
- Guided by a series of questions based on the theory of change developed for the LIPs (2013)
- Covers all LIPs funded from 2008 to 2015.

Data Collection Methodology and Limitations

Lines of evidence used:

- Interviews with IRCC NHQ and Regional staff (n=9)
- Review of Annual Performance Reports for Community Partnerships (APRCs)
- Document review
- Online survey of LIP coordinators (n=61, response rate of 92%)
- In-depth case studies/site visits of nine LIPs: St. John's, Toronto City-Wide, Peel, Peterborough, Smiths Falls, Bow Valley, Vancouver, Victoria, North Vancouver Island

Limitations:

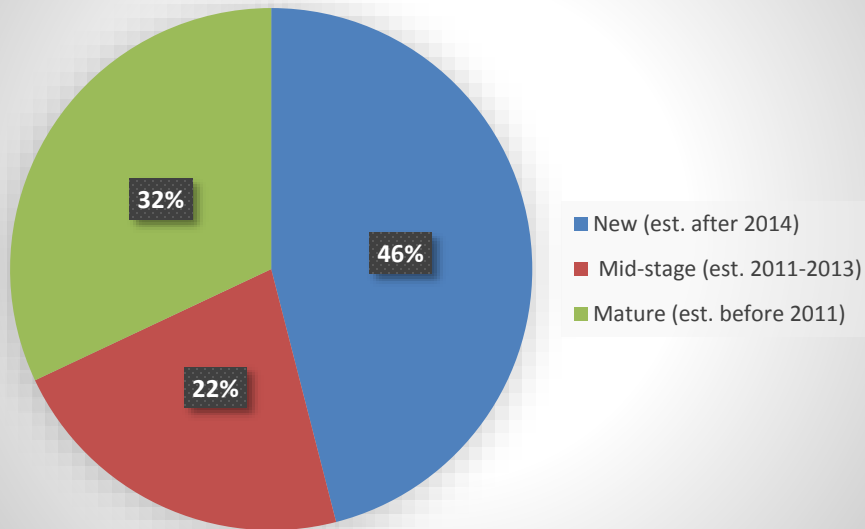
- Missing APRCs, particularly for 2015/2016
- Format of APRCs
- Complete financial information only available for FY 2013-14 to 2015-16
- Attribution of client outcomes

The use of multiple lines of evidence and perspectives of diverse stakeholders helped mitigate limitations and ensure confidence in the findings.

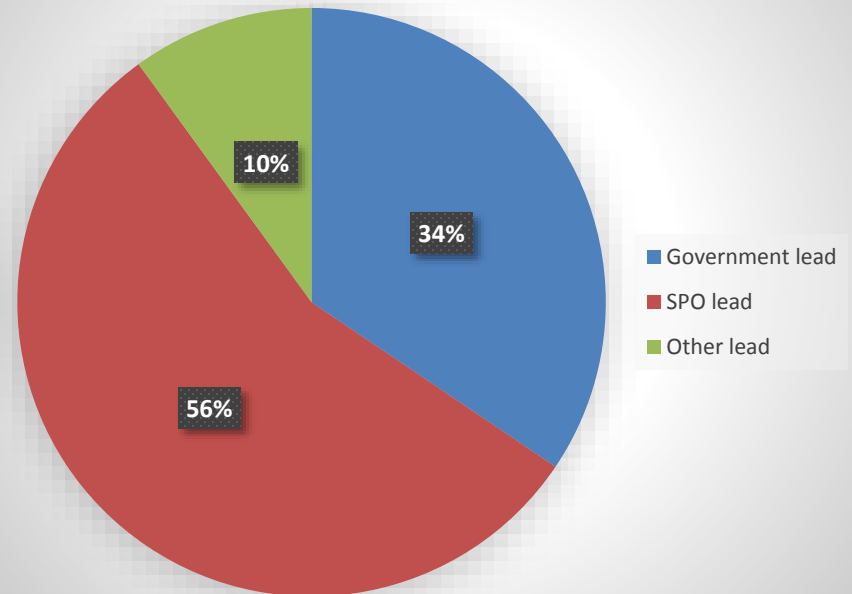
Some LIP Profile Highlights

- Were first created in Ontario in 2008
- Have since expanded to 66 communities across Canada
- May be housed in municipal/regional government or a settlement service providers

LIPs by Maturity



LIPs by Lead Organization



Findings - Performance

Engagement of Diverse Partners to Coordinate Service Delivery

Finding: Overall, LIPs have been very successful in engaging organizations considered to be central to the settlement process. However, the nature of these organizations' participation can vary.

