



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

Evaluation of the Host Program

Evaluation Division

September 2010



Canada

Research and Evaluation

Ci34-4/2011E
978-1-100-17697-0
Ref. No. : ER201103.03E

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List of acronyms

ARAF	Accountability, Risk and Audit Framework
CA	Contribution Agreement
CIC	Citizenship and Immigration Canada
DPR	Departmental Performance Report
ELT	Enhanced Language Training
FOSS	Field Operations Support System
iCAMS	Immigration Contribution Agreement Management System
IRPA	<i>Immigration and Refugee Protection Act</i>
ISAP	Immigrant Settlement and Adaptation Program
LINC	Language Instruction for Newcomers to Canada
OCASI	Ontario Council of Agencies Serving Immigrants
OMC	Operational Management and Coordination
NHQ	National Headquarters
RPP	Report on Plans and Priorities
PAA	Program Activity Architecture
PSR	Privately Sponsored Refugees
RAP	Resettlement Assistance Program
SAP	Integrated Financial and Material System
SPO	Service Provider Organization
SWIS	Settlement Workers in Schools Program
WCI	Welcoming Communities Initiative

Executive summary

Policy and program context

A strategic goal of Citizenship and Immigration Canada (CIC) is the successful integration of newcomers to Canada in order to maximize the economic, social and cultural benefits of immigration. Since 1990, integration in Canada has been premised on the principle of a “two-way street” that requires accommodations and adjustments by both newcomers and Canadians in order to be successful. The “two-way street” principle involves helping immigrants learn about Canada and Canadian values, and helping Canadians understand the diverse backgrounds and contributions of newcomers, as well as the many challenges they face in immigrating to a new country.

CIC offers various programs to support newcomers in the settlement process. The Host Program (Host) is one such program, which is specifically designed to support the concept of the “two-way street” through matching newcomers with Canadian volunteers. This approach is intended to support newcomer settlement through the provision of information, assistance and the opportunity to practice English or French; and to assist newcomers to develop social and professional networks. The Canadian community organizations and individuals that volunteer increase their knowledge and understanding of newcomers, and are consequently more welcoming and supportive of the integration process.

In 2008, CIC modernized its approach to settlement with the intention to better respond to newcomer needs. Under the new approach, CIC reorganized its settlement programs under one single program with six streams. Host-type activities now fall under the Community Connection stream that focuses on connecting vulnerable groups with Canadians and local support networks, while providing opportunities for cross-cultural interaction in their local community.

CIC does not deliver the settlement programs directly to newcomers; rather, it provides contribution funding to Service Provider Organizations (SPOs) and other community-based agencies who deliver services directly to newcomers.

Evaluation objectives and methodology

The evaluation examined delivery of the Host Program in all provinces and territories for which the CIC has the sole or joint responsibility for management of Settlement Programs (which excludes Quebec, Manitoba and British Columbia). The objective of this evaluation was to provide an evidence-based assessment of the relevance, implementation, results and design of the Program. The evaluation covered five years (from April 2004 to March 2009) and focused on the traditional Host Program as per requirements outlined in the original funding arrangement.

In the course of the evaluation, data was collected and analysed from a variety of primary (e.g., interviews, surveys and focus groups) and secondary sources (e.g., document and literature reviews), as well as CIC databases.

Host client and volunteer profile

The following briefly details the demographic profile of Host clients:

- Gender – Slightly more females than males (53% vs. 47%)
- Age – Most were between the ages of 25 and 44; however, 39% were 24 years or younger

- Immigration class – Almost half were refugees (48%)
- Language – 56% had no knowledge of either official language at the time of landing
- Education – 56% had secondary school education or less at the time of landing

The following briefly details the demographic profile of Host volunteers:

- Country of birth – 59% were Canadian-born
- Gender - More than half were female (68%)
- Clients of Program – 96% were not previous clients of the Program
- Occupation – Most were students (26%) or retirees (15%)

Key findings

Relevance

- The Host Program is relevant as it seeks to address two key needs of newcomers: unfamiliarity with the Canadian environment and the lack of community, professional and social networks.
- Compared to other CIC settlement programs, the Host Program is unique in its emphasis on creating social networks between newcomers and Canadians. It also provides support to newcomers in more informal settings than is the case for other settlement programs and involves Canadians directly in delivery of settlement services. Although other mentoring programs are available for newcomers in Canada, the Host Program provides greater scope in terms of its availability, geographical distribution and range of support.
- The Host Program is aligned with federal and departmental priorities and is broadly viewed to be consistent with the roles and responsibilities of the federal government.

Design

- There have been significant changes to the Host Program in recent years, including an increase in funding and an expansion of the type of services and activities offered.
- Although the design, division of roles and responsibilities and flexibility of the Host Program are viewed positively, stakeholders requested additional guidance on some Program implementation details, and recommended developing specific services for clients with disabilities, youth, women and newcomer professionals.

Monitoring and accountability

- CIC and SPOs expressed mixed views on the appropriateness of the existing monitoring and reporting mechanisms. iCAMs, which is designed to allow CIC to collect client and service information, needs further improvement in relation to both data entry (i.e. data definitions) and report production, notwithstanding the training provided. This, in turn, affects the reliability and utility of the data collected. In addition, CIC systems do not currently collect any data on client outcomes.

Program implementation

- While SPOs use a variety of formal tools for promotion, informal means such as “word of mouth” are the most common way in which participants learn about the Program. The drawback to informal promotion is that it can lead to misunderstandings of the objectives and purpose of the Program and may not be effective for SPOs just starting to deliver Host.
- As there is no standard assessment procedure, SPOs develop their own tools and criteria for the selection and assessment of clients and volunteers.
- Training for volunteers is systematic and covers a wide variety of topics, whereas orientation for clients is more informal. Both groups expressed a strong desire for more extensive training/orientation.
- The majority of participants were satisfied with the time it took to set up a match, the frequency of meetings, and the compatibility of their match.
- SPOs continue to work on individual matches; however, significant resources are now dedicated to the organization of group activities.
- The activities delivered under the Host Program target a variety of newcomer needs. The most popular activities are those that provide opportunities for conversation, regardless of whether those conversations occur in a one-on-one or group setting.
- The frequency and type of contact between SPOs and their Host matches is appropriate to monitor the match and to provide guidance to volunteers how to better address client needs.

Program results

- In terms of **settlement and adaptation**, the major impact of Host is the improvement in newcomers’ language skills. The Host Program also assisted clients to become more independent in everyday activities and to reduce their settlement related stress.
- In terms of **networking**, participation in the Program resulted in clients meeting more individuals and expanding their social network more than their professional network. However, volunteers assisted clients in their job search by helping to identify opportunities, develop resumes and prepare for interviews.
- With respect to **two-way exchange**, participation in the Host Program contributed to clients’ increased knowledge of Canadian culture. It also contributed to mutual cultural awareness and the acceptance of other cultures by clients and volunteers. The Host Program has also enabled volunteers to better understand the contributions of immigrants and the challenges they face in Canada.
- The most prevalent **unexpected outcome** of the Host Program has been the personal growth of clients in the areas of social skills, identity and leadership. According to clients, another unexpected outcome is the development of lasting personal connections between themselves and the volunteer(s).

Resource management

- There are mixed views as to whether the financial and human resources are adequate to ensure effective Program delivery.

- Host, as a volunteer-run Program, is widely perceived as an economically efficient model to deliver services. However, the available data suggests that the Program became more expensive as the cost per client increased and the ratio of leveraged resources declined over the years under review.
- Given the limitations of iCAMS and lack of outcome monitoring, it is not possible to report conclusively on cost-effectiveness.

Conclusions

The Host Program is based upon a model of two-way exchange between newcomers and Canadians. Overall, the design of the Program is effective, and has been sufficiently well-implemented. While originally designed as an individually-based matching program, group activities have become more prominent over the last few years.

The Program has been unsuccessful in expanding the number of clients it serves and services it provides, notwithstanding the additional resources committed since 2006/07. Therefore, the Program appears to be more expensive to operate. It is unknown whether this is, in fact, the case, or whether the Program has simply been unable to demonstrate its growth because of weaknesses in the data collection systems. In addition, as no performance measurement data is consistently collected on outcomes, CIC faces challenges in assessing the performance of this Program.

Host Program Evaluation - Management Response

Key Finding	Response	Action	Accountability	Implementation date
Program Relevance				
1. The Host Program is relevant as it seeks to address two key needs of newcomers: addressing unfamiliarity with the Canadian environment and overcoming isolation (which includes networking, as well as developing language skills).	<p>In 2008, the modernized Settlement Program replaced the Host and ISAP Programs. After the 2008 modernization there was a transition period for continued use of the 'Host' brand. However, as of fall 2010, all funded projects will reflect the modernized Settlement Program's activity streams.</p> <p>Some activities previously associated with the 'Host' brand will continue to be eligible for funding under the Community Connections (CC) stream of the modernized Settlement Program. These activities will support newcomer needs including addressing unfamiliarity with the Canadian environment and overcoming isolation (which includes networking, as well as developing language skills).</p>	<p>Community Connections projects will continue to address unfamiliarity with the Canadian environment and help newcomers overcome isolation by connecting newcomers with their Canadian-born counterparts as well as established support networks through the following types of activities: cultural and/or career mentoring (both individual and group); opportunities for multi-way interaction and cross-cultural awareness, social networking, conversation circles, and group activities/sessions; and other types of connection with the community (e.g. connecting parents with young children to early childhood development networks, newcomer seniors to seniors networks) as well as professional networking.</p>	<p>Integration Program Management Branch (IPMB)</p> <p>in conjunction with Integration Branch</p>	<p>CFPs for 2011/12 projects: Q3-Q4 2010/11</p>
	<p>However, certain activities previously associated with the 'Host' brand, such as individual/group matching directed at friendship building, will no longer be eligible for funding.</p>	<p>The Host brand will no longer be used in Call for Proposals (CFPs) or Contribution Agreements (CAs). CIC will provide policy guidelines to Regional Offices (IPMB/RPAs) to help transition to Community Connections branding.</p>	<p>Integration Branch in conjunction with IPMB</p>	<p>Q3 2010/11</p>
Program Design and Implementation				
2. Although the design, the division of roles and responsibilities and flexibility of the Host	<p>Although the Host program no longer exists, in Regions where CIC administers funding, the Settlement Program will continue to support</p>	<p>CIC will continue to fund activities which respond to specific needs of target groups such as clients with disabilities, youth, women and newcomer professionals For example:</p>	<p>IPMB in concert with Integration Branch</p>	<p>Next CFP for the Settlement Program: Q3 2010/11</p>

Key Finding	Response	Action	Accountability	Implementation date
<p>Program are viewed positively, stakeholders referred to some gaps in the design of the program, and recommended developing specific services for clients with disabilities, youth, women and newcomer professionals.</p>	<p>activities targeted at vulnerable populations and groups with specific needs.</p>	<ul style="list-style-type: none"> • The COIA Settlement Working Group has issued a call for proposals in Spring 2010 in order to improve programming for youth, women and seniors. • CIC Ontario Region’s CFPs to develop new programs and services for newcomer youth are an example of youth focused settlement programming (ages 13-19). These include supports such as: after-school programming, participation in social, cultural and recreational activities with peers, and understanding the education system. • CIC provides funding to SPOs who respond to the specific needs of newcomer women and their families. There are a number of specialized programs for women such as employment services that help newcomer women prepare for the labour market 		
		<p>Through monitoring of modernized Settlement Program funding activities (e.g. through use of the dashboard and other performance measurement and tracking tools, such as the proposed Newcomer Survey), CIC will work to ensure that the needs of vulnerable populations are being addressed.</p>	<p>Integration Branch with input from IPMB</p>	<p>Q4 2010/11-Q1 2011/12 (and then on annual basis)</p>
	<p>In response to the Standing Committee recommendation to expand a Local Immigration Partnerships (LIPs) like model across Canada, CIC is supporting development of LIPs to: better identify local newcomer population needs and service gaps; enhance local capacity; and, bring various stakeholders together to plan and write a Settlement Strategy for their community.</p>	<p>Develop policy framework for implementation by Ontario Region and assess LIPs Settlement Strategies as they are received.</p>	<p>Integration Branch</p>	<p>Q4 (Presentation of draft policy to ExCom)</p> <p>Spring 2011 (Implementation of Framework)</p>

Key Finding	Response	Action	Accountability	Implementation date
3. CIC and SPOs expressed mixed views on the appropriateness of the existing monitoring and reporting mechanisms. iCAMS, which is designed to allow CIC to collect client and service information, remains problematic in relation to both data entry (i.e. data definitions) and report production notwithstanding the training provided. This, in turn, affects the reliability and usefulness of the data collected.	Changes are being introduced to the Immigration-Contribution Accountability Measurement System (iCAMS) to revise data collection and respond to the need to amalgamate all data on the new Settlement Program streams into one source and address identified gaps in reporting. These important changes to iCAMS will standardize the reporting on activities inputted by Service Provider Organizations (SPOs) thus allowing CIC to report on comparable outcomes across regions and implement a renewed and expansive reporting structure.	Enhancements to iCAMS will allow for improved data collection, monitoring and performance measurement of the results reporting and policy development for the Settlement Program and its respective activity streams, including CC. In conjunction with the Performance Measurement Framework exercise, Integration Branch will be providing input to the Research and Evaluation Branch on proposed enhancements to iCAMS.	Research and Evaluation (iCAMS) and Integration Branch, IPMB	iCAMS Implementation Date: Q3 2011/12 - Q1 2012/13 Integration Branch input: Q4 2010/11
		In addition, new tools, such as the Newcomer Survey currently under development, will also contribute to better indicators data to assess and report on the achievements of CC stream.	Integration Branch	Q4 2011/12
		Instructions will be provided to Regions to ensure financial coding for CC is used consistently to ensure more accurate tracking and reporting.	IPMB with input from Integration Branch	Q3/4 2010/11
4. While SPOs use a variety of formal tools for promotion, informal means such as “word of mouth” are the most common way in which participants are recruited. The drawback to informal promotion is that it can lead to misunderstandings of the objectives and purpose of the program and it may not be effective for SPOs just starting to deliver Host.	CIC acknowledges that it has a role to play in coordinating the promotion of settlement services with SPOs, Service Canada and other federal departments, as well as provincial governments. Under the modernized approach, all settlement services are now promoted together in order to raise awareness of the full range of services available to newcomers.	Promotion of settlement services (including language training, employment services and other types of services) will be done through the Services to Newcomers 2 advertising campaign during Fall 2010, which will reach newcomers through a variety of media channels.	Communications (public environment) Integration (content)	Q3 FY2010/11
		The Settlement Information Renewal Exercise (initiated in December 2009) will result in new settlement information for newcomers that will provide improved referrals to the services offered by SPOs and government. This new information will be used to produce a revised edition of the Welcome to Canada (WTC) guide and updated settlement section of the CIC website.	Strategic Communications (publication of guide and website update)	Q3/Q4 FY 2010/11 (Content) Q4 FY 2010/11 (Publication of new WTC guide and website update)

Key Finding	Response	Action	Accountability	Implementation date
		<p>The revision of the WTC guide and update of the CIC website will be accompanied by a plan to promote them more effectively.</p> <p>In addition, a plan will be devised to distribute the WTC guide more widely than previous editions. This will ensure that the improved referrals to settlement services found in the new information will reach a wider audience of newcomers.</p>	<p>Lead: Strategic Communications</p> <p>Support: Integration Branch</p>	<p>End of Q3 2010/11 (New advertising and distribution plan)</p>
<p>5. Training for volunteers is systematic and covers a wide variety of topics, whereas orientation for clients is more informal. Both groups expressed a strong desire for either more extensive training or orientation.</p>	<p>Under the modernization approach, most activities that were formerly funded under Host continue to be eligible for funding under the Community Connections stream of the Settlement Program. (Please see response #1 for more details).</p>	<p>As the range of eligible activities under the CC stream of the modernized Settlement Program is broader than Host, training requirements will also be changing to reflect those changes and to ensure that maximum benefits are attained.</p> <p>Future CFPs will require proposals to include a component which outlines anticipated training and orientation needs of staff, volunteers and clients, as well and a plan and budget for addressing those needs.</p>	<p>Regional Offices/ Integration Program Management Branch (IPMB)</p>	<p>CFPs for 2011/12 projects: Q3-Q4 2010/11</p>
Program Results				
<p>6. In terms of settlement and adaptation, the two major impacts are the improvement in newcomers' language skills and their increased knowledge of Canadian culture.</p>	<p>CIC agrees with this finding. Through the CC stream of the Settlement Program, CIC will continue to support eligible activities which support improvement of newcomers' language skills and their increased knowledge of Canadian culture.</p>	<p>The LINC program, CIC's primary investment in newcomer language training, uses curriculum designed to improve newcomers' knowledge of Canadian culture. Curriculum modules cover, for instance, customs and social behaviour, cultural diversity, Canadian history, citizenship, social issues and workplace culture.</p>	<p>IPMB with input from Integration branch</p>	<p>CFPs for 2011/12 projects: Q3-Q4 2010/11</p>
		<p>As a complement to traditional classroom training, CIC is studying how to best use informal learning opportunities to help newcomers improve their communication skills, and will bring forward policy recommendations in this regard</p>	<p>Integration Branch</p>	<p>Q4 2010-11</p>

Key Finding	Response	Action	Accountability	Implementation date
		The new edition of the Welcome to Canada guide and updated settlement section of the CIC website (both resulting from the Settlement Information Renewal Exercise) will provide improved information on various aspects of Canadian culture that are taken up in greater detail in the Discover Canada citizenship guide.	Integration Branch (new information content) Communications (publication of guide and website updating)	Q4 2010-11
7. In terms of networking, participation in Host resulted in clients meeting more individuals and expanding their social network more than their professional network. However, volunteers also assisted clients in their job search by helping to identify opportunities, develop resumes and prepare for interviews.	CIC agrees with the need to provide more career mentoring and/or professional networking support to vulnerable client groups to improve their settlement outcomes.	Moving forward under the CC stream, CIC will not only assist vulnerable newcomer clients in connecting with social networks, but will also fund activities involving professional mentoring and networking. This will be articulated in the CC Logic Model. Funding will also continue to support projects which help clients in job hunting, resume-writing and preparing for interviews.		
		These CC priorities will be included in the proposed Strategic Plan for settlement programming, which will align with departmental priorities. (The proposed plan will be developed by the Strategic and Program Policy (SPP) Sector and tabled for approval at Executive Committee (ExCom) and will set out plans and priorities regarding settlement outcomes and associated investments.)	Integration Branch	October 2010 Funding Priorities for 2011-2012
		CIC will coordinate with Regions to implement this coherent approach.	IPMB with input from Integration Branch.	Funding to be finalized: Q3(2010/11) (in future years priority setting will follow similar timeline)

Key Finding	Response	Action	Accountability	Implementation date
Resource Management				
<p>8. The available data suggests that the cost per client has increased and the ratio of leveraged resources has declined over the years under review, however, given the limitations of iCAMS, it is not possible to report conclusively on cost-effectiveness.</p>	<p>CIC agrees that it is not possible to report conclusively on cost effectiveness of Host. It appears that investments have been made to improve the delivery network capacity and to support for clients (e.g. transportation). Also, it is not clear whether the increase in reliance on group activities has been adequately captured in the reporting system; we believe that the number of clients accessing services through group sessions and activities may be under-represented.</p>	<p>Instructions will be provided to Regions to ensure financial coding for CC is used consistently to ensure more accurate tracking and reporting.</p>	<p>IMPB/ Regions with input from Integration Branch</p>	<p>Q3/4 2010/11</p>
		<p>The Department will monitor indirect program costs through the financial tracking of separate lines for support services and capital expenditures, in order to assess the balance between direct (assessment and training) and indirect costs.</p>		<p>Quarterly</p>
		<p>The Department is currently determining how to improve newcomer outcomes in a cost-effective manner. This assessment will form part of the Settlement Review.</p>		<p>Q1 2011-12</p>

1. Introduction

1.1. Background

In support of its overall mission to facilitate the arrival of people and their integration into Canada and to reach out to all Canadians and foster increased intercultural understanding and an integrated society, Citizenship and Immigration Canada (CIC) offers various programs to assist newcomers through the settlement - integration continuum.

Traditionally, CIC delivered three main settlement programs, including the Language Instruction for Newcomers to Canada (LINC) Program, which focused on language training; the Immigrant Settlement and Adaptation Program (ISAP) which provided structured services to address newcomers' needs; and the Host Program which matched newcomers with Canadian volunteers.

Integration is a two-way process that encourages adjustments on the part of both newcomers and the host society. Ultimately, the goal is to support newcomers to become fully engaged in the economic, social, political and cultural life of Canada. The two-way process also impacts the receiving society. The Host Program is the only volunteer-based settlement program funded by CIC and it is designed to support the process of integration as a two-way process involving both Canadians and newcomers.

CIC does not directly deliver the Host Program to newcomers, rather, it provides contribution funding to Service Provider Organizations (SPOs) and other community-based agencies that deliver services at a local level directly to newcomers. A detailed description of the Host Program is provided in Section 3.