- 92% of LIPs had created a governance structure (such as a council), while it was in progress in the remainder.
- All LIPs councils or working groups included settlement service providers, mainstream service providers and municipal or regional government representatives.
 - Two-thirds of LIPs included provincial government partners and half included federal government partners
 - Over 85% included employers or employment bodies
 - Over 85% included research/academic organizations or umbrella organizations
 - One quarter of LIPs involved media partners
- It was reported as most challenging to get buy-in from employers/employment bodies and mainstream service partners.
- Partners' level of engagement and ability to influence their organizations can vary.

Engagement of Diverse Partners to Coordinate Service Delivery

Finding: The research role provided by LIPs has been a major success, with a large majority having developed and shared research on community needs and gaps related to newcomers.

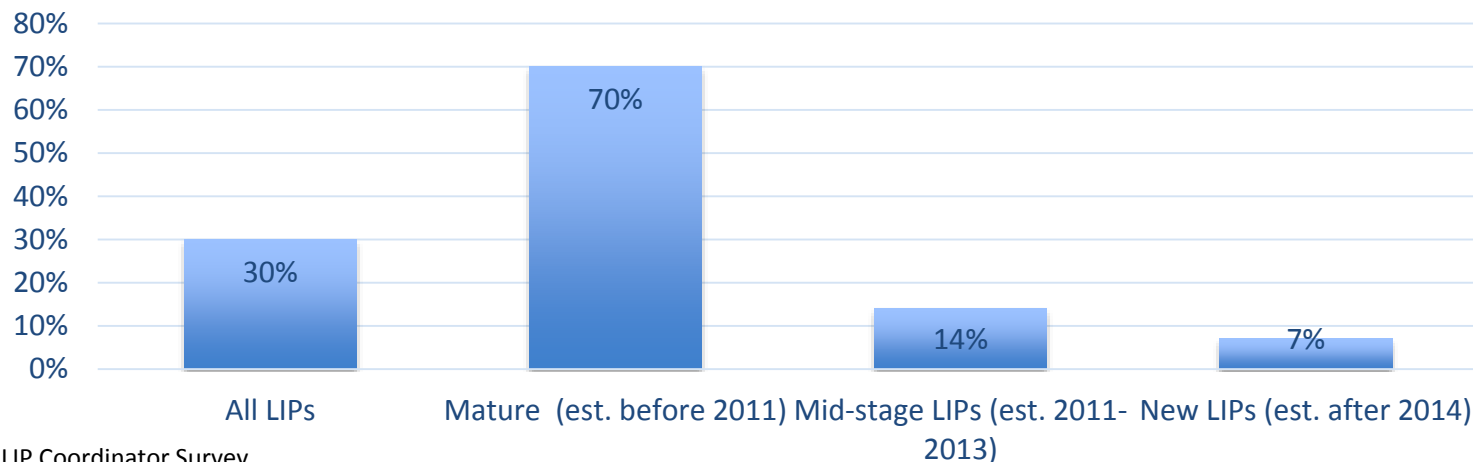
- 87% of LIPs had completed initial research on community needs and service gaps.
- 85% said the LIP had had a *strong* or *moderate* impact on the development and sharing of research.
- Most LIPs partnered with research organizations (often universities) to conduct research at the community level.
- Some LIPs were able to complete research without support.

LIP Strategic Plan Development and Implementation

Finding: Most LIPs have developed strategic plans and find them to be a useful tool; however, the implementation of strategic plans is taking longer than the timeline of three to five years established in the LIP guidelines.

- 79% of LIPs surveyed had completed a strategic plan.
- Most LIP stakeholders interviewed as part of the case studies felt the strategic planning process was useful; but the value of the plan depended on how/whether it was used to guide LIP activities.
- Only 30% had completed implementation of their strategic/action plans, 53% said that implementation was in progress.

% of LIPs Having Completed Implementation of Strategic/Action Plan by Maturity



LIP Strategic Plan Development and Implementation (2)

Finding: While the absence of project funding has presented challenges, some LIPs have nonetheless been successful in implementing activities.

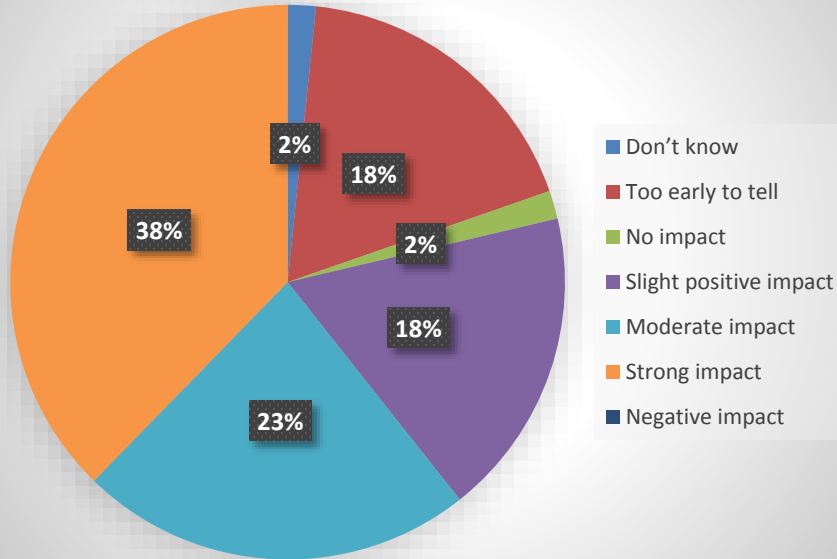
- Many LIPs have been successful in implementing activities/projects with the support of their communities . Examples include:
 - ✓ Toronto City-Wide: Audit tool to assess the accessibility of City services; Integrating Cities Charter, settlement workers in community recreation centres; open dialogue sessions on immigration-related issues
 - ✓ Peel: Intake survey for service providers, retention survey, asset mapping
 - ✓ Smiths Falls: Community pot lucks where newcomers and community members could meet
 - ✓ Peterborough: Welcome Pass Program
 - ✓ Multiple LIPs: Improved response to settlement of Syrian refugees
- IRCC funding supports the LIP coordinator role only. No funding is provided for the actual implementation of projects. As such, securing funding for this purpose was identified as a challenge for most LIPs.
- LIPs must rely on the partners to fund and lead activities/projects, however there is no explicit requirement for them to do so.
 - Activities in the Strategic plan have a multi-year horizon. Uncertainty about long-term funding makes partners hesitant to commit.

Promotion of Coordinated and Consistent Planning, Identification of Needs and Service Delivery

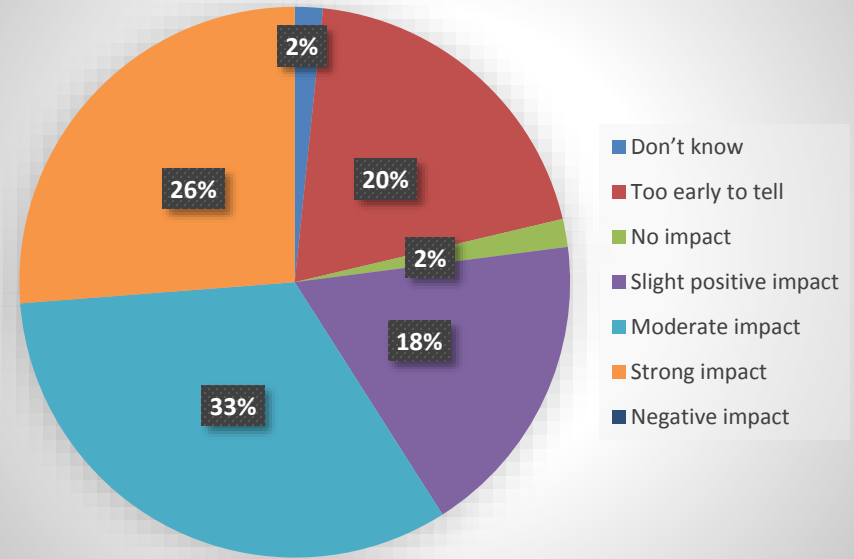
Finding: LIPs have contributed to better planning and coordination of settlement and mainstream services in most communities.