In 2008, CIC modernized its approach to settlement with the intention to better respond to newcomer needs and support their improved settlement and longer-term integration. The modernized approach includes a set of revised Terms and Conditions for settlement funding, a structure for policy, program development and service delivery, and an accountability regime for achieving and reporting results.¹

1.2. Purpose of the evaluation

The objective of this evaluation is to provide an evidence-based assessment of the relevance, implementation, results and design of the Host Program. The evaluation covered five years (from April 2004 to March 2009). This period extends before and during implementation of the modernized approach, which reorganized CIC settlement programs under one single Settlement Program with various activity streams. Notwithstanding the merging of the programs, this evaluation focuses on the traditional Host Program as per requirements outlined in the original funding arrangement. The evaluation examined delivery of the Program in all provinces and territories for which the federal government (CIC) has the sole or joint responsibility for management of the settlement program.² The following table presents the evaluation issues and questions related to the Host Program.

¹ Accountability, Risk and Audit Framework (ARAF) for CIC's Settlement Program, CIC, June 2008.

² CIC currently administers settlement programs in the following regions: the Prairies Region, Ontario Region; Atlantic Region and Yukon Region. In Quebec, Manitoba and British Columbia Canadian government signed specific agreements that cover settlement services in those provinces. The Canada-Quebec Accord signed in 1991 outlines Quebec's provincial responsibilities for immigration and settlement, and British Columbia and Manitoba have immigration agreements that outline their responsibilities for settlement

Table 1-1: Host Program evaluation questions

Relevance	<ul style="list-style-type: none">• Is there a continuing need for the Host Program or a similar initiative?• Is the Program aligned with government priorities?• Is the Host Program consistent with federal roles and responsibilities?
Implementation	<ul style="list-style-type: none">• Do the SPOs recruit and prepare volunteers and clients to enable their effective participation in the Host Program?• Do the SPOs provide and support relevant and timely individual matches and group activities?
Results	<ul style="list-style-type: none">• Has participation in the Host Program facilitated the settlement and adaptation of its clients?• Has participation in the Host Program facilitated the development of, and engagement in social and professional networks?• Has participation in the Host Program led to mutual cultural awareness and acceptance between volunteers and clients?• Were there any unexpected outcomes of the Host Program?
Design	<ul style="list-style-type: none">• Does CIC design and manage the Program to enable its effective and accountable delivery?• Do the Program delivery partners have the necessary capacity to deliver the Program?• Does the Program use the most efficient methods to meet its objectives?• What are the best practices that may inform the Program design and delivery?

1.3. Structure of the report

The report is organized in five main sections. Following the introduction, Section 2 describes the evaluation methodology. Section 3 describes the Host Program in terms of its history, objectives, delivery, clients, services and budget. Section 4 of the report provides the evaluation findings and Section 5 presents the overall conclusions.

2. Evaluation methodology

The evaluation used multiple lines of evidence including qualitative and quantitative methods. The following section describes these primary and secondary data sources as well as the strengths and limitations of the study. A description of the detailed methodology used in this evaluation is included in Appendix A:

2.1. Primary data sources

2.1.1. Interviews

Thirty-two interviews were conducted with three groups of Host Program stakeholders to collect information on all issues addressed by the evaluation. The groups of interviewees included CIC management (n=12), other CIC staff (n=15), and Provincial/Territorial representatives (n=5). The regional distribution of each group is shown in Table 2-1.

Table 2-1: Regional distribution of interview participants

	Location							Total
	NHQ	ON	ATL	AB	YU	BC	MB	
CIC Directors & Managers	7	2	2	1	-	-	-	12
CIC Program Officer & Local Managers	4	7	2	1	1	-	-	15
Provincial/ Territorial Representatives	-	1	1	1	-	1	1	5

2.1.2. Surveys

In total, 336 questionnaires were completed by various Host Program stakeholders (Table 2-2). Four unique surveys were administered to various stakeholders including SPO managers, SPO staff delivering the Host Program, clients, and volunteers.

Table 2-2: Number of stakeholders surveyed

	Host Program Stakeholders' Groups				Total
	SPO Managers / Directors	SPO Staff	Clients	Volunteers	
Number of Respondents	32	44	92	168	336

2.1.3. Focus groups

Separate focus groups were conducted with CIC officers, SPO representatives, and a combination of Host volunteers and clients. In total, 18 focus groups involving 183 different Host participants/stakeholders were conducted in six cities across Canada. One focus group with SPOs was conducted in French. The purpose of the CIC and SPO staff focus groups was to collect data on Program need, delivery and management. Focus groups with clients and volunteers focused on their experience participating in the Program. The breakdown of participants is shown in Table 2-3.

Table 2-3: Host focus groups by location and type of participant*

Location	Number of focus groups	Program Participants			SPO Representatives
		CIC Officers	Host Volunteers	Host Clients	
Toronto	3	9	3	6	16
Hamilton	2	6	13	11	n/a
Mississauga	3	8	4	6	15
Halifax	3	3	9	3	8
Edmonton ³	4	4	7	6	18
Calgary	3	3	4	5	16
Total	18	33	40	37	73

*NOTE: Focus groups of CIC officers and SPOs included those that delivery ISAP A and/or Host.

2.2. Secondary data sources

2.2.1. Document review

A detailed document review was undertaken with a particular emphasis on program relevance. Three major areas were covered under the relevance section: the continuing need for the Host Program; consistency with the priorities of the Government of Canada and CIC; and federal roles and responsibilities in funding and developing such programs. The document review also provided information relating to particular issues of Program performance, design and delivery. A wide variety of federal, departmental and Program documents were reviewed as well as SPO materials including websites, training and promotional materials, Program statistics, guidelines, tools and intake/needs assessment forms. See Appendix B: for a complete list of documents reviewed.

2.2.2. Literature review

The literature review included on-line and library materials and archives. The literature review provided contextual information regarding the need for Host, the role of networking in immigrant settlement, the relationship with other settlement programs, and a comparison of similar programs in other jurisdictions. A list of references can be found in Appendix C:.

2.2.3. Administrative data analysis

The iCAMS and the Integrated Financial and Material System also known as SAP, were reviewed and analyzed to prepare a profile of the service providers, program services, and clients. iCAMS is an Internet-based system through which SPOs provide CIC with information about their services and clients. iCAMS has collected information on Host since April 2004⁴. SAP is a financial data system that tracks all funds committed and spent by CIC and serves as a central repository of financial information for all contribution agreements (CAs)⁵.

³ A second SPO focus group was conducted in French at the request of local SPOs.

⁴ iCAMS figures presented in this report are derived from May 2008 iCAMS data extract.

⁵ SAP figures presented in this report were obtained from July, 2008 SAP Summary Report.

For the Host Program, iCAMS collects information on the number of clients matched for individual/ family-based activities, the number of clients participating in ongoing activities as well as one-time group activities. iCAMS is augmented by information from CIC's Field Operations Support System (FOSS), which allows a comprehensive analysis of the profile of immigrants participating in the Program by their individual characteristics (i.e., gender, country of origin, age, etc.). iCAMS also collects information on the number of volunteers, the number of orientation sessions and the number of volunteers trained. Other services captured in iCAMS are the SPO promotion/recruitment sessions. Information not captured in iCAMS includes: the number of volunteers who are involved in the group activities, the time spent by volunteers with clients (during individual matches or group activities), or the type of group activities.

2.3. Evaluation limitations and strengths

The methodology used in this evaluation had the following limitations:

Lack of access to extensive reliable secondary data - Data on the numbers and characteristics of clients served may be incomplete. A comparison of the data in iCAMS and SAP databases demonstrates that a significant percentage of SPOs are not reporting in iCAMS. According to SAP, between 2004/05 and 2007/08 contribution agreements were signed with 58 SPOs to deliver the Host Program; however, only 45 SPOs (78%) reported data into iCAMS. Similarly, the SPO focus groups not only found that some SPOs are not reporting data in iCAMS, but also that some were unsure regarding whether they were doing so correctly. In addition, some clients will not be reported in iCAMS because they are unwilling or unable to provide their Permanent Resident card number. This further constrains the use of iCAMS data to analyse the reach of the Program, to conduct year-to-year comparisons, and to conduct adequate cost-effectiveness analyses. As a result of these constraints, any conclusions based upon iCAMS data presented in this report should be considered with caution.

Representativeness of data collected – As discussed previously, information on the entire client and volunteer populations was not available through the data reported in iCAMS. It was therefore neither possible to obtain a random sample nor to compare characteristics of the survey respondents to that of their respective populations, to determine if they were statistically representative. As a consequence, the results from the client and volunteer surveys can only be used as an indication of the perception of those two groups, and cannot be interpreted as being representative of the entire populations.

Lack of information on client outcomes – While CIC collects financial information through SAP and output data through iCAMS, it does not have a systematic approach for collecting client outcome information. CIC is currently working on addressing this shortcoming, although a new methodology for collecting data on outcomes will not be available for another two years. Thus, the evaluation relied significantly on surveys and focus groups to obtain information on client outcomes.

The evaluation used several methods to enrich the data collection and increase confidence in the overall results. The strengths of the evaluation methodology include:

- The use of multiple lines of evidence including qualitative and quantitative data allowed for the triangulation of findings;

- Multiple stakeholders were consulted, including five distinct groups of stakeholders (i.e., clients, volunteers, SPOs, CIC representatives, and provincial/territorial representatives) which increased the reliability of data;
- Regional representation was obtained through the surveys, interviews and focus groups;
- The client survey was available in 9 different languages and offered through three different modes of communication (online, on paper, by phone) to increase the number and range of clients willing to participate; and
- Over one-half of the SPOs (55%)⁶ involved in delivering the Host Program participated in the evaluation.

⁶ Based on SAP, there are 58 unique Host SPOs out of which 32 completed the SPO managers/ directors survey and 31 completed the survey of SPO settlement workers. The list of SPOs is provided in Appendix D:.

3. Overview of the Host Program

This section presents an overview of the Host Program in terms of its history, Program objectives, delivery, services and budget.

3.1. History and background of Host Program

Integration is characterized as a “two-way street” that requires accommodations and adjustments on both sides (i.e., both newcomers and Canadians). The “two-way street” principle involves helping immigrants learn about Canadian values and helping Canadians understand the diverse backgrounds of newcomers. This principle, which was introduced in 1990 in the Federal Integration Strategy, involves more than assisting newcomers to adapt to and understand Canadian values, customs, rights, and obligations; it also requires that Canadian society grow and evolve as it absorbs new people and cultures and adapts to their needs. Integration is therefore a two-way street that requires respect and tolerance on both sides.

This principle of mutual responsibility of Canadians and newcomers in the integration process was reflected more recently in the *Immigration and Refugee Protection Act* (IRPA), where one of the objectives is “to promote the successful integration of permanent residents into Canada, while recognizing that integration involves mutual obligations for new immigrants and Canadian society.”

The Host Initiative was introduced as a pilot in 1984 and began as a community-based service to sponsor refugees. Sponsoring groups, mainly churches, matched newly-arrived refugees with individuals or families, who then assisted their ‘friends’ to cope with all of the challenges of moving to a new country. Host was extended to other classes of immigrants when it became a permanent program in 1990 with the introduction of the Federal Integration Strategy. Among all CIC programs, the Host Program and the Privately Sponsored Refugees Program are the most direct examples of the application of the two-way street principle. Later, the Welcoming Communities Initiative (WCI) and the Settlement Workers in Schools (SWIS) initiatives also incorporated the two-way street approach.

With the introduction of the CIC modernized approach in 2008, CIC reorganized the CIC settlement programs under one single program with six streams (see text box). The Community Connections stream currently includes all the programs that emphasize the two-way street principle including Host-type activities. The focus of this stream will be on connecting vulnerable groups with Canadians, local support networks, and local culture while providing opportunities for cross-cultural interaction in their local community.

CIC Modernized Approach Streams:

- Information and Orientation
- Language and Skills Development
- Labour Market Participation
- Community Connections
- Needs Assessments and Referrals
- Support Services

3.2. Program objectives

The specific objectives of the Host Program are to facilitate the settlement of newcomers in Canada. The Host Program logic model which was updated in preparation for this evaluation (Appendix E:) details Host’s immediate, intermediate and long term outcomes, which are summarized below.

The Program Management component includes activities related to policy, program and project planning and development, promotion of the Host Program, development of tools for program delivery stakeholders, monitoring, audit and evaluation activities, as well as sharing lessons learned. These activities are carried out by program delivery stakeholders, including CIC and SPOs. The purpose of these activities is to ensure that policies, program and projects are needs and evidence-based, that the stakeholders have a clear understanding of objectives, roles and responsibilities, and that the accountability mechanisms are appropriate. Ensuring information sharing between partners and development of their capacity is also an outcome of this component of the Program.

The Program Delivery component of Host focuses mostly on SPO implementation of the Program. These activities include volunteer selection and support, newcomer assessment, and client matching or organizing group activities. The expected outcomes from these activities ensure that SPOs have a pool of interested and qualified volunteers who understand the Host Program, their roles and responsibilities, and are well prepared to guide their newcomer partners in their settlement. The preparation of newcomers aims to ensure that they understand the benefits of the Program, have reasonable expectations and that their specific needs are identified. In addition, SPOs should ensure that timely matches and group activities are provided and are appropriate to meet the needs of clients.

The expected outcomes for newcomers and volunteers are grouped under three main themes: settlement and adaptation; networking; and two-way exchange. Immediate and intermediate outcomes under these main themes are listed below.

- With respect to **settlement and adaptation**, immediate results include facilitation of various aspects of client's settlement, such as meeting basic needs, lowering settlement-related stress, learning official languages, gaining knowledge about available services and resources and learning about their community. In the longer-term, the ability of clients to function independently, access and use resources, communicate in English/French, and address upcoming challenges should increase.
- With respect to **community, social and professional networking**, immediate results include the development of social and professional contacts and networks and the use of those networks in the longer term.
- With respect to **the two-way exchange**, clients and volunteers are expected to develop an understanding of their respective cultures which should lead to clients' engaging in community life and feeling a sense of belonging in the longer term. Given that this is a two-way exchange, volunteers are to become more knowledgeable about immigrants' challenges and their contributions to Canada.

In the long term, it is expected that:

- Newcomers will be enabled to contribute to the economic, social and cultural development of Canada; and
- Newcomers will be fully integrated and engaged in Canadian life.

3.3. Program delivery partners

CIC and SPOs are both involved in program delivery. Their respective roles and responsibilities are briefly described below.

Citizenship and Immigration Canada is responsible for setting the policy and Program direction related to settlement and establishing operational guidelines and standards to support national implementation of settlement policy and programming. CIC Regional/Local Offices liaise, negotiate, and manage contribution agreements with SPOs.

Service Provider Organizations receive contribution funding to deliver the Program in their communities on behalf of CIC. Organizations eligible to serve as SPOs for the Host Program include not-for-profit and other non-governmental organizations, educational institutions, governments (provincial, territorial or municipal), community groups, private sector businesses, and individuals.⁷ SPOs deliver services to eligible newcomers which include: permanent residents of Canada; protected persons as defined in Section 95 of the IRPA; persons in Canada whose applications for Permanent Resident status are being processed and have been informed of the initial approval of their application subject to an admissibility assessment; and those working in Canada with a work permit under the Live-in Caregiver Program.

Contribution funding is provided to SPOs to recruit and train volunteers familiar with the Canadian context, promote the Program to newcomers, and match volunteers with newcomers. Volunteers deliver activities to newcomers with support from the SPOs. According to the SAP data, 58 unique SPOs were involved in delivering the Host Program in the time period and regions covered by this evaluation. The number of SPOs annually increased from 37 in 2004/05 to 54 in 2007/08, with most of the increase occurring in Ontario.

SPOs participating in the Host Program receive funding through contribution agreements (CAs) to support program delivery. CAs reflect the established Terms and Conditions (T's and C's) for funding, including monitoring and reporting requirements. Contributions to SPOs include the costs associated with the delivery and management of the Program, such as salaries for Host Program Coordinators, materials and equipment, professional fees, publicity, promotion and recruitment, volunteer training and the development of tools, as well as allocated overhead costs and capital expenditures. Eligible costs for the Host Program also include costs associated with criminal record checks of volunteers and volunteer appreciation expenditures.

⁷ Settlement Manual, CIC, 2006

3.4. Budget

The budget for the Host Program increased from \$2.8 million in 2005/2006 to \$14.9 million in 2008/09 (Table 3-1). Program expenditures, however, were lower than budgeted for 2006/07 and 2007/08. By 2008/09, Program expenditures exceeded the budget.

Table 3-1: Host Program growth

	2004/05	2005/06	2006/07	2007/08	2008/09
Budget	\$2.8 million	\$2.8 million	\$7.4 million	\$10.1 million	\$14.9 million
Expenditures	\$3.1 million	\$3.3 million	\$5 million	\$8.1 million	\$15.6 million
Number of SPOs	37	39	40	54	Estimated 74 ⁸

Source: RPP (budget), DPR (expenditures), SPOs (SAP)

3.5. Host- client activities

Depending on the needs of clients, Host activities may involve an individual/family match and/or group activities. While SPOs prepare and match clients and volunteers, specific activities are conducted by volunteers.

Individual/Family matches

A match occurs when a Host volunteer or a group of volunteers and an eligible newcomer or group of newcomers agree to be matched with each other. Matches are considered to be formal arrangements in which volunteers are recruited from the general public, screened, trained, matched with eligible newcomers, and offered ongoing support. Matches may include one-on-one matches or family matches, whereby volunteers spend time with an individual or family with whom they have been matched. A wide variety of individual activities may be organized by volunteers including, but not limited to:

- Introducing newcomers to the basic services, such as using public transportation, banking, shopping for groceries, and finding schools for their children.
- Taking newcomers on a tour of the major places of interest in the local community, such as libraries, hospitals, museums, religious institutions, and playgrounds.
- Introducing newcomers to local people and community events.
- Providing career mentoring to newcomers by encouraging them in their job search, by providing job leads, advice and guidance on writing job applications and coaching for interviews (through regular matches or specific business mentoring arrangements).
- Organizing activities such as picnics, dinners, leisure activities, or field trips.

Group activities

Group activities are planned events, either one-time or on-going sessions, which involve at least one volunteer and multiple newcomers. They provide opportunities to expand relationships, encourage learning about diverse cultures, and further help newcomers adapt to Canadian society.

⁸ This estimate is computed as a sum of 52 Ontario SPOs identified in 2008/09 SAP data for Ontario region and 22 SPOs identified in remaining regions in 2007/08

The objectives of group activities include establishing or expanding social and professional networks, sharing information and experiences, and providing newcomers with the opportunity to practice conversation skills. Examples of on-going activities include: peer networks for specific client groups such as seniors, women and youth; activities for improving language ability such as conversation circles; and tutoring and helping with homework. One-time ad-hoc activities involve groups of volunteers and clients coming together for specific events such as field trips and holiday celebrations.

3.6. Host SPO activities

Host SPOs undertake tasks that make the host-client activities possible, including Program promotion, volunteer training, client orientation, and other support. Most of the work to support delivery of the Host Program is done by Host Coordinators whose roles include the following activities:⁹

1. Recruitment and Assessment

- Promote Program and recruit participants from immigrant and host communities.
- Assess immigrant clients' and Host volunteers' needs and suitability to participate.
- Arrange reference and security checks.
- Brief immigrant clients and Host volunteers about the Program and clarify roles and expectations.

2. Orientation and Training

- Provide training/workshops for Host volunteers to better equip them to help immigrants.
- Provide joint workshops for newcomers and hosts to allow for sharing of information and discussion.

3. Placement and Matching

- Organize special gatherings/events to allow newcomers and Hosts to get to know each other.
- Place volunteers (individuals/families) into appropriate positions, either matching them with immigrant individuals/families from another culture, or placing them into other volunteer services for immigrants (such as assistance with filling out forms, conversation clubs, homework clubs).
- Assist pairs or small groups to establish agreed-upon goals that lead to intended outcomes.

4. Newcomer/Host Activities

- Develop activity ideas with Host volunteers and immigrant clients.
- Monitor and support pair or small group activities.
- Connect with other existing community programs, activities, and cultural events.
- Organize occasional group events to recognize the volunteers and to further promote cross-cultural interaction.

⁹ Adapted from: Business Mentoring for Immigrants - Literature Review and Inventory Affiliation of Multicultural and Social Service Agencies Penny Handford – ChangeWorks Consulting and Moussa Magassa - March 2006 p 43.

- Arrange occasional field trips to educational, recreational and cultural facilities.

5. Referrals and Accompaniment

- Refer immigrant clients to basic and specialized services and community resources.
- Accompany immigrant clients as they access community and government services – usually delivered through Host volunteers.

6. Service Support

- Participate in, and contribute to, community and government consultations related to the delivery and enhancement of settlement services.
- Participate in professional development.

3.7. Host client profile

Newcomers are intended to be the main beneficiaries of the Program. Based on the Immigration–Contribution Accountability Measurement System (iCAMS) (data summarized in Table 3-2)¹⁰, there are slightly more women than men (53% and 47%, respectively) among Host clients. The majority of Host clients reside in Ontario (64%) and Alberta (19%). More than half of the Host clients (56%) did not speak either Canadian official language at the time of landing. A little more than one third (36%) had some knowledge of English and three percent had some knowledge of French.

In terms of education, Host clients were more likely than the general population of immigrants to have (at the time of landing) little or no education (39% had secondary school education or less and 17% reported no education); however, just over two-thirds of those with no education (71%) were 18 years of age and younger. About a third of all Host clients had either a Bachelor (22%) or Master’s (7%) degree.

Host clients are most likely to identify China as their country of origin. According to iCAMS, other frequently identified countries include Columbia (11%), Afghanistan (7%), Iran (6%), Sudan (5%) and Thailand (4%). Almost half (48%) of the Host clients came to Canada as Protected Persons. Most Host clients (49%) were adults between 25 and 44 years of age; however, a significant proportion (28%) were youth under the age of 18. Between 2004/2005 and 2007/2008 the majority (87%) of Host clients participated in the Program for one year.

Table 3-2: Characteristics of Host clients¹¹

Gender	Male	47%
	Female	53%
	Total number of clients	18,350
Age	Under 18	28%
	18-24	11%
	25-34	24%
	35-44	25%

¹⁰ The information is based on data at the time of landing.

¹¹ The total number of clients varies depending on reported category. For some categories information about clients cannot be identified.

	45-54	9%	
	55-64	2%	
	65+	1%	
	Total number of clients	18,210	
Immigration class	Family Class	9.5%	
	Economic Class	43%	
	Refugees (Protected Persons)	48%	
	Other Immigrants	0.5%	
	Total number of clients	18,210	
Immigration category	Principal Applicant	45%	
	Spouse/Common Law	21.5%	
	Dependent	33.5%	
	Total number of clients	18,155	
Country of birth	China	16.5%	
	Columbia	11%	
	Afghanistan	7%	
	Iran	6%	
	Sudan	5%	
	Thailand	4%	
	India	3%	
	Pakistan	3%	
	Congo	2%	
	Egypt	2%	
	Korea	2%	
	Russia	2%	
	Somalia	1.8%	
	Ethiopia	1.5%	
	Iraq	1.2%	
	Other	32%	
	Total number of clients	18,155	
	Province of residence	Ontario	64%
		Alberta	19%
Saskatchewan		8%	
Nova Scotia		5%	
New Brunswick		1.5%	
Newfoundland and Labrador		1.4%	
PEI		0.9%	

	Yukon/ Northwest Territories/Nunavut	0.2%
	Total number of clients	18,350
Language ability	English	36%
	French	3%
	Bilingual	6%
	None	56%
	Total number of clients	18,155
Level of education	None	17%
	Secondary or less	39%
	Trade/certificate/no university degree	13%
	Bachelor's degree	22%
	Graduate degree	7%
	Postgraduate degree	1%
	Doctorate degree	1%
Total number of clients	18,155	
Number of years participating in Host Program	One year	87%
	Two years	12%
	Three and four years	1%
	Total number of clients	18,350

Source: iCAMS

3.8. Host volunteer profile

Volunteers play an important role in the Host Program. In addition to being Program delivery partners and directly involved in the planning and delivery of activities, volunteers also benefit from participating in the Host Program by interacting with newcomers from different countries and learning about other cultures. Volunteers can be Canadian citizens or permanent residents who are established in the community and can guide newcomers in their early settlement and adaptation processes. They must have an interest and commitment, as well as the skills, cultural awareness, and experience to meet the needs of newcomers.

According to the survey¹², 68% of Host volunteers were female, and they were more likely to have been born in Canada (59%) than outside Canada (41%) (n=163). Those not born in Canada had lived in this country for an average of 16 years (n = 68). Volunteers were somewhat more likely to be between 25 and 34 years old (20%); the remaining 80% were evenly distributed among other age categories except for those within the age group of 65 or older (9% of volunteers). Most Host volunteers (96%) were not previous clients of the Program. More than one-quarter (26%) of Host volunteers were students and 15% were retirees. Among those who were employed, 12% of volunteers were in the health care and social assistance fields and were

¹² As information on volunteers is not collected in iCAMS, these tables were based on the survey of volunteers conducted for the evaluation.

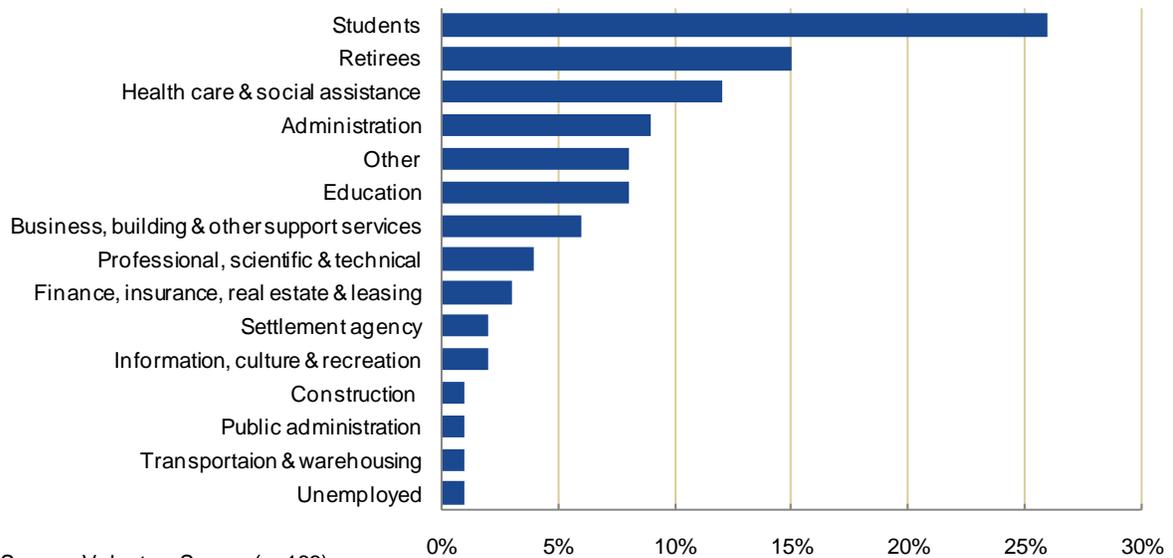
doctors, nurses, social workers, and employment counsellors. For a list of other occupations, see Figure 3-1.

Table 3-3: Characteristics of Host volunteers

Gender	Male	32%
	Female	68%
	Total number of respondents	163
Age category	Under 18	15%
	18-24	15%
	25-34	20%
	35-44	15%
	45-54	10%
	55-64	17%
	65+	9%
	Total number of respondents	163
Country of birth	Canada	59%
	Outside of Canada	41%
	Total number of respondents	163
Program clients	Previously clients of the Program	4%
	Not clients of the Program	96%
	Total number of respondents	163

Source: Volunteer Survey (n=163)

Figure 3-1: Occupations of Host volunteer survey respondents



4. Evaluation findings

This section summarizes the major findings of the evaluation regarding Program relevance, design, implementation, and results.

4.1. Program relevance

The evaluation findings on Program relevance focus on the need for the Host Program, Program uniqueness, and the consistency of the Host Program with CIC priorities, as well as with federal government roles and responsibilities. Using the evidence from interviews, focus groups, surveys, document and literature reviews, the following section describes the findings related to relevance.

Key Findings

The Host Program is relevant as it seeks to address two key needs of newcomers: unfamiliarity with the Canadian environment and the lack of community, professional and social networks.

Compared to other settlement programs, the Host Program is unique in Canada as it provides support to newcomers to assist them in developing social and professional networks in an informal setting. It also involves Canadians directly in delivery of settlement services.

Although other mentoring programs are available to newcomers, the Host Program provides greater scope in terms of its availability and range of support.

The Host Program is aligned with federal and departmental priorities and is broadly viewed to be consistent with the roles and responsibilities of the federal government.

4.1.1. Program need

Between 2004 and 2008, Canada admitted 1.2 million immigrants, which represents an average of 240,000 immigrants per year. Several studies have found that immigrants may have to overcome significant barriers and challenges to settle in Canada.¹³ Beyond settlement needs, which refer to the short-term and transitional issues of newcomers for the basic needs of life in a new country, immigrants also face difficulties in adapting and fully integrating into Canadian society. Integration refers to the life-long process of mutual accommodation between an individual and society, as immigrants take advantage of opportunities to fully participate in Canadian life and society enables this to happen. For example, a key factor in successful integration involves finding employment and developing social and professional networks which are crucial for wellbeing and for developing a sense of belonging.¹⁴

A review of the Program logic model indicates that the Host Program, with its three overarching outcome areas (settlement, networking, and two-way understanding), is designed to address a wide spectrum of newcomer needs. From the perspective of clients, the Host Program is needed to address the particular settlement issues they may be facing. In the client survey, participants indicated that the services of the Host Program were needed to improve their English skills (55%), to develop a network and relationships with Canadians (33%), and to learn about Canadian culture (30%) (n = 80).

¹³ Ben-Sira, 1997, *Social Capital in Action*, Thematic Policy Studies, Policy Research Initiative, September 2005.

¹⁴ Xue, Li, *Social Capital and Employment Entry*, Presentation at the National Metropolis Conference, March 2007, University of Ottawa/CIC, and Zhao, Jun, Li Xue, Tara Gilkinson, *Health Status and Social Capital of Recent Immigrants in Canada*, CIC, 2009. Ben-Sira, *Social Capital in Action*, Thematic Policy Studies, Policy Research Initiative, September 2005.

The strong need for the Program was confirmed almost unanimously by key informants. When asked to rate the need for the Host Program, nearly all (11 of 12) CIC directors and managers perceived a strong need for it. Similarly, all five provincial representatives rated the need for the Host Program to be major. CIC Officers rated the need for Host as 4.6 and SPO directors and managers rated it as 4.7, on a 5-point scale. During interviews, key informants from CIC noted the Host Program's role as the major vehicle for CIC to connect newcomers to Canadian citizens and to facilitate their integration, provide mentorship/networking support, as well as language training and an introduction to Canadian culture. SPO representatives referred particularly to the ability of the Host Program to create a bridge between newcomers and Canadians, and contribute to newcomers' sense of belonging.

Another indicator of the need for the Program is the demand for services. The survey results indicate that nearly half (43%) of SPO staff believed that the demand for Host services continues to exceed the supply of volunteers and support available. While 33% perceived that supply and demand for the Program are balanced, 8% said that supply exceeds the demand, and the remaining 6% said that they don't know or provided other answers.

4.1.2. Program uniqueness

CIC settlement programs

A comparison was made between Host and other settlement programs delivered by CIC. While there is some overlap between Host and ISAP which addresses settlement issues, SWIS which assists in the development of community connections, LINC which addresses language skill development, and WCI which addresses cross-cultural exchange, Host is the only program that focuses on creating social networks between newcomers and Canadians.¹⁵ In addition, it is the only program that relies on the “two-way street” approach to deliver services by directly involving Canadian volunteers. Although Host shares similar settlement goals with other programs, its flexibility and informality contrasts with the delivery mechanisms of other CIC settlement programs. It is the only program, except the Privately Sponsored Refugees Program, that involves Canadians directly in the delivery of the services to newcomers. For more details on the comparability of Host vis-à-vis other CIC programs see Appendix F:

Host clients in focus groups provided examples of how the personal relationships with Host volunteers reduced their settlement stress as they felt that they had an advocate who was familiar with Canadian rights and law and could provide information on rights and responsibilities vis-à-vis specific challenges (e.g., landlord/tenant issues, taxes, insurance). Clients also confirmed the importance of learning English/French, noting that they joined the Program because they believed they would learn English faster through communication with native speakers rather than by attending a formal class or through textbooks and/or reading. As the Host Program provides newcomers with opportunities for one-on-one mentoring and interaction to improve language skills, it can complement the Language Instruction for Newcomers to Canada Program (LINC) through a less formal approach.

¹⁵ In addition to receiving support through the Host Program, many clients received ISAP services support from their Host SPOs. These services include, for example, obtaining information on Canadian culture, laws and rights (44%), referrals (34%), and information and guidance related to their basic needs and employment (32%).

Comparison to non-CIC programs

A comparison was made between the Host Program and programs in religious and ethno-cultural organizations, certain mentoring type programs in Canada and other volunteer run programs such as Big Brothers and Sisters. Other programs which pair a volunteer with a mentee to gain exposure, knowledge or skills were examined, but most of these programs do not focus specifically on newcomers or pair participants across ethnic groups.

4.1.3. Consistency with government priorities and roles and responsibility

Federal government responsibilities

In 1971, the federal government announced its policy of multiculturalism, which recognized the reality of pluralism in Canada and challenged all Canadians to participate fully and equally in Canadian society. This policy is sensitive to the needs of both long-time residents and newly arrived immigrants. The *Canadian Multiculturalism Act* (1985) recognizes multiculturalism as a fundamental characteristic of Canadian identity. A review of the goals and logic model of the Host Program indicates that the expected outcome of cross-cultural understanding aligns with the federal policy and legislation on multiculturalism.

Since the 70s, the federal government has been developing public policies and legislation to support the concept of cross-cultural exchange (“two-way street”) between newcomers and Canadians. One of the objectives of IRPA is “to promote the successful integration of permanent residents into Canada, while recognizing that integration involves mutual obligations for new immigrants and Canadian society.” The review of the Host Program design and objectives demonstrates an alignment with the two-way street approach of the federal government.

CIC mission and strategic outcomes

A review of the objectives of the Host Program demonstrates that it is aligned with the mission of CIC, especially facilitating newcomer integration in a way that maximizes their contribution to the country and enhancing the values and promoting the rights and responsibilities of Canadian citizenship.¹⁶ In addition, in 2008, the Multiculturalism portfolio was transferred to CIC which extended the departmental mission to include “reaching out to all Canadians and foster increased intercultural understanding and an integrated society with equal opportunity for all, regardless of race, ethnicity and religion”¹⁷. Since one of the Host Program’s objectives is to foster intercultural understanding, the alignment of the Program vis-à-vis CIC’s mission appears to have increased.

In addition, the objectives of the Host Program are aligned with one of CIC’s strategic outcomes as outlined in CIC’s Program Activity Architecture (PAA), which focuses on the successful integration of newcomers into society and the promotion of Canadian citizenship through the implementation of integration programs.

Moreover, of the 27 CIC directors, managers and officers who participated in the evaluation, 23 agreed that the Host Program is consistent with the strategic outcomes and priorities of CIC. The Host Program is viewed by the CIC representatives as contributing to the achievement of CIC priorities through facilitating the integration of newcomers and the creation of a more cohesive society. By connecting newcomers to Canadians, promoting language acquisition among its

¹⁶ For more details see CIC website: www.cic.gc.ca/english/department/mission.asp

¹⁷ Ibid.

clients, and helping clients to increase their knowledge of Canadian context and thus promoting citizenship, the Host Program is well positioned to support the departmental strategic outcomes.

Federal role

Over time, the federal government has taken on a more prominent role in supporting settlement services for newcomers.¹⁸ The evaluation found that there is a continuing need for ongoing federal involvement in the funding and support of settlement programming. Many informants noted that it is the federal government's responsibility to ensure standards and consistent outcomes for the integration of newcomers across the country.

In addition, there is a strong consensus supporting the role of the federal government in the settlement sector. The survey found that 75% of SPO managers and directors strongly agreed and 14% somewhat agreed that the development and funding of settlement programs such as Host is an appropriate role for the Government of Canada (9% neither agreed nor disagreed and fewer than 2% disagreed). A discussion paper by the Ontario Council of Agencies Serving Immigrants (OCASI) also noted that the federal government has an enduring role in immigrant settlement and integration and that it should continue to play a lead role, in part, because it is more reliable than provincial arrangements in protecting settlement services and funding.¹⁹

Specifically regarding Host, CIC representatives at NHQ agreed that the federal government has a responsibility to facilitate the success of immigrants as it increases the cohesiveness of the society by promoting integration as a two-way street.

4.2. Design

The evaluation findings related to the design and delivery of the Host Program focus on evidence-based decision making, design, accountability, and Program promotion. Data to support findings was obtained through interviews, focus groups, surveys, and the document review.

Key Findings

Although the design, division of roles and responsibilities and flexibility of the Host Program are viewed positively, stakeholders requested additional guidance on some Program implementation details, and recommended developing specific services for clients with disabilities, youth, women and newcomer professionals.

CIC and SPOs expressed mixed views on the appropriateness of the existing monitoring and reporting mechanisms. iCAMs, which is designed to allow CIC to collect client and service information, needs further improvement in relation to both data entry (i.e. data definitions) and report production notwithstanding the training provided. This, in turn, affects the reliability and usefulness of the data collected. In addition, the CIC systems do not currently collect any data on client outcomes.

4.2.1. Evidence-based decision making

CIC representatives confirmed that the Program has undergone modifications in recent years. The increase in funding, growth in the number of organizations delivering the program, and the number of service activities (e.g., expansion of group activities such as conversation circles and reaching out to new clientele such as professional matches and youth matches), were cited as the

¹⁸ Best Settlement Practices, Canadian Council for Refugees, 1998

¹⁹ Canada-Ontario Immigration Agreement: Crafting the Vision for the Sector, OCASI Discussion Paper, June 2009.

most significant recent changes to the Host Program. While it was not possible to outline the causal relationships between changes to the Program and evidence-based decision-making, CIC directors and managers explained that research, monitoring, past evaluations, and consultation with communities and provinces led the Program to undertake these changes.

Some Program changes were made consistent with recommendations obtained in the previous evaluation and subsequent formal reviews. The 2004 Evaluation of the Host Program, which concluded that the Program was effective, recommended that the reach of the Program be expanded (either through increased matches or group activities) as well as increased promotion and appropriate resourcing.²⁰ The 2004 report also recommended undertaking a review of the group model after implementation to assess the potential impacts, risks and resource issues of this delivery mechanism.²¹ The increase in funding, the trend towards more group activities, and the increase in SPO promotion activities which occurred in the period under review are all consistent with these recommendations and are further discussed later in the report. A formal review of different group models in Ontario was conducted in 2005 and as a result, CIC Ontario Region issued guidelines for conducting group activities.

In 2006, a formal review of the career mentoring approach assessed the feasibility of such an approach under the Host Program.²² This review concluded that career mentoring is a viable option for the Host Program and should be pursued.²³ Additionally, in the summer of 2006, CIC conducted extensive consultations with stakeholders to develop the Strategic Plan for Settlement and Language Training under the Canada Ontario Immigration Agreement. The consultations confirmed that newcomers have a critical need to develop social networks. There were no reviews pertaining to the Host Program or any of its components after 2006.

One of the major changes to the CIC Settlement programming was the modernized approach, which reorganized the CIC settlement programs under one single program with various components. Many key informants stated that these changes were influenced by new directions within CIC, particularly:

- A movement to simplify the administration of settlement services and foster a broader synergy between services which centre on newcomer outcomes; and
- A movement towards a system in which settlement outcomes can be better measured.

4.2.2. Appropriateness of design

In order for the Program to function effectively, its design, objectives, structure, roles and responsibilities must be clear, flexible, and meet client needs. Most SPOs agreed that the general design of Host was effective in meeting newcomers' needs (90%). In addition, most SPO staff and directors agreed that the general objectives, structures, roles and responsibilities of Host were clear (Figure 4-1).