- **86%** of LIPs report that services are better coordinated in their communities.

Impact on Settlement Service Coordination



Impact on Mainstream Service Coordination



Promotion of Consistent, Innovative and Culturally Competent Service Delivery

Finding: LIPs have made substantial progress in leading the development of innovative practices and improving cultural competence among service providers.

- 62% of LIPs reported improvements in cultural competence among mainstream service providers.
- 56% reported that the LIP facilitated the development of innovative methods or models for service delivery.
- Examples:
 - ✓ Toronto - Mental health navigation tool for frontline staff
 - ✓ Peterborough: Diversity training program
 - ✓ Bow Valley – Workplace inclusivity charter and certification system; Banff Heritage Tourism adapted the service industry staff orientation program for English language learners

Improved Accessibility of Services for Clients

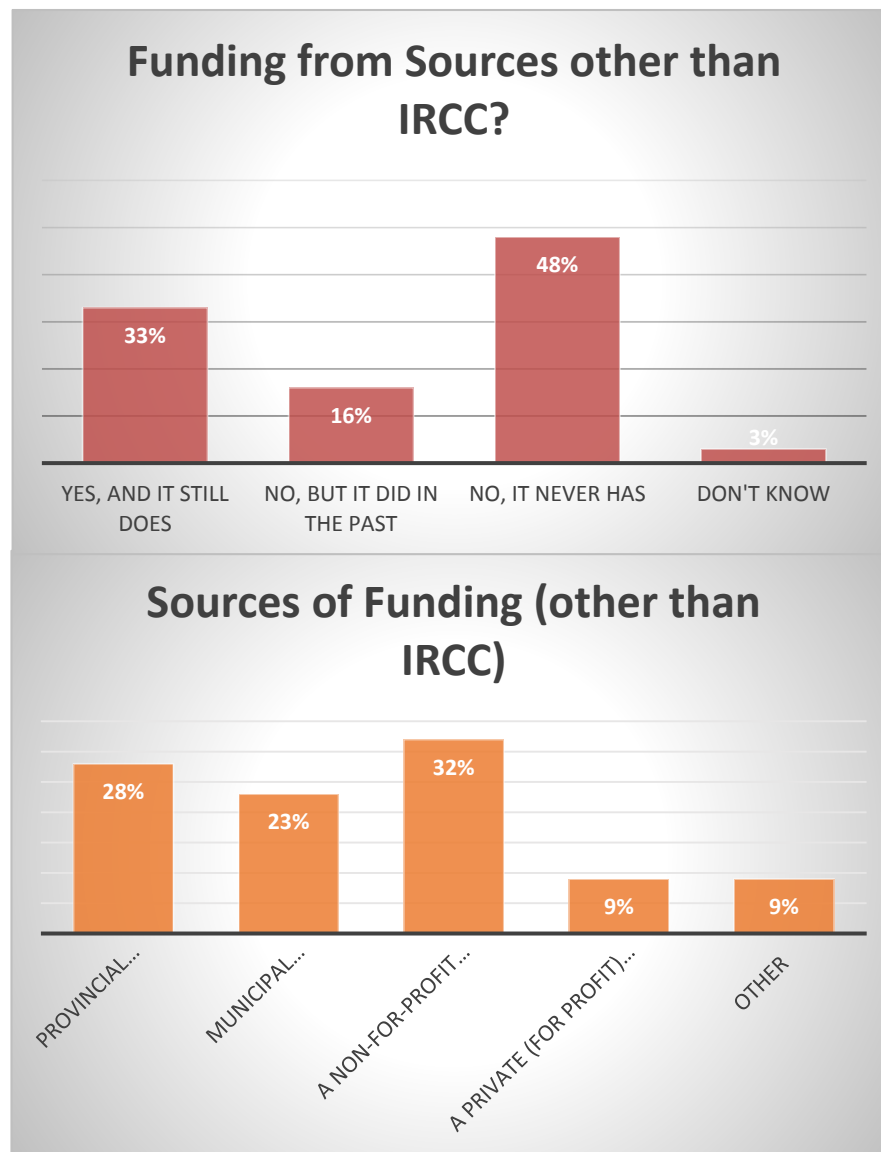
Finding: Service providers and clients were satisfied with the accessibility of services within their communities, but could not attribute this to the LIP.