Some specific aspects of the Program delivery require additional guidance. SPOs stated that they would benefit from more direction relating to Program implementation details, such as the length

²⁰ Evaluation of the Host Program, CIC, 2004: www.cic.gc.ca/English/resources/evaluation/host/index.asp

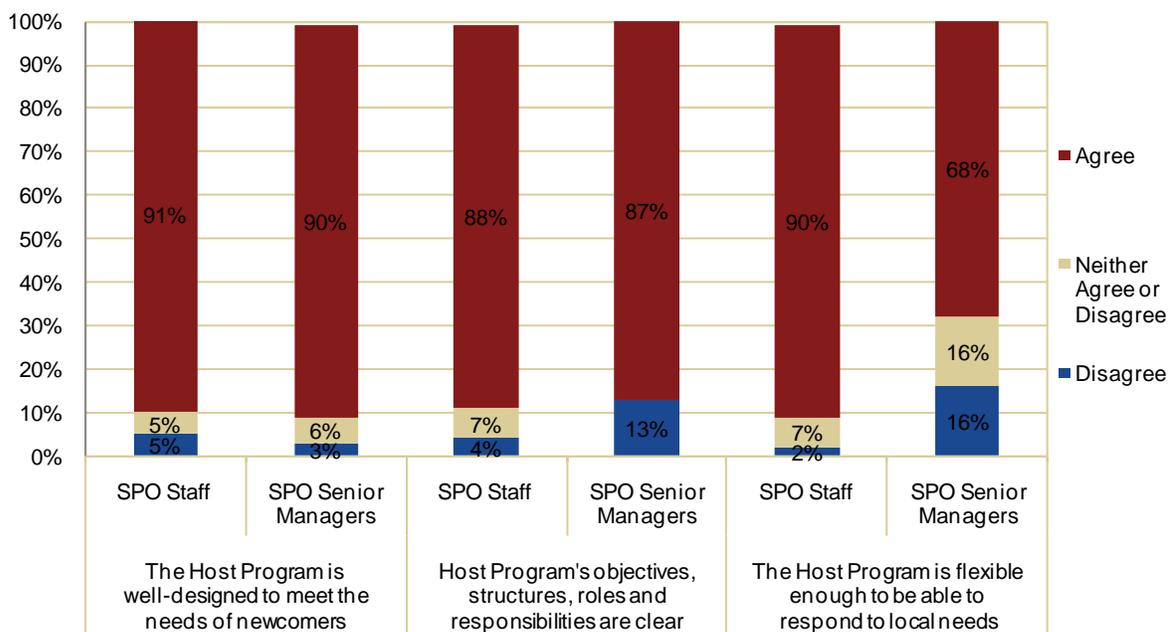
²¹ Review of Host Group Service Models in Ontario, CIC Ontario Region: atwork.settlement.org/downloads/atwork/Review_of_Host_Group_Service_Models.pdf

²² Business Mentoring: www.amssa.org/publications/Research_Business_Mentoring_FINAL.pdf

²³ There is no related data being collected on business mentoring. However, the Evaluation noted cases of business mentoring under the Host Program.

of services that should be provided, as well as determining when to discontinue different services, particularly the provision of services to clientele such as youth. Moreover, SPOs stated that greater clarification was needed around the definition of group versus individual matching, as well as around the nature of the mentoring program (e.g., in employment). CIC representatives also perceived gaps in some services and recommended developing specific services for clients with disabilities, youth, women and newcomer professionals.

Figure 4-1: SPO perceptions of Host clarity and design



Source: SPO Senior Mangers Survey (n=65 for ISAP and Host) and SPO Host Staff Representatives Survey (n=44)

While SPOs believed that the Program is well designed, in focus groups, SPOs expressed a major concern relating to the limited eligibility criteria for CIC programming, which excludes Canadian citizens, refugee claimants, temporary workers, and international students from accessing the services. During the focus groups, almost all SPO representatives expressed that eligibility limitations diminish their ability to provide services to all newcomers in need, including temporary residents.

Flexibility was defined as the ability of local decision makers to modify the program in its delivery (i.e., activities, target groups) to accommodate their own priorities and local needs. While most SPO staff (90%) perceived the Program as flexible, SPO managers/directors were not as positive: 68% believed that the Program was sufficiently flexible.

4.2.3. Monitoring and accountability

CIC is responsible for program oversight and accountability, which includes monitoring as well as performance measurement and evaluation. The monitoring process begins with the assessment of proposals received from the SPOs, which is designed to ensure that SPOs have the capacity to deliver the Program. SPOs are responsible for submitting monthly or quarterly financial and narrative reports, inviting CIC staff to Board meetings, keeping CIC staff informed regarding operational challenges, and completing the end of project report. They are also responsible for

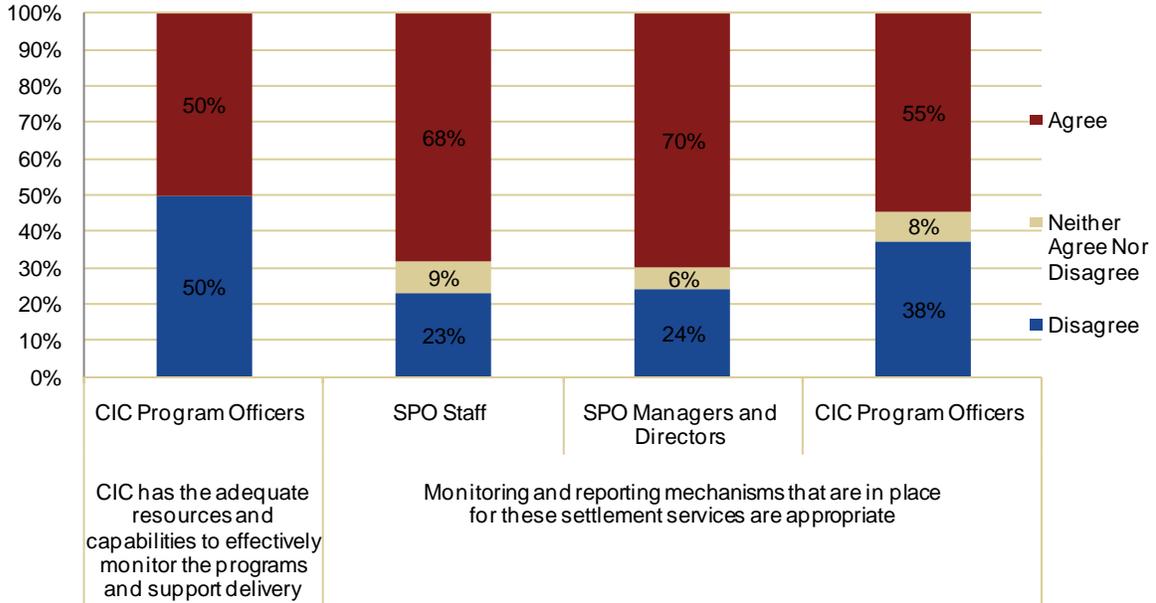
completing the iCAMS reports each month to provide information on the number of clients they served and the services they delivered. CIC officers are responsible for monitoring the progress under each contribution agreement, which includes a review of the narrative reports on a monthly basis, conducting monitoring visits, and preparing end-of-project reports. CIC officers are also responsible for financial monitoring of the contribution agreements.

CIC officers had mixed views regarding the current monitoring and reporting system. Almost half believed that CIC has inadequate resources and capability to effectively monitor the programs, while half (50%) agreed that the current resources were adequate for effective monitoring (see Figure 4-2). In focus groups, CIC officers expressed concern regarding the lack of time to conduct appropriate monitoring of the projects, in addition to challenges related to the use of iCAMS (discussed in the next section). Moreover, during interviews, CIC staff suggested that as the modernized approach is implemented, it will be important to introduce clearly defined and measurable outcomes for Host activities, ensure that those outcomes are consistent with CIC priorities, and ensure that an effective data collection and performance measurement strategy is put in place. CIC managers and directors also suggested that there should be greater assessment of the Host Program against its objectives and a greater overall focus on outcomes, particularly those demonstrating the impact of Host on clients.²⁴

Generally, SPOs expressed a more positive view towards the existing monitoring and reporting mechanisms than CIC staff. Notwithstanding this, SPOs suggested improvements such as having regular feedback on the reports submitted to CIC, having a template for annual reports at an earlier time of the year, more standardization in reporting, and a greater emphasis on measuring the quality and outcomes of the services. Based on interviews with CIC staff and a review of Program documents, it is not evident what CIC does with this monitoring and reporting data, and whether it is used for continuing Program design and development.

²⁴ Despite the fact that since 2008, the Host Program has been incorporated into the Community Connections Stream, stakeholders still provided suggestions in accordance with the previous CIC settlement programming structure.

Figure 4-2: CIC monitoring mechanisms



Source: CIC Interviews (n=15), SPO Senior Management Survey (n=64) for ISAP and Host Program and SPO Representatives Survey (n=133) for ISAP and Host Program

iCAMS

As previously discussed, iCAMS is an internet-based system designed to collect quantitative performance measurement data on the settlement services provided to clients and it also contains 17 pieces of demographic information on each client served, such as immigration category, date of birth, gender, country of birth, etc. According to CIC’s Contribution Accountability Framework, Performance Measurement and Evaluation, Resource Handbook²⁵, the purpose of iCAMS is to provide CIC with information on its settlement programs including Host, LINC, ISAP, and RAP. SPOs are required to input information into iCAMS as part of the accountability and reporting responsibilities that correspond to their contribution agreements with CIC for settlement program funding. iCAMS started collecting data on Host in 2004.

Despite the crucial role that iCAMS is expected to play in monitoring, accountability, and performance measurement of settlement programs, it does not present a complete profile of clients and services. Not all SPOs are reporting in iCAMS (see Table 4-1), and CIC officers and SPOs report that challenges exist that discourage SPOs from reporting in, and using iCAMS regularly.

Table 4-1: Comparison of SPOs delivering the Host Program in SAP and iCAMS

Reporting Statistics	2004/05	2005/06	2006/07	2007/08
Number of SPOs delivering Host (in SAP)	37	39	40	54
Number of SPOs reporting in iCAMS on clients	34	36	38	40

Source: iCAMS and SAP

²⁵ Contribution Accountability Framework, Performance Measurement and Evaluation, Resource Handbook, CIC January 2004.

CIC officers expressed two general concerns with iCAMS: a lack of adequate training, particularly in producing information and generating reports and a lack of adequate communication within CIC, and between CIC and SPOs with regards to iCAMS.

In focus groups, surveys, and field visits, some SPOs mentioned that they created other monitoring systems for themselves to track their activities, and/or others failed to report in iCAMS regularly because of the reasons outlined below:

- Some SPOs reported that they did not receive iCAMS training and/or sufficient guidance on how to use the system. In particular, some SPOs were not sure how to correctly report on all the services they provide for their clients through iCAMS. For example, if SPOs provided services to a family of five, SPOs were unsure whether to report it in iCAMS as serving five clients or one.
- Some SPOs experienced challenges when asking newcomers to provide personal information that iCAMS requires because of program eligibility requirements as previously discussed (e.g., Permanent Resident card numbers which are required to access services).

Although some SPOs raised concerns regarding insufficient iCAMS training, CIC has developed and delivered iCAMS training materials for both CIC officers and SPO settlement workers. The Operational Management and Coordination Branch (OMC) holds iCAMS training sessions regularly across the country. Table 4-2 and Table 4-3 show that, over the past five years, while the number of CIC officers who received iCAMS training in each region was generally consistent each year, the number of SPO staff who received iCAMS training increased each year to accommodate the local demand for training and the increased number of SPOs in Ontario and Alberta. Notwithstanding the above, iCAMS staff report that SPOs require additional information and training on the types of reports that can be generated and how best to use these reports to serve their needs.

Table 4-2: Number of CIC officers that received iCAMS training, 2004/05-2008/09

Location	2004/05	2005/06	2006/07	2007/08	2008/09
Ontario	33	37	37	31	33
Atlantic	11	9	10	6	6
Prairies	17	14	14	14	13

Source: Operational Management and Coordination Branch

Table 4-3: Number of SPO staff that received iCAMS training, 2004/05-2008/09

Location	2004/05	2005/06	2006/07	2007/08	2008/09
Ontario	354	371	407	454	501
Atlantic	31	32	32	27	30
Prairies	58	72	82	103	114

Source: Operational Management and Coordination Branch

During the focus groups, several participants suggested incorporating a follow-up/feedback mechanism into the iCAMS training. This follow-up may determine issues such as:

- How SPO staff put their training into practice;

- How trained staff transfer their training and knowledge to their organizations;
- Any inquiries that trainees may have when they put their knowledge into practice (e.g., whether they are able to describe the privacy and security of the iCAMS data to newcomers); and
- Provide CIC with information on the effectiveness of the training materials and sessions.

In addition, CIC staff suggested that better communication within CIC and between CIC and SPOs can better ensure knowledge of staff turn-over as well as other training needs.

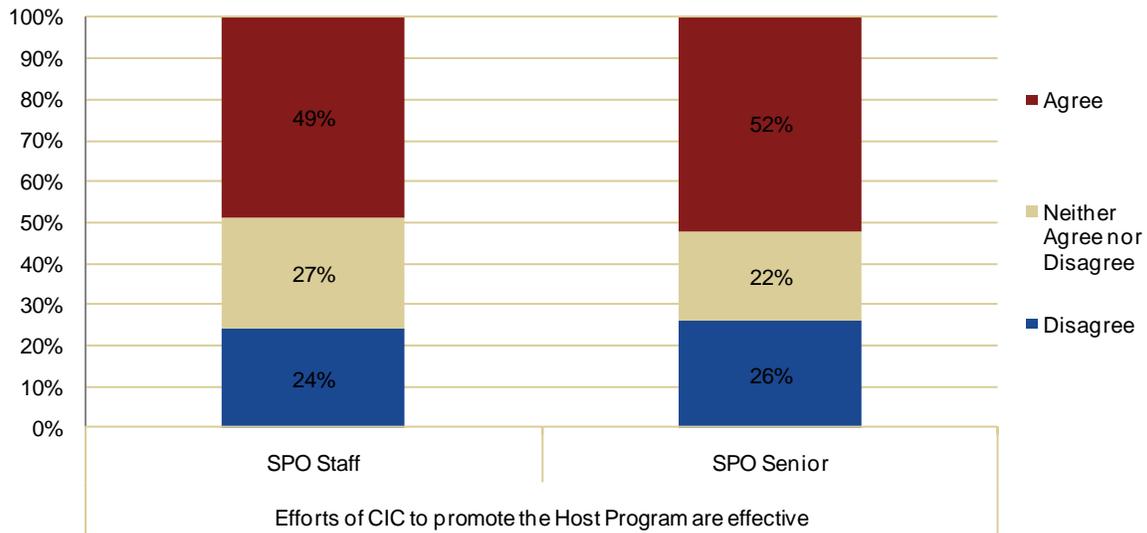
4.2.4. Program awareness / CIC promotion

While SPOs are responsible for promoting the Program for the purposes of recruitment, CIC is responsible for promoting the Program to SPOs and newcomers in general. CIC directors and managers described the lack of promotion to clients as an area of the Program that could be improved. They stated that Host was not well-publicized or made known to newcomers, and that a branding strategy is needed. Moreover, as discussed further in Section 4.3.1, CIC directors and managers also pointed to the lack of adequate promotion as a weakness of the Program noting that low awareness combined with misunderstandings as to its objectives has meant that the Program has not reached its full potential.

Although half of SPO directors and managers and half of SPO staff who participated in the surveys agreed that CIC's efforts to promote the Program and services are effective (see Figure 4-3), others believed that CIC should raise the profile of the Program and create a recognizable image of Host across the provinces and at a national level. Some SPOs reported that they were unaware of any CIC efforts to promote the Host Program. In addition, SPOs reported the lack of visible Host content on the CIC website, no regional advertisements on major networks and the lack of a national unified promotion strategy as reasons for the ineffectiveness of these efforts.

Host SPOs, volunteers and clients recommended that promotion and marketing of the Program be expanded. Approximately 21% of Host SPOs specifically recommended increased promotion and marketing, stating that a national marketing program would be useful particularly in promoting Program benefits to newcomer families and youth. As well, 11% of Host clients and 9% of Host volunteers recommended improved promotion.

Figure 4-3: Perceptions of Host Program promotion



Source: SPO Senior Managers Survey (n=65); ISAP A and Host and SPO Representatives Survey (n=44)

4.3. Program implementation

The evaluation findings on Program implementation focus on recruitment, selection and preparation of clients and volunteers for participation in the Host Program, the matching of clients with volunteers, and the support SPOs provide to the matches. In addition, this section presents the findings relating to the effectiveness of matches and group activities. This section is based on evidence from interviews, focus groups, surveys, as well as the document and literature reviews.

Key Findings

While SPOs use a variety of formal tools for promotion, informal means such as “word of mouth” are the most common way in which participants are recruited. The drawback to informal promotion is that it can lead to misunderstandings of the objectives and purpose of the Program and it may not be effective for SPOs just starting to deliver Host.

As there is no standard assessment procedure, SPOs develop their own tools and criteria for the selection and assessment of clients and volunteers.

Training for volunteers is systematic and covers a wide variety of topics, whereas orientation for clients is more informal. Both groups expressed a strong desire for more extensive training/orientation.

The majority of participants were satisfied with the time it took to set up a match, the frequency of meetings, and the compatibility of their match.

SPOs continue to work on individual matches; however significant resources are now dedicated to the organization of group activities.

The activities delivered under the Host Program target a variety of newcomers’ needs. The most popular activities are those which provide opportunities for conversation, regardless of whether those occur in a one-on-one or group setting.

The frequency and type of contact between SPOs and their Host clients and volunteers during the match is appropriate to monitor the match and provide guidance to volunteers regarding how to better address clients' needs.

4.3.1. Promotion and recruitment

In order for the Program to function effectively, SPOs must attract volunteers and newcomers. SPOs engage in activities to promote the Program through formal and informal means. The formal promotion mechanisms used by SPOs includes group presentations which provide information on the benefits immigrants bring to Canada and on promoting Canadian values. In addition, SPOs actively promote the Program through brochures, presentations, and advertisements in magazines targeting newcomers.

The results of client and volunteer's survey responses related to how they learned about Host, as well as survey responses from SPOs indicating how they promoted the Program are summarized in Table 4-4. The results consistently show that approximately one third of participants (both volunteers and clients) learned about the Program through "word of mouth". Correspondingly, the majority of SPOs reported that they depend largely on promoting the Program through family and friends of potential clients (98%) and volunteers (89%). SPOs also used current volunteers to promote Host (68%).

Referral was also a common way through which clients and volunteers heard about the Program. Leading sources of referrals included other settlement organizations (for 20% of clients and 12% of volunteers) or community organizations (for 19% of clients and 11% of volunteers). SPOs were more likely to report referrals from other settlement agencies (96% of SPOs received referrals for clients and 55% for volunteers) than from other community organizations (16% for both groups).

Print promotional materials, such as brochures, were used by most of the SPOs. Eighty-four percent of SPOs reported using such materials for promotion to clients and 82% use them for volunteer recruitment. This method of promotion attracted some clients and volunteers as 12% of clients and 20% of volunteers surveyed said that they heard about the Program in this manner.

Many SPO focus group participants and survey respondents noted that they face difficulties attracting a sufficient number of volunteers. Two explanations were provided: first, participants mentioned that there is a lack of awareness of the Program in some communities where the Program has not been offered for an extended period of time; and secondly, participants mentioned that volunteers misunderstand the nature and objectives of the Program. For example, some potential volunteers thought that the Host Program involves hosting a family in their home (a common way that the word "host" is used). Although informal promotion activities are the most utilized method of promotion, the drawback is that it may lead to a misunderstanding of the Program's objectives and may not be effective for new Host SPOs.

Table 4-4: Client, volunteer and SPOs reports of Host Program promotion

Method of Promotion		How they learned about Host:		How SPOs Promote Host to:	
		Clients	Volunteers	Clients	Volunteers
Word of Mouth	Referred by a friend or family	23%	27%	98%	89%
	Referred by Program participant	14%	7%	-	68%
Referral	Referred by other settlement programs/agency	20%	12%	96%	55%
	Referred by other organizations (e.g., schools)	19%	11%	16%	16%
Print	Brochure or other print material/advertising	12%	20%	84%	82%
	CIC promotional materials	-	-	64%	50%
Activity	SPO promotional activities	-	-	84%	55%
	Community information events (e.g., fairs, trade shows)	-	2%	18%	25%
Online	Website	1%	11%	11%	18%
Other		2%	6%	5%	11%

Source: Client (n=85), Volunteer (n=159) and SPO Representatives (n=44) Survey

According to iCAMS, the number of promotion sessions delivered by SPOs increased over the past few years from 908 in 2004/05 to 1,358 sessions in 2007/08 for a total increase of 1.5 times between the first and last years under review (see Table 4-5). Given the challenges identified with iCAMS, it is not possible to determine whether the increase in formal promotion efforts by SPOs has resulted in increased uptake in the Program.

Table 4-5: Host Program activities

Host Services	2004/05	2005/06	2006/07	2007/08	Ratio to Baseline
SPO Promotion Sessions	908	1,260	1,275	1,358	1.5

Source: iCAMS; Note: Baseline: 2004/05

Although the demand for the Program (i.e., number of prospective clients) has exceeded the supply of volunteers, the ratio of newcomers on waiting lists to volunteers on waiting lists has continuously decreased (see Table 4-6). Due to a lack of data, it is not possible to determine whether this is an indicator of better matching (i.e., clients are matched faster or more clients are being matched), increased multiple matches (i.e., volunteers are matched with more than one client), or a decrease in demand for the Program.

Table 4-6: Host Program waiting lists

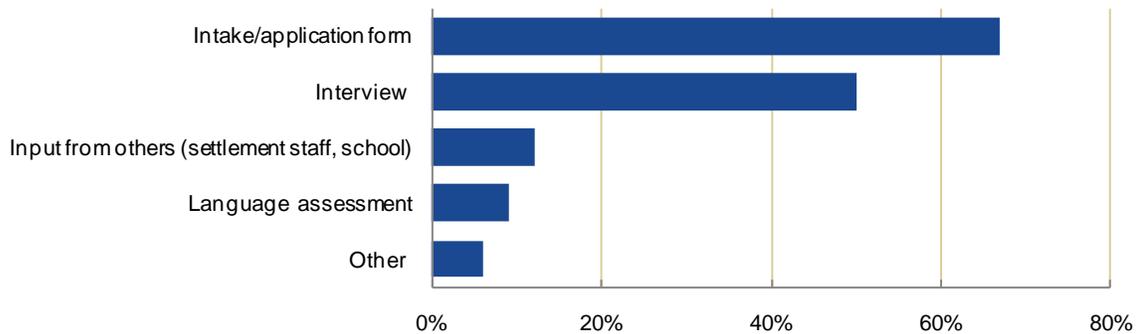
Monthly Average # of:	2004/2005	2005/2006	2006/2007	2007/2008	Ratio to Baseline
Newcomers in waiting list	843	791	702	467	0.55
Volunteers in waiting list	192	206	244	172	0.90
Ratio of clients to volunteers on waiting lists	4.4	3.8	2.9	2.7	

Source: iCAMS Note: Baseline: 2004/05

4.3.2. Selection and assessment of participants

To prepare clients for participation in the Program, SPOs engage in a variety of activities including assessments and interviews conducted in private settings to identify newcomers’ needs and expectations as they become involved in the Host Program. The most common tool through which information is collected during the assessment process includes an intake/application form (67%). Half the SPOs surveyed reported using interviews to assess clients’ needs (Figure 4-4). While some SPOs used a generic client intake form, others prepared a form that is specifically designed for the Host Program. Such forms collect information specifically relevant to the Program, such as information on newcomers’ needs, expectations, interests, and match preferences (e.g., age group, occupation).

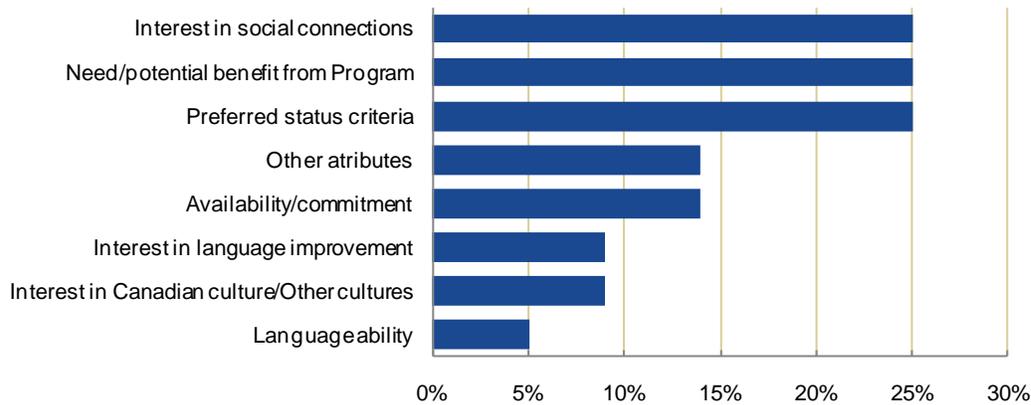
Figure 4-4: Client assessment procedures



Source: SPO Representatives Survey (n=32)

In an open-ended question on selecting clients for Program participation, SPOs reported that they look for a variety of attributes, such as an interest in social connections (i.e., clients particularly interested in personal connections), and clients’ needs (i.e., matching particular needs of clients with Program offerings). Some SPOs (25%) select participants using additional attributes as outlined in their contribution agreements, which may specify particular target groups (e.g., seniors, refugees, youth, etc.). For a list of other attributes, see Figure 4-5.

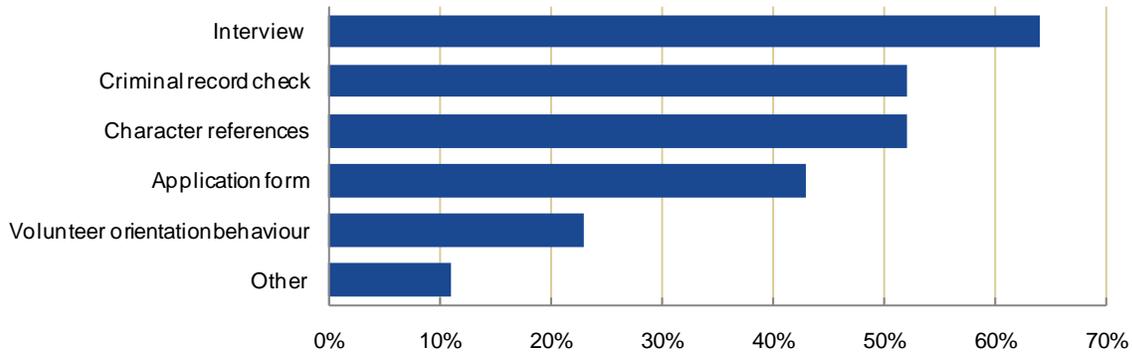
Figure 4-5: Newcomer attributes assessed by SPOs



Source: SPO Representatives Survey (n=44)

The process through which volunteers are selected can include an interview (reported by 64% of SPOs) a criminal record check (52%) and character references (52%) (Figure 4-6). While, it would be expected that 100% of SPOs report criminal checks as part of their process, the SPOs may have misinterpreted the open-ended question, and may not have reported that police checks are undertaken, even if they are part of their process. Volunteers can also be required to complete an application form – some application forms ask Host volunteers to identify the type of match that they prefer (e.g., family, mentorship, newcomers from a particular country).

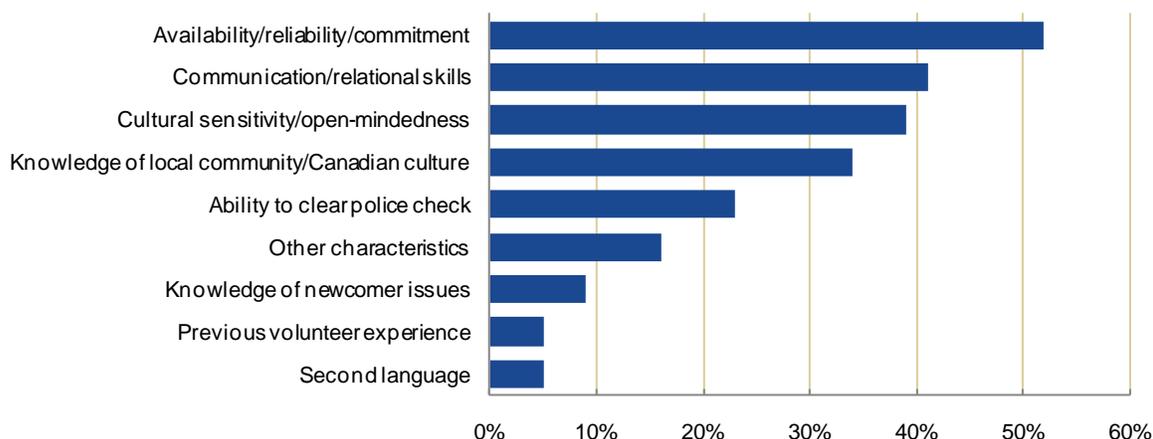
Figure 4-6: Volunteer assessment procedures



Source: SPO Representatives Survey (n=44)

When selecting Host volunteers, SPOs use a variety of attributes. The most common ones are their availability, reliability, and commitment (52%). Other important attributes used in selecting volunteers includes communication and relational skills (41%), cultural sensitivity and open-mindedness (39%), and knowledge of local community and Canadian culture (34%) (Figure 4-7). All of these findings demonstrate that there are neither standardized measures nor standard selection criteria to assess clients and volunteers.

Figure 4-7: Attributes of volunteers assessed by SPOs



Source: SPO Representatives Survey (n=44)

4.3.3. Orientation and training

To prepare Host volunteers and clients, SPOs provide training and orientation sessions. Training, which is only provided to volunteers, focuses on providing specific strategies and advice on how to work with clients, as well as information on newcomers' countries of origin, cultural barriers, anti-racism and resources available in the community. Orientation sessions for clients cover such topics as roles and responsibilities of clients and volunteers, the benefits of participating in the Host Program and the different types of Host activities.

According to iCAMS data, Host SPOs held an average of 725 volunteer training sessions involving 2,900 volunteers annually between 2004/05 and 2007/08 (see Table 4-7). Subject to the limitations of iCAMS data highlighted earlier, although there are some fluctuations, this data suggests that there has been a decline in the number of volunteers and clients being interviewed and receiving orientation.

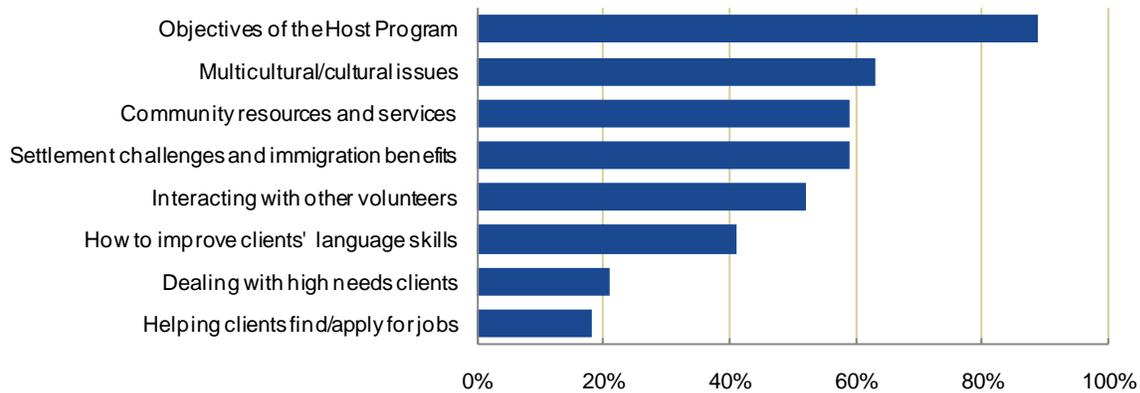
Table 4-7: Host Program activities

Host SPO Activities	2004/05	2005/06	2006/07	2007/08	Ratio to baseline
Volunteers					
Volunteers Interviewed	2,174	2,060	1,610	2,007	0.92
Volunteers Oriented	2,295	3,374	3,788	2,200	0.95
Volunteer Training Sessions	822	655	567	856	1.04
Clients					
Number of interview services	6,945	7,009	6,451	6,069	0.87
Newcomer orientation services	6,118	6,916	5,874	5,202	0.85

Source: iCAMS

In the surveys, the majority of volunteers (89%) said that they had received training. Both SPOs and volunteers estimated that volunteers received between 4 to 5 hours of training. Furthermore, according to the survey responses, volunteer training focused on the objectives of the Host Program (identified by 89% of volunteers), multicultural and cultural issues (63%), community resources and services (59%), settlement challenges, and immigration benefits (59%) (Figure 4-8).

Figure 4-8: Volunteer training areas



Source: Volunteer Survey (n=150)

Similarly, SPOs reported providing training to volunteers on cultural sensitivity and anti-racism (48%), Program guidelines and expectations (30%), communication (30%), and immigration/settlement issues (30%).

The majority of Host volunteers (89%) reported that their training helped to develop clear expectations about the types of activities they would be undertaking with newcomers and that the training was useful in preparing them to be a Host volunteer. On a 5-point scale, the average rating given regarding the usefulness of training was 4.3. The Host SPOs were more critical about the usefulness of the training as only 41% of Host SPOs agreed that the training provided to Host volunteers adequately prepares them for participation in the Program. They noted that training tends to be very basic in nature and does not address the wide range of issues that volunteers may face. SPOs suggested that additional workshops covering a range of issues would help to better prepare the volunteers. For example, in focus groups, some SPOs explained that volunteers require further information about the culture shock that can be experienced by newcomers. Close to one-half (49%) of volunteers also recommended increased training, with a particular emphasis on areas such as knowledge of existing community resources and assisting clients with English acquisition. It was suggested that more workshops and bringing in external facilitators with areas of expertise could improve training.

SPOs reported that orientation for clients typically occurred during an interview or assessment, as there was no standardized orientation session with clients. Although orientation was informal in nature, over three-quarters (77%) of Host clients who participated in the survey said that they had developed clear expectations about the types of activities they would undertake with their volunteer and what they would gain through participating in the Program. Despite this finding, clients still requested additional information early on in the process of orientation to enable them to better understand Program goals and set reasonable expectations. In particular, clients commented that they had unmet expectations with respect to employment assistance. This sentiment was echoed in focus groups, with both clients and volunteers mentioning the need to clarify the role of the Host Program related to employment and professional networking. In focus groups several volunteers mentioned having to relinquish certain clients who sought assistance in obtaining employment because they were not in a position to provide help in this area. Overall, the evaluation findings suggest that providing further information and orientation about the Host Program would be valuable to both volunteers and clients.

4.3.4. Matching

The success of the Host Program is determined, in large part, by the effectiveness of the matches made by the Host Coordinators. A match is a volunteer and client relationship originated by the SPO and may include one-on-one matches or family matches. These matches can be between a volunteer and a newcomer, a volunteer and the family of a newcomer, or between two families. These would include clients who have been matched multiple times. Based on the iCAMS data, there were almost 24,000 matches between 2004/05 and 2007/08 (Table 4-8). Based on information provided by prospective newcomers and volunteers during the assessment process, SPOs seek to match clients with an available volunteer who best possesses the skills and characteristics required to meet the specific needs of the newcomer. Clients and volunteers are also matched based on similar interests and hobbies.

Table 4-8: Individual matches

Host Services	2004/05	2005/06	2006/07	2007/08	Total	Ratio to Baseline
Number of Matches (individual or family)	5,777	5,880	6,089	6,041	23,787	1.05

Source: iCAMS

The average time to establish a match is about one month, which is generally considered to be appropriate by clients and volunteers (see Table 4-9). However, some Host clients (13%) in the surveys reported that the waiting period was an obstacle to their participation in the Program. Host clients and volunteers in focus groups also discussed the waiting period; while some said that a long waiting time affected their participation, others were surprised about the short waiting time (some volunteers were matched within a day or two).

Table 4-9: Perceptions of the matching period

Question	Host Clients	Host Volunteers	Host SPOs
Average number of days it took for clients and volunteers to be matched	28 days	25 days	30 days
Average number of days it took for SPOs to do a match			
Was the Length of the Wait Appropriate?			
Yes	83%	75%	
No	13%	17%	
Don't Know	4%	7%	

Source: Client Survey (n=80), Volunteer Survey (n=138) and SPO Survey (n=34)

The majority of clients (82%) and volunteers (76%) surveyed reported that they were currently in an active match. Host clients reported meeting with their volunteer an average of 24 times over 8 months (n=73), which is similar to the frequency of meetings reported by volunteers (i.e., meeting 23 times over a 9 month period; n=142). Clients and volunteers reported that the average length of a match is eight to nine months. Volunteers in focus groups stated that the number of hours they spent with their client tends to decline over the term of the match which indicates that a nine month period may be sufficient to help newcomers meet some of their initial needs.

Many volunteers expressed an interest in continuing to volunteer beyond their first match. In the survey, Host volunteers rated their likelihood of serving as a volunteer with new clients in the future at 4.4, on a 5 point scale. SPOs that participated in the survey reported that 25% of volunteers are matched with more than 1 client (n =37). On average, volunteers reported being matched with 4 newcomers/families since becoming involved in the Program (n=151).

The most common challenge identified by clients in the survey for accessing the Program was finding a good match (18%). Similarly, volunteers who participated in the survey referred to having a good match (39%) as key to their participation in the Program. In focus groups, volunteers reported difficulties in meeting client expectations with respect to the amount of time that would be spent together, his or her ability to provide specialized resources, information, services (e.g., assistance in obtaining employment) and level of attachment.

The focus groups reiterated the importance of establishing an effective match in which both parties benefit. A complete match is a match which spans the duration of the commitment, usually between six months to one year. An incomplete match is terminated prior to completion because of certain circumstances or issues. If a newcomer is matched a second time, it is considered a new match. Several SPOs explained that “when the Program has no match breakdowns, it is successful”. In the survey, 77% of clients said that they had participated in only one match and there were no issues with this match. Of the 23% who said their first match did not work, the most frequent reason was difficulty in accessing the volunteer (33%). Other reported reasons included a mismatch between skills (10%) which was also identified as a challenge by SPOs, specifically matching skilled immigrants, recognition that the volunteer would not meet their needs (10%), and personality issues [e.g., being too shy, not getting along (10%)].

4.3.5. Host-volunteer activities

Clients and volunteers can participate in individual/family and/or group activities. According to the survey data, an almost equal percentage of clients reported participating in individual (79%) and group (75%) activities, while volunteers reported participating in individual activities (80%) more often than in group activities (68%) (see Table 4-10). This may occur because fewer volunteers deliver group activities (e.g., some volunteers may only meet individually with their clients, who may themselves participate in both individual and group activities).

Table 4-10: Participation in individual and group activities

	Participation in a match (individual or family)		Participation in group activities (on-going and one-time)	
	Host Clients	Host Volunteers	Host Clients	Host Volunteers
Yes	79%	80%	75%	68%
No	17%	17%	24%	29%
Don't Know	4%	3%	1%	3%

Source: Question 1 - Client a Survey (n=77) and Volunteer Survey (n=158); Question 2 - Client Survey (n=81) and Volunteer Survey (n=161)

Individual/family activities

Once in a match, volunteers and clients are expected to spend time together and engage in a wide variety of activities that are mutually beneficial. In addition, the activities that the volunteers and clients participate in during individual matches are designed to be flexible in order to meet each client’s specific needs.

Survey responses confirmed that clients and volunteers participate in a wide range of individual/family activities during their match (see Table 4-11). Both clients and volunteers identified conversation as the most common activity they engaged in during their match. The second most common individual activity was participation in social events.²⁶

Table 4-11: Types of individual activities

What individual/family activities did you participate in?	Host Clients	Host Volunteers
Conversation	77%	88%
Participation in social events	51%	58%
Going to the library, movies, sports events etc.	50%	45%
Meet with your Host participant and your friends and family	41%	50%
Meet with your Host participant's family and friends	41%	56%
Receive professional advice on job search	30%	22%
Shopping	30%	43%
Take public transit	23%	21%
Participate in business/professional events	10%	12%
Meet with the Host participant and your co-workers	NA	16%
Other	19%	16%

Source: Client Survey (n=92) and Volunteer Survey (n=147)

SPOs (via Host Program Coordinators) are expected to monitor matches and provide ongoing support to ensure the success of matches. On average, clients reported meeting with SPOs 1-2 times per month during the match. In the surveys, volunteers (n=127) reported meeting with SPOs 3 times per month. Seventy-two percent of SPOs reported interacting with clients and volunteers between 1 to 4 times per month. Specifically, 43% of SPOs reported interacting with volunteers and clients once a month and another 28% reported interacting with volunteers and clients once a week (n=70). For both clients and volunteers, their interaction with SPOs was informal and occurred mainly through phone and e-mail rather than in person.

According to the SPO survey, 30% of SPOs reported that their interaction with clients depended on the length and type of match (n=40). For example, some SPOs met with clients and volunteers weekly at the start of the match and then 1 or 2 times per month thereafter. As reported by clients in the survey, these interactions were most often intended to review how their match was going (68%) and to receive services or information unrelated to settlement (54%). Not surprisingly, during focus groups, SPOs noted that interaction was more frequent for matches facing challenges and less so for matches that were progressing smoothly.

The importance of receiving guidance and support from SPOs was confirmed by volunteers. During the survey, volunteers most commonly classified their interaction with SPOs as related to receiving guidance regarding activities to initiate with their clients (49%), identifying client needs (46%), managing client expectations (44%), and addressing client questions (41%). Clients and volunteers in focus groups said that, overall, they are satisfied with the level and method of interaction as well as the availability of SPOs.

²⁶ As respondents could identify multiple activities, responses did not total to 100%.

Group Activities

Group activities include activities that involve multiple participants meeting on a regular basis (on-going group activities) or one-time activities.²⁷ The document review indicated that while the Host Program originally focused on individual/family matches, group activities have become more common over the past decade.²⁸ This appears to be the continuation of a trend; the Evaluation Framework for Citizenship and Immigration Canada’s Settlement Programs also indicated that the provision of Host Program group activities was increasing among SPOs.

Table 4-12 indicates that between 2004/05 and 2007/08, there have been about 9,500 ongoing group activities and about 1,750 one-time group activities. The number of participants in on-going group activities increased gradually over time, from 1,354 in 2004/05 to 1,814 in 2007/08. This number is an underestimation as not all SPOs report on all individuals taking part in group activities. iCAMS data shows a major increase in the number of on-going group sessions in 2007/08 (i.e., 3,194 sessions in that year versus 2,016 in 2004/05 for a ratio of 1.58), which outpaced the growth in the reported number of matches (i.e., which remained stable in the period under review – 1.05 ratio as compared to baseline).

The increase in group activities represents a shift in the Host approach. As group activities involve multiple participants, they are less personal and more structured than one-on-one activities between a single volunteer and client. Moreover, group activities require greater involvement of SPOs in the design, organization, coordination and delivery. SPOs were more likely to report allocating organizational resources to group activities (44%) than to individual/family activities (35%). In the survey, 56% of SPOs reported that their organization focuses mostly on group activities, 27% focus on both group and individual activities, and 17% focus mostly on individual activities.