- LIPs do not provide direct services and do not have contact with clients. Clients are generally unaware of the presence of the LIP.
- Most clients did not encounter major difficulties in accessing services within their communities.

Leveraging Diverse Sources of Funding

Finding: Most LIPs are not receiving sustainable funding from sources other than IRCC. Leveraging funding is a continuing challenge for most LIPs.

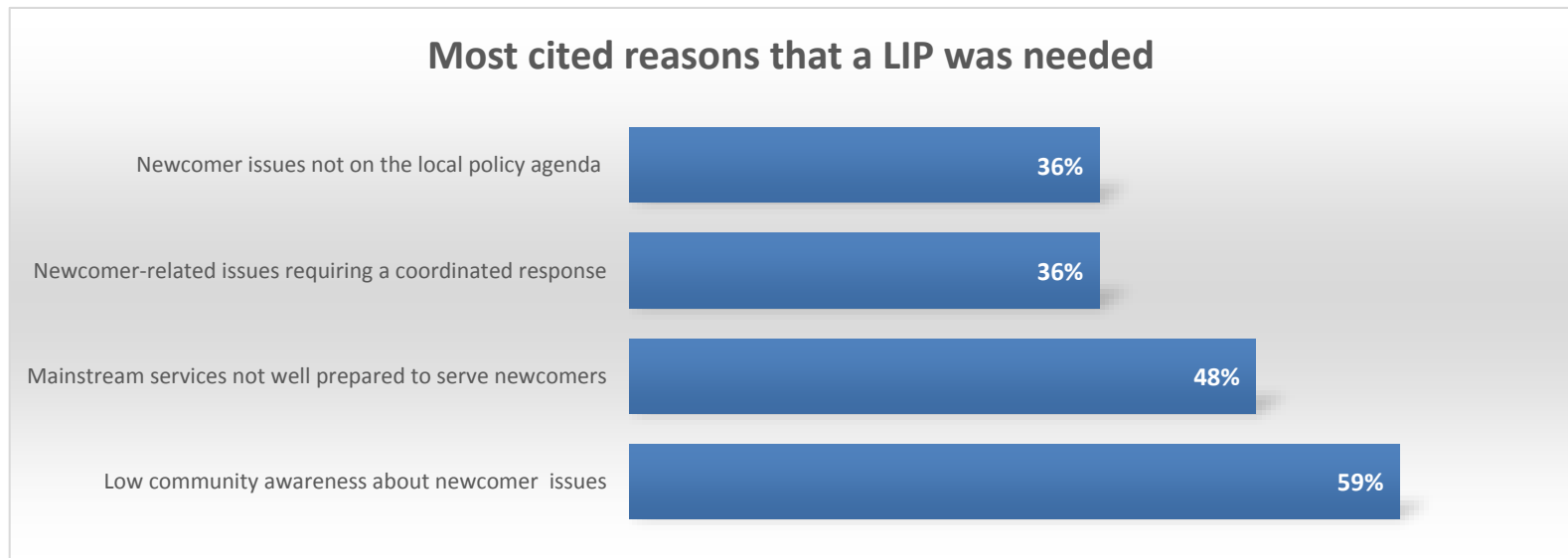
- Regional or Municipal Government-led LIPs more likely to receive funding than SPO-led LIPs (43% vs. 26%).
- LIPs faced challenges in leveraging funding because of:
 - High level of competition for funding (63%)
 - Lack of staff time/capacity to pursue funding opportunities (59%)
 - Funders' expectations not aligned with LIP activities (41%)
- Uncertainty about future funding was the single biggest challenge cited by LIPs, and jeopardized the implementation of long-term work.