Table 4-12: Number of group activities

Host Services	2004/05	2005/06	2006/07	2007/08	Total	Ratio to Baseline
On-going Group Sessions	2,016	1,981	2,268	3,194	9,459	1.58
Participants in On-going Group Activities	1,354	1,403	1,534	1,814	6,105	1.34
One-time Group Activities	404	431	493	413	1,741	1.02
Participants in One Time Group Activities	11,949	14,104	17,254	13,114	56,423	1.10

Source: iCAMS. * The number of participants in group activities is only derived from individual-based reporting in iCAMS and not from the aggregate-based reporting. Thus, complete information on the number of clients participating in group activities is not available.

Types of group activities

Among group activities, conversation circles was the most commonly identified activity offered by SPOs (91%) and the most common activity in which clients participate (43%). Recreational activities (39%) were the group activity in which the highest percentage of volunteers had reported participating followed by conversation circles (32%) (Table 4-13).

²⁷ Both ongoing and ad-hoc group activities are not included when counting matches in iCAMS.
²⁸ Review of Host Group Model, CIC Ontario Region, 2005.

Table 4-13: Type of group activities

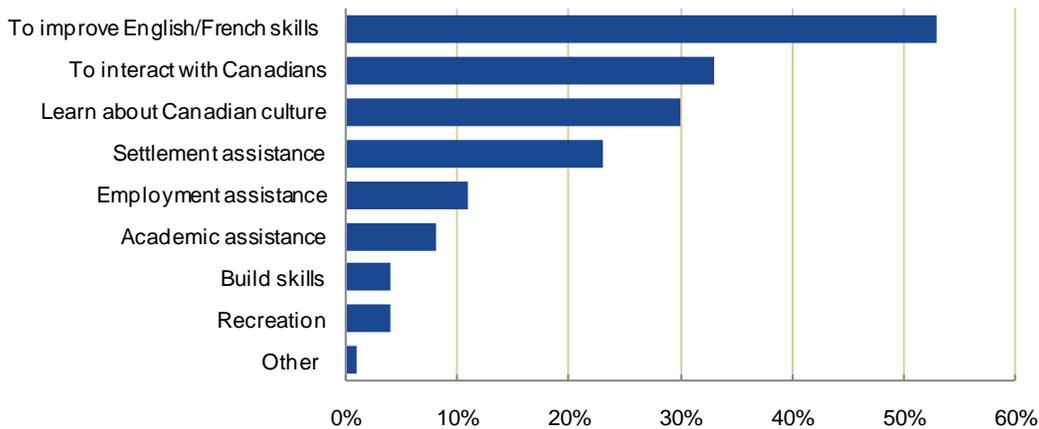
Response	Host Clients	Host Volunteers	SPOs
Conversation Circle	43%	32%	91%
Recreational Activity	35%	39%	77%
Field Trip	32%	27%	75%
Women’s Group	21%	11%	43%
Youth Group	10%	15%	61%
Homework/Training Club	8%	8%	57%
Other (e.g., career workshops, men’s group, senior group, cooking, gardening)	13%	15%	50%

Source: Client Survey (n=92), Volunteer Survey (n=150) and SPO Representatives Survey (n=44)

Comparison of individual and group activities

To assess if the activities undertaken between the clients and volunteers address the specific needs of newcomers, the needs expressed by clients in the survey and the activities undertaken during the match were compared.²⁹ When asked why they participated in the Host Program, clients provided a range of open-ended responses, which were grouped into nine categories (Figure 4-9). A review of the survey data confirmed that the two most common reasons provided by clients for participating in the Program (to improve English/French and to interact with Canadians) corresponds to the two most common activities reported by both clients and volunteers: conversation and participation in social events.

Figure 4-9: Newcomers’ reasons to participate in Host Program



Source: Client Survey (n=80)

Depending on the client’s goals, needs and personality, they may be better suited to individual or group activities. SPOs noted that some clients prefer to be partnered with one volunteer for individual activities because they experience shyness in a group setting. They also indicated that some parents are more comfortable having their children participate in group activities to prevent isolation of their child. Survey responses indicate that one third of volunteers found individual

²⁹ There are difficulties associated with documenting the individual activities because they are undertaken by volunteers who may not provide SPOs with detailed and regular reports.

and group activities equally useful. There is no clear evidence that one type of activity was found to be more useful than the other.

According to the survey results, SPOs, clients, and volunteers indicated that one of the advantages of individual activities is that stronger personal relationships can be fostered which can be more effective in meeting specific client needs. For example, several clients said that they were better able to talk about sensitive issues in one-on-one situations with their volunteer as well as receive individualized mentoring specifically related to language. They also pointed out that developing a personal relationship with the Host volunteer increased their confidence and ability to deal with unfamiliar issues in a new country. Individual activities can also provide opportunities to expand the client's social network, in that the volunteer could introduce them to members of their social network (this may be harder to do in a group setting). Focus groups supported these findings on the benefits of individualized matches and mentioned greater flexibility in terms of the nature and frequency of their interaction (e.g., volunteers and clients can decide what to do, where, how, and when to meet at their convenience).

Clients, volunteers and SPOs also outlined the advantages of group activities for newcomers. Group activities can be effective in expanding the social network of the client as well as improving their interpersonal skills such as public speaking, social interaction, and the opportunity to practice language skills with a larger number of people. Over one-third of clients (37%) recommended increasing the number and diversity of group language activities.

4.4. Program results

This section presents the evaluation findings according to the three major outcome areas: settlement and adaptation, networking, and two-way exchange, as well as unexpected outcomes.

Key Findings

In terms of settlement and adaptation, the major impact is the improvement in newcomers' language skills. The Host Program also assisted clients to become more independent in everyday activities and to reduce their settlement related stress.

In terms of networking, participation in the Program resulted in clients meeting more individuals and expanding their social network more than their professional network. However, volunteers assisted clients in their job search by helping to identify opportunities, develop resumes and prepare for interviews.

With respect to two-way exchange, participation in the Host Program contributed to clients' increased knowledge of Canadian culture. It also contributed to mutual cultural awareness and the acceptance of other cultures by clients and volunteers. The Host Program has also enabled volunteers to better understand the contributions of immigrants and the challenges they face in Canada.

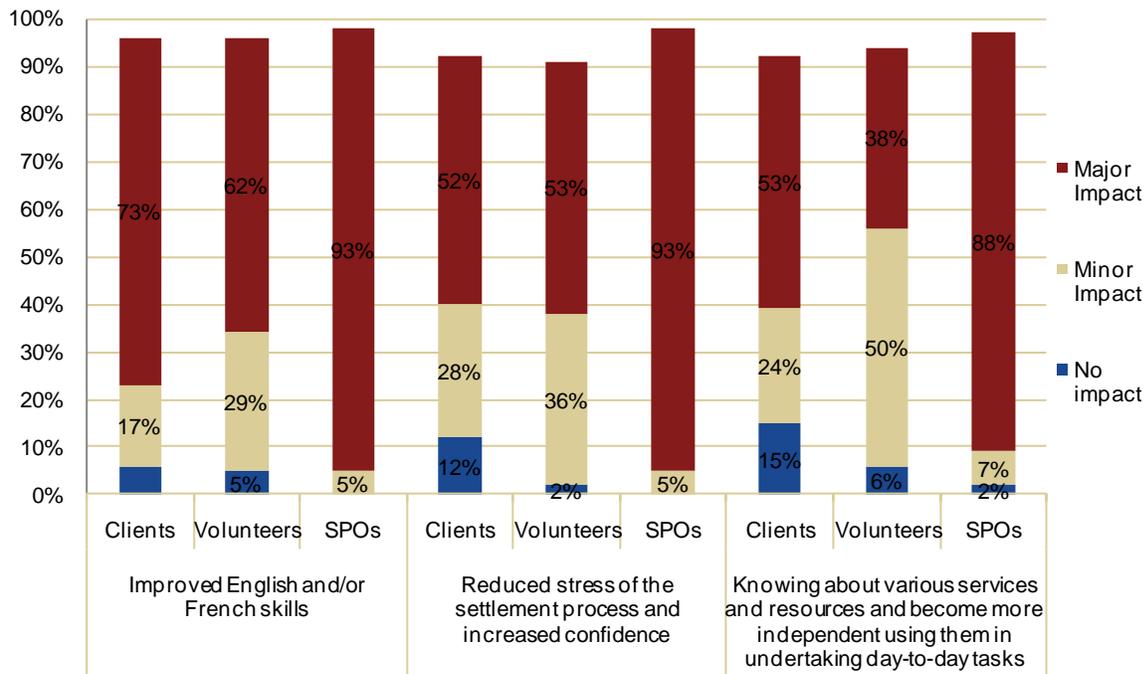
The most prevalent unexpected outcome of the Host Program has been the personal growth of clients in the areas of social skills, identity and leadership. According to clients, another unexpected outcome is the development of lasting personal connections between them and volunteers.

4.4.1. Settlement and adaptation outcomes

According to Program documentation, the facilitation of settlement involves such areas as improving language skills, meeting basic settlement needs, increasing confidence, gaining knowledge about available services and resources, learning about their community, and lowering settlement related stress. In the intermediate term, it is expected that clients will be able to function independently.

In the survey (Figure 4-10), 90% of Host clients reported that the Program resulted in improved language skills. In open-ended survey questions and focus groups, clients explained that the Program provided them with opportunities to practice English or French and that they received personal assistance with their pronunciation and grammar from their volunteers. They also reported that participation in the Host Program enabled them to better engage in casual and informal conversations in everyday life. The type of language learning that occurred in the Host Program complemented their formal language training.

Figure 4-10: Perceptions of impact on clients' settlement and adaptation



Source: Client survey n=89, Volunteer survey n=164 and SPO representatives survey n=44

A high proportion of clients (80%) reported reduced settlement stress. Host clients explained that being accompanied by their Host volunteer during daily activities and receiving information regarding major tasks such as preparing an application for Citizenship reduced their level of stress.

In terms of increasing client independence in everyday tasks, 77% of clients and 88% of volunteers surveyed indicated that the Host Program is making a difference. Clients reported being able to independently undertake everyday tasks such as using public transportation and managing financial, educational and health issues.

Both volunteers and SPOs who participated in the surveys showed a similar pattern, although SPOs consistently rated the impacts of the Program higher than did either clients or volunteers. This may be explained in part, by the fact that they are making a global assessment, summarizing the experience of many participants over time, rather than reflecting on a single instance.

4.4.2. Networking outcomes

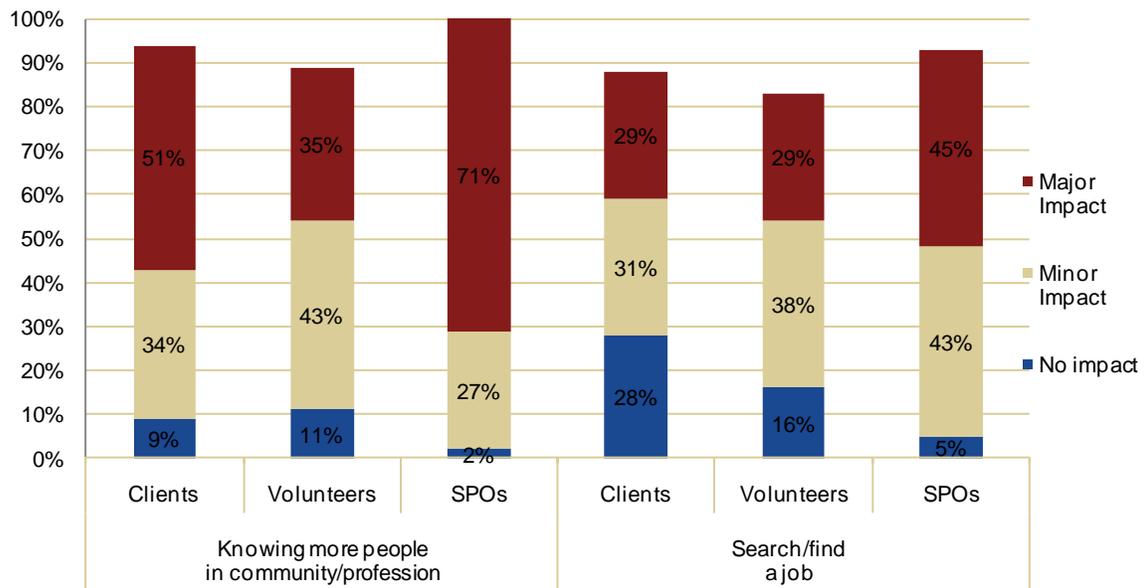
The Host Program highlights the importance of social and professional networks in improving newcomer integration. These networks are expected to allow newcomers to expand and use connections to learn about opportunities for employment/professional development and reduce their sense of isolation. As outlined in Program documentation (see Logic Model in Appendix E:), a key outcome of the Program is to develop these networks through individual matches and group activities which may include a business mentorship component.

Eighty-five percent of Host clients (Table 4-11) reported that the Program allowed them to meet more people in their community or in their profession and 61% reported an impact on their job search activities (Figure 4-11). In addition, 55% of the clients and 75% of volunteers responded that they consider their relationship with their counterpart both as part of the Program and as

part of their external social network. In focus groups and open-ended survey responses, Host clients reported that they established many new relationships within and outside of the Program, particularly with other newcomers in their community.

The responses provided in the survey indicate that the nature of those relationships was social rather than professional. However, few clients noted that their Host volunteer was part of the profession in which they were seeking employment and provided some connections to other members of that profession. With respect to assistance in searching for employment, clients noted that volunteers assisted them in preparing resumes, preparing for interviews, accessing job postings, and learning how to search for jobs online.

Figure 4-11: Impact on clients' networks



Source: Client survey (n=89), Volunteers survey (n=164) and SPO representatives survey (n=44)

4.4.3. Two-way exchange outcomes

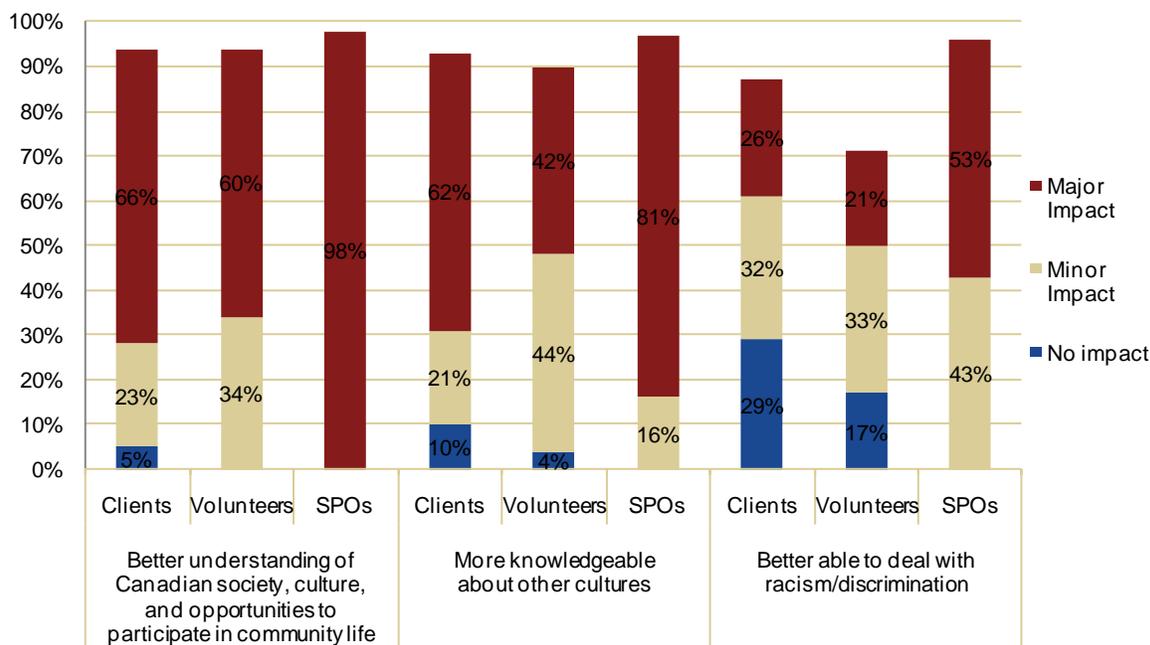
Creating connections between newcomers and communities and improving cross-cultural understanding is also an objective of the Host Program. Through matching, the Program approaches integration as a two-way process that allows volunteers and newcomers to relate on a personal level and develop an understanding of their respective cultures.

Client impacts

In the survey, 89% of clients reported that the Program gave them a better understanding of Canadian society and culture, and opportunities to participate in community life, with 66% identifying a major impact in this area (see Figure 4-12). In focus groups, clients explained that, through Host activities, they gained a positive attitude towards Canadians (e.g., Canadians have a sense of humour, like to talk, and are willing to help). They also reported that the Program allowed them to not only learn about Canadian culture, but also to discuss the differences between the client's last country of residence and Canada. Clients also mentioned that they have been able to put the learning about Canadian culture and custom into practice.

In open-ended survey responses, clients also reported learning about the foods and customs of different cultures, traditions and beliefs, and learning about multiculturalism and equity. In some cases, clients reported being able to interact with an ethnic group different from their own, where there had been conflict before. The surveys also investigated the impact of Host on clients' ability to deal with racism and discrimination. This factor was rated somewhat lower than other impacts with 58% of clients and 54% of volunteers reporting an impact. Although racism does not affect all clients, most SPOs (96%) believe that the Program overall had an impact on clients' ability to deal with these issues.

Figure 4-12: Clients' cross-cultural outcomes



Source: Client survey (n=89), Volunteer survey (n=164) and SPO representatives survey (n=44)

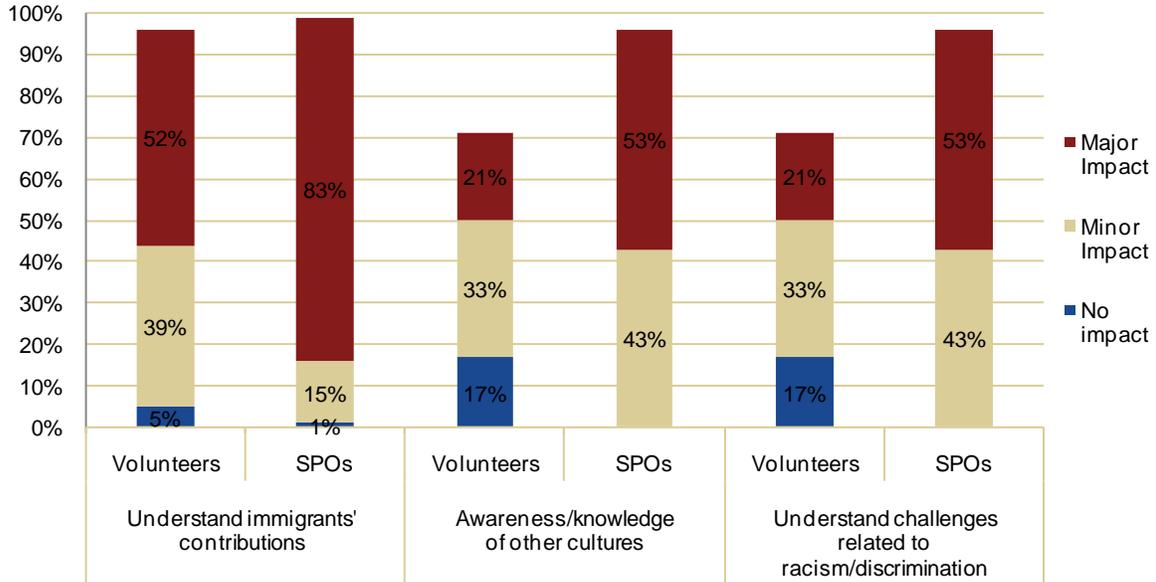
Volunteer impacts

In addition to improving newcomers' outcomes, the Program is designed to support and strengthen volunteers' understanding of foreign cultures as well as the challenges affecting newcomers. Ninety-seven percent of volunteers believed that the Host Program increased their awareness and knowledge about other cultures. Volunteers reported that the interaction with the client enabled them to learn more about their client's culture, particularly their traditions and food. Through participation in ad-hoc group activities (e.g., holiday celebrations) which brought many newcomers together, volunteers also learned about other cultures not specific to their client.

Ninety-one percent of the volunteers surveyed reported that Host had a major impact in increasing their understanding of the challenges faced by immigrants and their contribution to Canada, and 86% reported that it impacted their understanding of racism and discrimination (Figure 4-13). Furthermore, in the surveys and focus groups, volunteers noted seeing first-hand the prejudice and discrimination experienced by newcomers (e.g., when trying to help their client rent an apartment and receiving negative responses from landlords). Other examples cited were the intolerance of some Canadians towards newcomers with limited language skills and the

systemic barriers in institutions such as schools which can be compounded by communication challenges.

Figure 4-13: Volunteers’ cross-cultural outcomes



Source: Volunteer survey (n=163) and SPO representatives survey (n=40)

4.4.4. Unexpected outcomes

When asked about unanticipated effects resulting from their participation in the Program, Host clients most frequently identified personal growth (38%) and lasting friendships (33%). Similarly, 35% of volunteers most frequently reported personal growth and 23% identified lasting friendships as an unexpected impact of the Program. Forty-four percent of SPOs noted that the mental health of newcomers improved and 38% said the clients’ experienced personal growth (Table 4-14). In terms of developing a sense of belonging 17% of clients, 12% of volunteers and 25% of Host SPOs perceived this as an unexpected result of the Program.

Table 4-14: Unexpected impacts

Unexpected/ Other Impacts	Host Clients	Host Volunteers	Host SPOs
Personal growth (e.g., reduced shyness, changes in cultural identity, increased leadership skills)	38%	35%	38%
Lasting friendships	33%	23%	13%
Improved mental health (e.g., decreased loneliness, depression)	0%	18%	44%
Sense of belonging	17%	12%	25%
Job skills (e.g., computer skills, professional conduct)	13%		
Other	4%	12%	13%

Source: Client Survey (n=24), Volunteer Survey (n=43) and SPO Representatives Survey (n=44)

4.5. Resource management

To assess resource management, the evaluation examined program capacity (financial and human resources) and cost-effectiveness (cost per client and leveraging resources).

Key Findings

There are mixed viewpoints as to whether the financial and human resources are adequate to ensure effective Program delivery.

Host as a volunteer-run Program is widely perceived as an economically efficient model to deliver services. However, the available data suggests that the Program became more expensive, as the cost per client has increased and the ratio of leveraged resources has declined over the years under review.

Given the limitations of iCAMS and lack of outcome monitoring, it is not possible to report conclusively on cost-effectiveness.

4.5.1. Program capacity

Program capacity is dependent upon having adequate financial and human resources to support the effective delivery of activities. Half of CIC directors and managers interviewed agreed that CIC currently has adequate resources and capabilities to effectively support the delivery of Host. The other half who believed that resources and capabilities were inadequate pointed to the need for more funding and personnel to manage the Program at CIC. Of the Host SPOs, 65% of directors and managers and 50% of staff agreed that funding was adequate, while 26% of managers and directors and 29% of staff did not. They suggested that additional funding was required for salaries and volunteer appreciation. This additional funding would help retain personnel, improve the variety and quality of service, and meet the demand for services.

Financial resources

In 2004/05 and 2005/06, CIC spent slightly more than the budget allocated to the Host Program (Table 4-15). In 2006/07, the Host Program budget increased significantly from the previous two years (three times by 2007/08). However for the next two years (until 2008/09), some of the budget allocated to the Host Program was not used. This finding indicates that CIC and SPOs may have faced some challenges in building the capacity to match the new funding profile.³⁰ Following the budget increase in 2006/07, the number of SPOs as well as the number of clients accessing the Program also increased. However, the rate of increase of these two groups was not proportionate to the rate of increase in the budget or expenditures. While the budget grew 3.6 times and, the expenditures grew 2.6 times, the number of SPOs increased only 1.5 times and the number of clients remained fairly stable (Table 4-15).

³⁰ It is important to note that by 2008/09 expenditures have once again outpaced the budget, suggesting an increased capacity of the settlement sector to deliver the Program.

Table 4-15: Financial resources

	2004/05	2005/06	2006/07	2007/08	Ratio to Baseline
Budget (Gs&Cs)	\$ 2,800,000	\$ 2,800,000	\$ 7,400,000	\$ 10,100,000	3.6
Expenditures (Gs&Cs)	\$ 3,100,00	\$ 3,300,000	\$ 5,000,000	\$ 8,100,000	2.6
Number of SPOs (in SAP)	36	39	40	55	1.5
Number of clients	5,109	5,165	5,138	5,439	1.1

Source: Budget: RPPs; Expenditures: DPRs; Number of Host SPOs: SAP; Number of Clients: iCAMS. Note: Budget and expenditure figures refer to funding provided to SPOs through contribution agreements. It does not include the operational budget allocated to CIC management.

Staff retention and training

The personnel principally responsible for delivering Host are the dedicated Host Program coordinators employed by SPOs. Focus group participants mentioned that SPOs have difficulty retaining staff due to low salaries and the frequent hiring of newcomers as Host coordinators who consider the job as a first step to employment as opposed to a long term career.

In terms of the capacity of staff to deliver Host, 71% of Host SPO managers and directors and 66% of Host SPO staff agreed that the nature and level of training provided was appropriate while 25% of managers and directors and 22% of staff disagreed. SPO managers and directors who disagreed said that staff training is infrequent and that there is no adequate standard training for the Host Program. Despite the provision of information exchange opportunities such as Host Conferences (e.g., three conferences delivered in Ontario between 2007-2008), some SPO staff suggested that it would be useful if CIC implemented more regular professional development opportunities, such as conferences, seminars, and sharing of best practices. SPOs referred to the staff training, as well as iCAMS training. Moreover, 17% of SPO staff suggested expanding staff training and professional development opportunities.

4.5.2. Cost-effectiveness

Using volunteers for direct service delivery to clients with some assistance from program management is widely perceived as a cost-effective approach. The CIC regional managers and directors stated that the Host Program largely run by volunteers is providing a good value for money.

The evaluation tried to address the efficiency of the Program using the available information from SAP and iCAMS. Analysis of the available data suggests that the cost per client has grown due to increased expenditures (expenditures grew 2.6 times comparing to 2004/05) which are disproportionate to the increase in the number of clients being assisted (number of clients remained fairly stable at 1.1 growth comparing to 2004/05) (Table 4-16) making the Program more expensive to run.

Throughout the report it has also been shown that the growth in number of volunteers and number of services delivered has not been keeping pace with the growth in funding. Therefore, the Program appears to be more expensive to run. It is unknown whether this is, in fact, the case, or whether the Program has simply been unable to demonstrate its growth because of weaknesses in the data collection systems. Given the limitations of iCAMS it is not possible to report conclusively on cost-effectiveness.

Table 4-16: Cost per client

	2004/05	2005/06	2006/07	2007/08	Ratio to Baseline
Expenditures (Gs&Cs)	\$ 3,100,00	\$ 3,300,000	\$ 5,000,000	\$ 8,100,000	2.6
Number of clients	5,109	5,165	5,138	5,439	1.1
Cost per client	\$ 607	\$ 639	\$ 973	\$1,489	2.5

Source: Expenditures: DPRs/SAP; Number of Clients: iCAMS

Leveraging of resources

Another important element of a volunteer-run program is the ability to leverage unpaid resources. Clients receive individualized attention and services through volunteers, who are often matched with more than one client or family at a time. iCAMS does not collect data on the number of hours that volunteers spend with clients each year in individual matches. However, a partial estimate can be developed using data provided by clients and volunteers in the evaluation surveys (Table 4-17).

According to the survey data, volunteers and clients meet approximately 31 times per year³¹. If each of these volunteers had met 31 times with their clients in individual activities for an average of two hours each time, volunteers would have spent between 124,000 and 138,000 hours with clients during which the clients practiced their language, social and cultural skills and obtained answers or advice to their questions and issues. Based on an annual work year (excluding vacations) of 1,950 hours (based on 37.5 hrs/week for 52 weeks), the number of hours volunteers spend directly with clients in individual activities alone is equivalent to about 64-71 full-time positions per year (depending on year). This figure does not include any of the time which is spent by volunteers for preparation, travelling, group activities, researching, reporting or training. Based on the above calculations and using an average annual salary of \$48,000 to \$51,000 per settlement worker, Table 4-17 presents an estimate of the value of personnel resources leveraged over the five years of the Program which remained fairly stable. Given that the cost of the Program increased, the ratio of leveraged resources decreased by half (from 0.98 in 2004/05 to 0.41 in 2007/08).

Table 4-17: Leveraged resources

	2004/05	2005/06	2006/07	2007/08
Expenditures (Gs&Cs)	\$ 3,100,00	\$ 3,300,000	\$ 5,000,000	\$ 8,100,000
Number of volunteers matched	2,000	2,237	1,904	2,026
Average number of hours / volunteer / year	62	62	62	62
Total hours spent by volunteers / year	124,000	138,694	118,048	125,612
# of equivalent FTEs (days)	63.6	71.1	60.5	64.4
Average salary (per year)	48,000	49,000	50,000	51,000
Resources leveraged by volunteers	3,052,308	3,485,131	3,026,872	3,285,263
Ratio of leveraged resources to expenditures	0.98	1.06	0.61	0.41

Source: Expenditures: DPRs/SAP; Number of Volunteers: iCAMS, Number of Hours: Volunteer and Client Surveys

³¹ Host volunteers reported meeting with their clients 23 times over a 9 month period.

5. Conclusions

Rationale

Immigrants face a variety of challenges that affect their ability to fully settle, adapt, and integrate within a new society. Being able to function and participate in any society requires an understanding of the rules and norms, both written and unwritten that direct people's behaviour.³² Although a degree of cultural understanding can be obtained in classrooms and through textbooks, informal and personal exchanges have been shown to be the critical medium for cultural transference and the development of social capital.³³

The Host Program is relevant as it seeks to address two key needs of newcomers: lack of familiarity with the Canadian environment; and overcoming isolation (which includes networking, as well as developing language skills). It takes a unique approach by relying on a model of two-way exchange between newcomers and Canadians to support settlement and adaptation, building and using networks, and enable learning and acceptance by both newcomers and Canadians. There is no other program within the CIC portfolio, and very few external programs, that are designed to develop social networks to enrich the experience of newcomers in such a manner. In addition, it is perceived as relevant and is in strong demand by a wide range of stakeholders. The goals of the Program are also linked to CIC's roles and responsibilities, particularly as they pertain to the departmental mission, strategic objectives and commitments under IRPA as well as federal policy and legislation on multiculturalism.

Implementation

SPOs engage in a number of activities to support Program delivery. The Program functions well in terms of recruitment, assessment, preparation and support of participants; however, there are areas for improvement. Although SPOs have been engaging in more formal promotion of the Program (i.e., presentations, brochures, etc.), to date it is not clear how these efforts influenced uptake in the Program. Hearing about the Program from friends and family as well as referrals from other organisations were the two most common ways in which clients first learn about the Program. Over-reliance upon informal promotion as opposed to formal methods has led to misunderstandings of the objectives and purpose of the Program among clients and volunteers. Moreover, informal promotion may not be effective for SPOs just starting to deliver the Program. In regards to the training for volunteers and orientation to prospective clients, both groups expressed a need for a more comprehensive preparation process to ensure that volunteers and newcomers have clear, reasonable expectations regarding Program participation. This could be supplemented by additional training for volunteers to support their ongoing development. The majority of the matches were successfully completed. In addition, the activities conducted between volunteers and newcomers corresponded to the particular needs of newcomers. However, finding an appropriate match was mentioned as a challenge to Program participation (i.e., a quarter of matches required re-matching).

Results

The Host Program objectives align closely with its three expected outcomes: settlement, networking and the two-way exchange. The results related to the settlement outcomes indicate

³² Kunz 2005: 3, 16

³³ Ibid

that participants developed a better understanding of Canadian society; had a reduced level of stress related to their settlement process; increased their confidence; and increased their knowledge of services and resources to become more independent. Improving language abilities, however was the most pronounced impact of the Program (73% of clients reported it as a major impact). As language needs were the main motivator for joining Host, this finding demonstrates that Host is responding to the needs of clients. This is noteworthy as Host, unlike Language Instructions for Newcomers, is not designed specifically to promote the development of language skills. Some clients perceive the informal conversation obtained through Host as complimentary or as an alternative to formal language training.

The Program has expanded the social networks of clients and volunteers. There is also evidence that these social connections have persisted beyond the duration of clients' participation in the Program. Although clients were often provided with assistance in their job search by helping to identify opportunities, develop resumes and prepare for interviews; the extent to which they were able to develop professional networks and employment opportunities was less evident.

The Program has impacted both clients and volunteers in improving awareness and acceptance of other cultures. It has also enabled volunteers to better understand the contributions of immigrants and the challenges they face in Canada.

Design

The Host Program has undergone several changes in recent years, with a five-fold increase in funding between 2004/05 and 2008/09, a growth in the number of organizations delivering the Program, a proliferation of group activities, and a reorganization of the Program within CIC's modernized approach being the most significant.

Overall, the design of the Host Program has been effective for supporting progress towards meeting its objectives; however, there are a few areas in which improvements can be made. All stakeholders agreed that CIC promotion of the Host Program is lacking (some SPOs were not aware of CIC promotional materials).

Most SPOs agreed that the design of Host was effective in enabling the program to meet newcomers' needs. In addition, most SPO staff and directors agreed that the general objectives, structures, roles and responsibilities of Host were clear. However, SPOs also reported not having a clear understanding of some of the particulars of the operational aspects of the Host Program. For example, many SPOs noted the absence of clear guidelines regarding what standard services should be provided, and for how long the matches should be supported. SPOs also stated that they would benefit from more direction regarding the length of services and what the cut-off point should be for different services and provision of services to clientele such as youth. Newcomers are often unclear about what the Program can and cannot do for them. Finally, volunteers need more clarification with respect to their role in the Program, particularly in areas such as helping clients with employment and social networking. The Program can benefit from further definition and communication of its goals, scope, and the roles and responsibilities of each group of stakeholders.

Eligibility criteria

Some SPOs considered the limited eligibility criteria for CIC programming, which excludes refugee claimants, temporary workers, international students, and naturalized Canadian citizens from accessing the Program, as a drawback of the Program. This limited eligibility diminishes

SPOs ability to provide services to all newcomers in need who seek their services (including permanent and temporary residents). Moreover, limiting eligibility to three years (or when clients receive their Canadian citizenship) was raised as problematic as clients may still have needs, especially related to adaptation and integration which can take decades.

Reach

While it was recommended by the previous evaluation that reach of the Program be increased, the number of clients as well as number of volunteers remained fairly stable in the years under review. Some activities that have increased are those that relate to promotional efforts of SPOs and those related to group activities. This strategy has not resulted in increasing the number of clients. However, given the constraints relating to iCAMS, the number of clients served may have been higher than captured in the System.

Increasing reliance on group activities

The number and variety of group activities grew considerably over the last 10 years. While originally designed as a matching program, with one-on-one/family matches geared to provide contact with Canadians, the increasing prominence of group activities may be moving the Program in the direction of a multiple-way street where newcomers interact with other newcomers. A multiple-exchange model may support greater cross-cultural learning as newcomers and volunteers are exposed to other newcomers (with different backgrounds); however fewer one-on-one relationships with established Canadians may develop, which may result in the immigrant having less access to a volunteer's network and connections. Depending on the client's goals, needs and personality, they may be better suited to individual or group activities. Both individual and group activities have strengths and weaknesses. Notwithstanding this, the most popular activities are those which provide opportunities for conversation, regardless of whether those occur in one-on-one or group settings. The movement towards group activities could be further examined to better understand the potential benefits and drawbacks associated with each delivery methods.

Cost-effectiveness

Over the years under review, the budget for the Host Program grew by a factor of 3.6. The expenditures have not been able to match the pace of growth as during two years some of the eligible funds were not used (2006/07, 2007/08). By 2008/09 expenditures outpaced the budget, which suggests that it took time to increase the capacity of the settlement sector to deliver the Program.

As the budget and expenditures have grown and the number of clients as well as services has remained relatively stable, the cost-per-client has increased steadily. Moreover, evidence also suggests that the ratio of leveraging resources to expenditures has declined. These two indicators suggest that the Program may have become less efficient to run. However, given the constraints relating to iCAMS, any conclusions relating to this aspect should be interpreted with caution.

Monitoring and reporting

CIC has invested in the development of a monitoring system – the iCAMS. iCAMS focuses on collecting data on clients and services provided. The evaluation findings indicate that, with respect to iCAMS, there are three key issues.

- i. The type of information iCAMS is set up to collect for the Host Program may not be useful to decision makers. For instance, iCAMS collects information on how many matches were made but is not able to provide information on how many clients were matched. Additionally, iCAMS does not collect information on how many hours volunteers or group facilitators spend with their clients. Moreover, information on the type of group activities delivered is not currently collected in the system.
- ii. Data in iCAMS is incomplete as approximately one quarter (23%) of all Host SPOs are not reporting (representing 10% of the total Program budget).
- iii. Although several SPOs in focus groups reported that they do use iCAMS, they are unsure if they are using it correctly.

These issues all reduce the reliability and usability of iCAMS for monitoring, evaluating and decision-making. In addition, CIC lacks a system or an approach to collect outcome data which makes it difficult to demonstrate the achievements of the Host Program. Further work is required to develop the measures to collect outcome information.

Appendix A: Evaluation methodology

Primary data sources

1) Interviews

Thirty-two interviews were conducted with three groups of Host Program stakeholders. The groups of interviewees are described below:

- Twelve CIC senior directors and managers were interviewed from a cross-section of positions (i.e., Director General, Directors, Managers, and Senior Advisors) within the Integration Branch, the Operational Management and Coordination Branch (OMC), or the Ontario, Prairies, or Atlantic Region. The average number of years that each respondent has worked with CIC programs was 6 years, with the least being one year and the most being 19 years.
- Fifteen CIC staff members were interviewed from various positions including Program Advisor, Senior Advisor, Supervisor, Research Officer, Policy Analyst, and Local Manager. The average number of years involved with CIC was 6 years, with the least being 1 and the most being 17 years. Although, two-thirds of these staff members were closely involved with the Host Program, the remaining one-third was very familiar with the Program.
- Provincial/territorial representatives participated in this evaluation from Ontario, Alberta, British Columbia, the Atlantic region, Yukon, and Manitoba (positions of respondents include Executive Directors, Directors, Team Leader, and Analysts). The participants were asked to provide their feedback on the settlement programs and funding mechanisms from their provincial perspective.

The regional distribution of each group is shown in Table A-1.

Table A-1: Regional distribution of interview participants

	Location	NHQ	ON	Atlantic	AB	Yukon	BC	Manitoba	Total
CIC Directors & Regional Managers		7	2	2	1	-	-	-	12
CIC Program Officer & Local Managers		4	7	2	1	1	-	-	15
Provincial Representatives		-	1	1	1	-	1	1	5

2) Surveys

In total, 336 surveys were completed by various Host Program stakeholders over the course of this evaluation (Table A-2) to collect a broad range of input from a variety of groups of Program stakeholders.

Table A-2: Numbers of stakeholders surveyed

	Host Program Stakeholders' Groups	SPO Managers/ Directors	SPO Staff	Clients	Volunteers	Total
Number of Respondents		32	44	92	168	336

- **Survey of SPO Directors/Managers**

An online survey was designed to capture the opinions of the directors and managers of SPOs that are funded by CIC to deliver any of the three settlement services: ISAP, Host, or WCI. This survey purpose was to collect information on Program relevance, its implementation, performance and design and management of the Program. The survey was distributed to all SPOs identified in CIC’s Integrated Financial and Material System (SAP). Out of the 65 senior managers that responded, thirty-two were directors and managers of SPOs that deliver Host completed the survey. On average, respondents had been involved with the Program for 10 years (their involvement varied from 4 months to 30 years). On average, these SPO directors and managers reported that they spend 91% of their time on work related to the Host Program (e.g., providing direction, training, support and leadership to Host Program workers).

- **Survey of SPO Staff**

An online survey was designed for settlement workers delivering Host. This survey was designed to gather information on Program performance and its design and management, including the capacity of SPOs and CIC to deliver the Host Program. Additionally, data was gathered to assess the outcomes of the Host Program. This survey was distributed to all SPOs that received Host funding between 2004/05 and 2008/09. Forty-four Host SPO representatives from 31 different organizations completed the questionnaire. On average, respondents had been involved with the Program for 3 years (involvement varied from less than 1 year to 15 years). The Host SPO staff reported spending an average of 106 hours per month on activities related to the Host Program (this varied from 5 hours up to 180 hours). The respondents reported that they were involved primarily in the recruitment, matching and support of newcomer/volunteer matches (64%). In addition, about one-third (32%) reported involvement in organizing and facilitating individual and group activities. Twenty-one percent of the respondents were specifically involved with a Host Program targeting youth.

- **Survey of Host Clients**

A survey was designed to collect outcome information from Host clients. Host clients were also asked questions relating to Program delivery, its ability to meet their needs as well as any existing barriers to participation. SPOs were requested to distribute the electronic link or the hardcopy of the survey to their clients. To increase the response rate, the survey was available in nine languages to accommodate the language limitations of newcomers and to increase their comfort level by communicating in their first language (see Table A-3).

Table A-3: Host client survey respondents by language of questionnaire

Language	English	French	Spanish	Russian	Mandarin	Farsi	Tagalog	Punjabi	Urdu	Total
Number of Respondents	72	0	6	5	5	2	2	0	0	92

The survey was administered in three ways: online, on paper, and by telephone. Ninety-two Host clients completed the survey, of which 69 were completed online, 22 on paper, and one by telephone. On average, respondents had been in Canada for an average of 4 years (n=88). More than two-thirds (69%) of clients were female and 50% were between the ages of 25 and 44 (n=89).