Findings - Continued Need for LIPs

Finding: There is a clear and continuing need for cross-sectoral collaboration and planning in most communities to support newcomers, and these activities would likely not occur without LIPs or another enabling mechanism.

- The majority of LIP stakeholders and IRCC staff agreed that there is a strong need for service coordination and information sharing within their communities, and that a LIP is an effective means of promoting these activities.



- The following activities would be most affected if the LIP did not exist in their communities:
 - Strategic planning to respond to newcomer needs (75% said this would stop or be severely reduced)
 - Partners conduct and share research (72%)
 - Partners meet regularly (70%)
 - The community as a whole prioritizes newcomer issues (66%)

Preliminary Conclusions

- LIPs are highly valued by partners involved, and have made notable achievements, particularly in the areas of research, information sharing, partnership building, and strategic planning. A number of innovative and useful tools have been developed and advocacy work has resulted in a greater focus on newcomer issues in many communities.
- Project-specific funding or the support needed to secure funds remains a challenge. Coordinators are not expected to implement projects themselves; however other partners do not always have the ability or authority to take the lead.
- While LIPs in their present form are undoubtedly working well in some communities, the structure and governance may not be appropriate in other communities where certain conditions, such as municipal support and a critical mass of newcomers, are not present. The latter communities may still have a need for coordination and information-sharing, but a “full-blown” LIP may not be the optimal way to provide these functions.

IRCC Next Steps

- Integrate results from this case study into the Settlement Program Evaluation
 - Planned for completion in 2017.



Update - IRCC Settlement Program Evaluation

Settlement Evaluation Status

- Data collection and analysis well underway for several lines of evidence
 - Settlement client outcomes survey
 - Client, service and SPO profiles
 - Document, literature and research review
 - Mapping of settlement clients and SPOs
- Some lines of evidence completed or near completion
 - Case study on Local Immigration Partnerships
 - Case study on Support Services
- Data collection for remaining lines of evidence being developed/to commence shortly
 - Survey of SPOs
 - Interviews with key stakeholders
- Preliminary evaluation results expected in Spring 2017.

Highlights – Settlement Client Outcomes Survey

- The Settlement Client Outcomes Survey used a mixed-mode approach (online and telephone), conducted in 8 languages, and administered in February 2016
 - Targeted settlement service users who received a service between April 1st 2013 to November 2015, who became permanent residents between 2007 and 2016 and who were 18 and above at the time of the survey
 - English, French, Spanish, Arabic, Farsi, Simplified Chinese, Punjabi, Somali
- Survey was administered primarily online, with phone surveys conducted to increase the response rate of under-represented groups:
 - 65 years of age or more
 - Immigrants admitted in 2007 and 2008
 - Clients who declared some knowledge of French at admission
 - Immigrants admitted as CEC, GAR, PSR

Profile of Survey Respondents

- 15,965 clients fully completed the survey, of which:
 - 15,229 completed it online (95.8%), and
 - 666 completed it by phone (4.2%)
- Survey respondents:
 - 60% were admitted as Permanent Residents between 2013 and 2015
 - 68% were principal applicants
 - 53% were females
 - 60% were between 25 and 44 years of age
 - 59% had a university degree
 - 79% reported knowing English
 - 70% were economic immigrants
 - FSW (40%), CEC (2%), PNP (18%), other economic (9%)
 - 19% were family class, 10% were refugees, and less than 1% were other immigrants/TR/LCP
 - 42% were destined to Ontario, 18% to Alberta and 75% to British Columbia

Next Steps

- Complete survey results analysis
- Link with iCARE data, validate
- Conduct in-depth analysis of merged data set.

Thank you !