Host clients surveyed represented several immigration categories: 38% were from the family class, 27% from the refugee class, and 17% from the economic class. Almost half (45%) were the principal applicant, 28% were spouse/common law, and 20% were dependents. At the time of completing the questionnaire, 85% of the Host clients were permanent residents, 7% were Canadian Citizens, 1% were in the process of obtaining permanent resident status, and the remaining 7% did not provide this information (n=92).

SPOs report client statistics through the Immigration–Contribution Accountability Measurement System (iCAMS). The Host client survey sample was compared with a larger sample of Host clients obtained through iCAMS (see Table A-4). The comparison indicates that the characteristics of survey respondents were generally consistent with those presented in iCAMS. Where there are considerable differences, the survey respondents were more likely to:

- Be in the Family class (38% versus 8.5%);
- Be female (69% versus 53%); and
- Identify India as the country of origin (13% versus 3%).

Table A-4: Characteristics of Host survey respondents compared to host program client characteristics

Gender	Respondents Surveyed (n=89)	iCAMS (n=18,350)
Male	31%	47%
Female	69%	53%
Age Category	Respondents Surveyed (n=92)	iCAMS (n=18,210)
Under 18	19%	13%
18-24	11%	9%
25-34	22%	21%
35-44	29%	28%
45-54	13%	16%
55-64	3%	5%
65+	2%	4%
Immigration Class	Respondents Surveyed (n=92)	iCAMS (n=18,210)
Family Class	38%	9%
Economic Class	17%	43%
Refugees	27%	48%
Other Immigrants	4%	0.5%
Immigration Category	Respondents Surveyed (n=92)	iCAMS (n=18,155)
Principal Applicant	45%	45%
Spouse/Common Law	28%	22%
Dependent	20%	34%
Rank Surveyed	Respondents Surveyed (n=90)	iCAMS (n=18,155)
China	18%	17%
India	13%	3%

Columbia	10%	11%
Iran	7%	6%
Afghanistan	6%	7%
Brazil	3%	0.2%
Ethiopia	2%	2%
Sierra Leone	2%	0.3%
Turkey	2%	0.8%
Uganda	2%	0.1%
Other	24%	3%

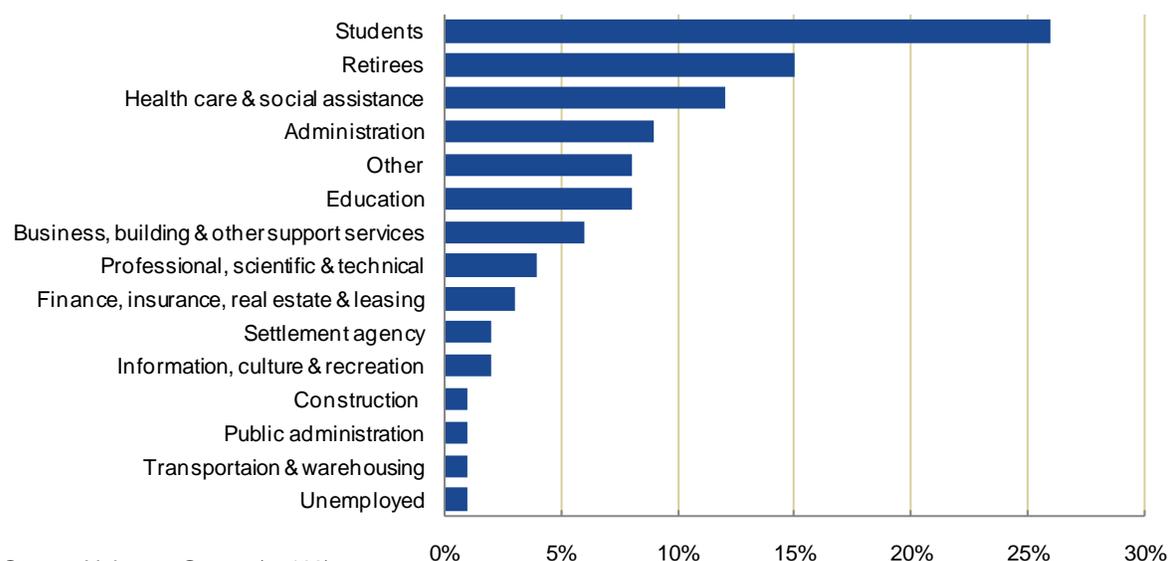
Source: iCAMS, Surveys

- **Survey of Host Volunteers**

A survey of Host volunteers was design to capture their experiences in participating in the Host Program. Contact information for volunteers is not available to CIC. As a result, SPOs were requested to distribute a survey to their Host volunteers. One hundred and sixty-eight Host volunteers completed the evaluation questionnaire. Volunteers were more likely to have been born in Canada (59%) than outside Canada (41%) (n=163). Those not born in Canada had lived in this country for an average of 16 years (n = 68). Almost twice as many respondents were female (68%) versus male (n =163). Volunteers were somewhat more likely to be between 25 and 34 years old (20%); the rest were evenly distributed among other age categories except for those within the age group of 65 or older (9% of volunteers). Most Host volunteers (96%) were not previous clients of the Program.

More than one-quarter (26%) of Host volunteers were students and 15% were retirees (6% were retirees from the education field and 9% retirees from other professions). Among those who were employed, 12% of volunteers were in the health care and social assistance field and had occupations such as doctors, nurses, social workers, and employment counsellors. For a list of other occupations, see Figure A-1.

Figure A-1: Occupations of Host Volunteer Survey Respondents



3) Focus Groups

Separate focus groups were conducted with CIC officers, SPO representatives (including ISAP and Host SPOs), and a combination of Host volunteers and clients. In total, 18 focus groups were conducted in six cities across Canada. One focus group with SPOs was conducted in French. The purpose of focus groups with CIC and SPO staff was to collect data on Program need, delivery and management. Focus groups with clients and volunteers focused on their experience participating in the Program. CIC regional directors were consulted to select locations for focus groups and regional/local offices assisted in organizing the events. CIC officers invited SPOs to the focus groups and SPOs asked their clients and volunteers to participate in these events. The breakdown of participants is shown in Table A-5.

Table A-5: Host focus groups by location and type of participant

Location	Number of focus groups	Host Program participants			Representatives of SPOS (for ISAP and Host)
		CIC Officers (for ISAP and Host)	Host volunteers	Host clients	
Toronto	3	9	3	6	16
Hamilton	2	6	13	11	0
Mississauga	3	8	4	6	15
Halifax	3	3	9	3	8
Edmonton ³⁴	4	4	7	6	18
Calgary	3	3	4	5	16
Total	18	33	40	37	73

³⁴ A second SPO focus group was conducted in French at the request of local SPOs.

Secondary data sources

1) Document review

A detailed review was undertaken with a particular emphasis on Program relevance including continuing need for the Host Program, consistency with the priorities of Government of Canada and CIC and federal roles and responsibilities in funding and developing such programs. The document review also provided information relating to particular issues of Program performance and design and management. A wide variety of documents including Accountability, Risk and Audit Frameworks (ARAFs) and manuals, CIC Reports on Plans and Priorities (RPPs), federal budgets, Speeches from the Throne, legislation, discussion papers, and previous review and evaluation reports were reviewed (a list of documents is provided in Appendix D:). Other key documents/information sources reviewed include government and SPO websites, CIC reporting templates, training and promotional materials, statistics, guidelines and tools including SPO intake/needs assessment forms.

2) Literature review

The literature review included online and library materials and archives. The literature review provided contextual information regarding the need for Host, the role of networking in settlement of immigrants and relationship with other settlement programs, as well as comparison of similar programs in other jurisdictions. A list of references can be found in Appendix E:.

3) Administrative data analysis

The iCAMS and the Integrated Financial and Material System also known as SAP, were reviewed and analyzed to prepare a profile of the service providers, program services, and clients. iCAMS is an Internet-based system through which SPOs provide CIC with information about their services and clients. iCAMS has collected information on Host since April 2004. SAP is a financial data system that tracks all funds committed by CIC and serves as a central repository of all Contribution Agreements (CAs).

Appendix B: List of documents reviewed

1. *Immigration and Refugee Protection Act* (2001, c. 27)
2. Immigration and Refugee Protection Regulations
3. Speeches from the Throne from 2004 – 2009
4. Federal Budgets from 2004 – 2009
5. Canada's Action Plan against Racism, 2005
6. *Multiculturalism Act* (1985)
7. Standing Committee on Citizenship and Immigration
8. CIC: Facts and Figures (2004, 2005, 2006, 2007)
9. CIC Annual Reports to Parliament on Immigration (2004/05 – 2008/09)
10. Reports on Plans and Priorities, CIC (2004/05 – 2008/09)
11. Departmental Performance Report, CIC (2004/05 – 2006/07)
12. CIC: A Newcomer's Introduction to Canada
13. CIC: Welcome to Canada. What should you know.
14. Operational Management and Coordination Branch (OMC), CIC
15. Settlement ARAF (2004)
16. Settlement ARAF (2008)
17. CAPAR Horizontal RMAF (2005)
18. WCI RMAF (2006)
19. Modernization of Settlement Programs
20. Modernizing the Settlement Program, Presentation by Yves Saint-Germain, CIC, 2008
21. Consultation on Settlement and Language Training Service Needs for CIOA (2006)
22. Settlement Programs Evaluation Frameworks (2008)
23. Settlement Evaluation Framework (2004)
24. ISAP Evaluation, CIC (2005)
25. Host Program Evaluation, CIC (2004)
26. Resettlement Program Evaluation, CIC (2004)
27. Audit of ISAP and Host Contribution Program, CIC (2006)
28. Audit of Immigration–Contribution Accountability Measurement System (iCAMS), CIC 2006
29. Evaluation Assessment of CAPAR (2008)
30. Settlement and Integration, A Sense of Belonging, Feeling at Home. Report of Standing Committee on Citizenship and Immigration (2003)
31. Review of Host Group Service Model, CIC, Ontario Settlement Directorate (2005)

32. Research Study on Business Mentoring Affiliation of Multicultural Societies and Service Agencies of BC (2006)
33. From Immigration to Participation, Promising Practices in Integration, Public Policy Forum (2008)
34. Settlement Program through Media, CIC Ontario study (2007)
35. Provincial Settlement Allocation (09/10)
36. Settlement Program Financial Allocations (2004/05-2009/10)
37. Settlement Program Expenditures (2004/05-2009/10)
38. Funding information for WCI
39. List of Contribution Agreements with dollar amounts
40. Settlement - Operational Manual, CIC
41. Assessment Form for SPOs applying for ISAP (A & B) and Host
42. Guidelines for English Conversation Circles in Ontario Region (2002)
43. Creating a Sense of Belonging: Report on the Survey Results of Canadians' Attitudes on Racism, Discrimination and Multiculturalism Issues in Canada (2008)
44. Longitudinal Survey of Immigrants to Canada – A Portrait of Early Settlement Experiences (2005).
45. Orienting Newcomers to Canadian Society: Social Capital and Settlement (2005)
46. Population Projections of Visible Minority Groups, Canada, Provinces, Regions 2001 – 2017 (2005)
47. Report of the Canadian Task Force on Mental Health Issues Affecting Immigrants and Refugees (1998)
48. Speaking notes for the Honourable Jason Kenney, P.C., M.P. Minister of Citizenship, Immigration and Multiculturalism at the Eleventh National Metropolis Conference (2009)
49. Speech of Daniel Jean - Assistant Deputy Minister Citizenship and Immigration Canada at National Host Conference (2005)
50. Speech of Janice Charette - Deputy Minister Citizenship and Immigration Canada at Host Program 20th Anniversary Celebration (2005)
51. Immigration- Contribution Accountability Measurement System: Security Requirements for Service Provider Organizations (November 2003)
52. iCAMS Privacy and Security Manual (November 2002)
53. iCAMS Data Analysis: 2003 Cohort. CIC (September 2007)
54. Using the iCAMS Database for Performance Measurement and Other Analytical Activities. Dan Harvey Associates (March 10, 2008)
55. Gathering Information to Better Meet the Needs of Newcomers to Canada. CIC (2002)

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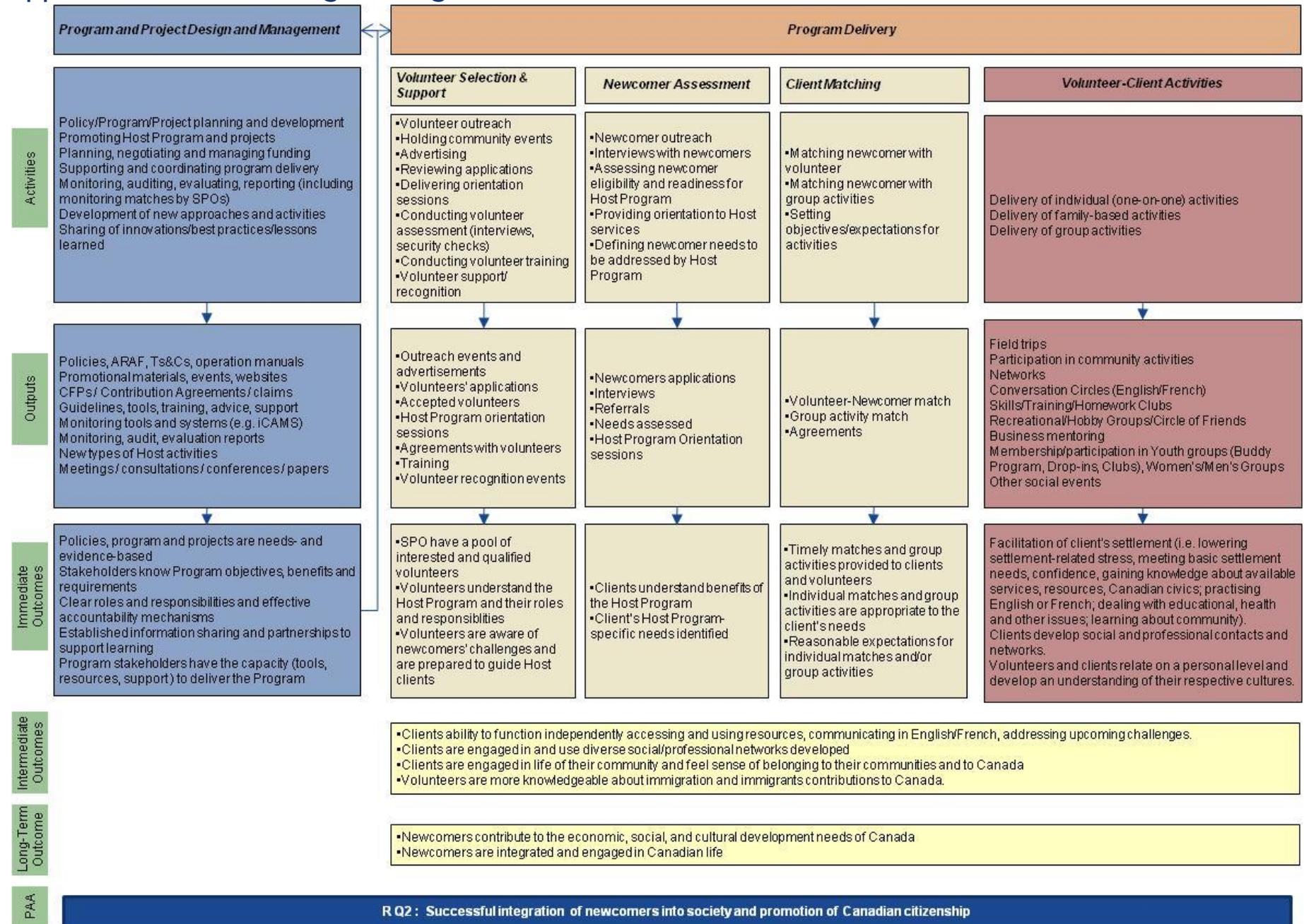
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Appendix D: Service provider organisations delivering the Host Program

Number	Host SPOs from SAP Extract 2008
1	Big Sisters of North Bay and District
2	Catholic Community Services of York
3	Catholic Immigration Centre, Ottawa
4	Centre francophone de Toronto
5	Community Development Council
6	Community Microskills Development
7	Conseil Economique et Social d'Ottawa-Carleton
8	Cornwall District Immigrant Services
9	Culturelink Settlement Services
10	Dixie Bloor Neighbourhood Centre
11	Folk Arts Council of St.Catherines
12	Fort Erie Multicultural Centre
13	Halton Multicultural Council
14	Inter-Cultural Neighbourhood
15	Jane/Finch Community & Family Centre
16	Kingston and District Immigrant
17	Kingston Community Health Centres
18	Learning Enrichment Foundation
19	London Cross Cultural Learner
20	Multicultural Council pf Windsor
21	New Canadians' Centre
22	Peel Adult Learning Centre
23	Peel Regional Police
24	Quinte United Immigrant Services
25	Settlement & Integration Services
26	Thunder Bay Multicultural
27	Welland Heritage Council and Multicultural Centre
28	Y.M.C.A of Windsor-Essex County
29	YMCA of Brantford
30	YMCA of Kitchener/Waterloo
31	YMCA of Sarnia Lambton
32	Young People's Press
33	Youth Assisting Youth

34	Assemblée Communautaire Fransaskois
35	Aurora College Headquarters
36	Calgary Catholic Immigration
37	Calgary Immigrant Aid Society
38	Catholic Social Services
39	Central Alberta Refugee Effort
40	Global Friendship Immigration
41	Global Gathering Place Inc.
42	Le Rocc Inc.
43	Lethbridge Family Services
44	Moose Jaw Multicultural Council
45	Prince Albert Multicultural Council
46	Regina Open Door Society
47	Saamis Immigration Services
48	Saskatoon Open Door Society
49	Y.M.C.A. of Fort McMurray
50	Association for New Canadians
51	Carrefour d'Immigration Rurale Inc.
52	Centre d'Accueil et d'Integration des Immigrants (Moncton)
53	Magma - Multicultural Association
54	MCAF - Multicultural Association
55	Metropolitan Immigrant Settlement
56	PEI Association For Newcomers
57	YMCA of Greater Halifax/Dartmouth
58	YMCA-YWCA of Saint John

Appendix E: Host Program Logic Model



Appendix F: Comparison of CIC settlement programs

Program	Description	Similarities	Differences with Host
ISAP	ISAP supports the settlement and adaptation of newcomers. It provides guidance and knowledge necessary to meet their basic settlement needs independently and adapt to life in Canada.	<p>Supports settlement needs of newcomers.</p> <p>Some focus on knowledge of the Canadian context.</p> <p>May be delivered in individual and in group settings.</p>	<p>Does not include a focus on networking or cross-cultural outcomes.</p> <p>Delivered by SPO staff as opposed to volunteers.</p>
WCI	WCI focuses on creating connections between newcomers and Canadians, eliminating barriers to integration by creating welcoming communities, and educating against racism.	Supports cross-cultural exchange and acceptance.	<p>Does not focus on creating networks between individuals.</p> <p>Focuses primarily on welcoming communities (Canadian organisations and communities) as opposed to newcomers.</p> <p>It is not a settlement program that directly provides assistance to newcomers' settlement process. It is focused on empowering newcomers when dealing with racism and discrimination.</p> <p>Does not focus on development of networks or directly supporting settlement and adaptation.</p>
LINC	The LINC Program aims to facilitate the social, cultural and economic integration of immigrants and refugees into Canada by providing language instruction in English or French, as well as information that helps newcomers to become oriented to the Canadian way of life.	Supports mostly one aspect of the settlement and adaptation process - acquisition of language.	<p>Provides formal learning opportunities (classes) for newcomers to learn and practice English or French.</p> <p>Volunteers provide one-on-one support to newcomers through structured classes.</p> <p>Does not include a focus on networking or cross-cultural outcomes however this may be a side benefit of participating in multicultural classes.</p>
ELT	ELT provides higher levels of language training, including job-specific language training, to help immigrants and refugees find and keep work commensurate with their experience and skills.	<p>Focuses on development of professional linkages to workplaces rather than creation of networks.</p> <p>Some focus on creating acceptance among employers for employee of different cultures.</p>	<p>Do not use volunteers as delivery agents.</p> <p>Does not focus on cross-cultural exchanges and acceptance directly.</p>
SWIS	SWIS is a school-based outreach programs in partnership with school boards designed to help newcomer students and their families settle in their school and community.	<p>Directly assists or supports newcomers in daily tasks or activities.</p> <p>Supports learning about Canadian culture and facilitates integration.</p> <p>Activities are delivered in an informal setting.</p>	<p>SWIS workers are always responsible for a large number of families or individuals, potentially spread across communities, which means that they cannot concentrate on one or two families.</p> <p>Makes use of settlement-trained staff and is not a volunteer-based program.</p> <p>Is only available for those immigrants who have children, thus limiting access and use of the program.</p>