



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

Evaluation of the Overseas Orientation Initiatives

Evaluation Division

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List of acronyms

ACCC	Association of Canadian Community Colleges
AEIP	Active Engagement Integration Project
CIC	Citizenship and Immigration Canada
CIIP	Canadian Immigrant Integration Program
COA	Canadian Orientation Abroad
FC	Family Class
FCRO	Foreign Credentials Referral Office
FPP	Focal Point Partner
FSW	Federal Skilled Worker
HRSDC	Human Resources and Skills Development Canada
IOM	International Organization for Migration
IPMB	Integration Program Management Branch
IRPA	Immigration and Refugee Protection Act
LC	Live-in Caregiver
MAP	My Action Plan
O&M	Operations and Maintenance
PAA	Program Activity Architecture
PN	Provincial Nominee
R&E	Research and Evaluation
SPO	Service Provider Organization
SPOS	Sustainable Partnerships for Overseas Services
SPP	Strategic and Program Policy
TOSG	Tracking of Overseas Orientation Session Graduates
UK	United Kingdom
UNHCR	United Nations High Commissioner for Refugees
US	United States

Executive summary

Purpose of the evaluation

As per the requirements under the *Financial Administration Act*, an evaluation of Citizenship and Immigration Canada's (CIC) Canadian Orientation Abroad (COA) initiative was required in fiscal year 2011/12. COA is one of three in-person pre-departure orientation initiatives funded by the department and CIC is in the process of establishing an overseas orientation strategy to frame immigrants' orientation needs and its programming priorities regarding pre-departure services. Therefore, the evaluation was expanded to include all three of CIC's pre-departure orientation initiatives.

The data collection for the evaluation was undertaken by CIC's Research and Evaluation Branch (R&E) between July 2011 and January 2012.

CIC's overseas orientation initiatives

CIC currently funds three initiatives that offer pre-departure orientation: Canadian Orientation Abroad (COA), the Active Engagement and Integration Project (AEIP), and the Canadian Immigrant Integration Program (CIIP). These initiatives are delivered by three different third-party service providers. They are offered in different locations and have distinct service delivery models, ranging from general information and awareness services to an integrated support system that includes needs assessments and referrals.

Canadian Orientation Abroad: COA is delivered by the International Organization for Migration (IOM) and is provided in over 40 locations. Eligible clients include federal skilled workers (FSWs), provincial nominees (PNs), refugees, members of the family class (FC), and their spouses and working age dependents. Live-in caregivers (LCs) are also eligible for COA. It is offered as a 1-, 3-, or 5-day session. The objective of COA is to provide information to enhance knowledge of Canada and to ensure that newcomers know how to obtain assistance upon arrival.

Active Engagement and Integration Project: AEIP is delivered by S.U.C.C.E.S.S. and is offered in Seoul, South Korea and Taipei, Taiwan. Eligible clients include FSWs, FC, PNs, business immigrants, and their spouses and working age dependents. LCs in Taiwan are also eligible to take AEIP. AEIP participants can take a 2-hour group orientation session, topic-specific workshops, have a one-on-one interview, and receive referrals to organizations in Canada. The objectives of AEIP are to support the settlement, adaptation and integration of newcomers into Canadian society and promote community and labour market integration.

Canadian Immigrant Integration Program: CIIP is delivered by the Association of Canadian Community Colleges (ACCC) via offices in India, China, the Philippines, and the United Kingdom. Eligible clients include FSWs and PNs and their spouses and working age dependents. CIIP participants can take a 1-day group orientation session, have a one-on-one interview, and receive referrals to organizations in Canada. The objective of CIIP is to help prospective economic immigrants prepare to meet foreign credential requirement and achieve labour market integration.

Methodology

The evaluation was designed to address three broad themes: relevance, design and implementation, and performance. In keeping with the requirements of the *Directive on the Evaluation Function* (Treasury Board of Canada Secretariat, 2009), program relevance was assessed in terms of: (1) continued need; (2) consistency with respect to federal roles and responsibilities; and (3) alignment with government and departmental objectives and priorities. Program performance was assessed by examining program results in terms of: (4) effectiveness; and (5) efficiency and economy. The evaluation used multiple lines of evidence to ensure the strength of results. Several lines of enquiry, including both quantitative and qualitative lines of evidence, were used for the evaluation:

- interviews;
- administrative data analysis;
- site visits;
- focus groups;
- analysis of COA survey responses;
- federal skilled worker survey; and
- document review.

The scope of the evaluation included COA activities from 2005-2006 to 2010-2011 and AEIP activities since program inception in 2008 to 2010-2011. With respect to CIIP, the evaluation focused mainly on the first year of operation under CIC (2010-2011). However, because some of the participants to the FSW survey would have taken CIIP when it was the responsibility of Human Resources and Skills Development Canada (HRSDC), that line of evidence covers CIIP activities in 2009-2010.

Limitations

Although the evaluation included a good balance of quantitative and qualitative lines of enquiry, and allowed for the triangulation of results, there were four notable limitations to the methodology, which should be considered when reviewing the evaluation results.

- There is confidence in the FSW survey findings overall; however, the level of confidence varies according to orientation initiative. There is a higher level of confidence in the responses for CIIP participants (599 responses) and COA participants (445 responses) than AEIP participants (89 responses). Therefore, caution should be used in drawing conclusions with the AEIP survey data.
- There was limited information available to assess the impact of COA and AEIP on LCs, therefore, results for LCs cannot be considered representative of all LCs.
- The COA survey was not designed specifically to respond to the evaluation and therefore, did not provide information for all of the evaluation questions and indicators. In addition, given the size of Canada's refugee population, the COA survey contained a limited number of responses from refugees.
- CIC systems are not designed to identify which of those refugees and immigrants that arrived in Canada have taken pre-departure orientation. This resulted in some limitations with respect to calculating the proportion of individuals arriving in Canada that took pre-departure orientation—information that was needed not only to examine program results and reach, but also to establish sample size for informed consent. Therefore, certain assumptions were made

with respect to how much time elapsed between taking pre-departure orientation and arrival in Canada.

Evaluation findings

The main findings associated with each of the evaluation questions are presented below.

Relevance

- There is evidence that pre-departure orientation, as per its ‘common’ definition is needed for refugees, as it can address initial settlement and integration challenges that they face. However, there was no evidence that this type of pre-departure orientation can address gaps and challenges for non-refugees given that their needs are focused on specific employment-related issues rather than initial orientation to Canada.
- While there is no legislative obligation to provide pre-departure orientation services, interviewees believe there is a role for the federal government in delivering these services to ensure consistent messaging overseas; however, there is a lack of clarity regarding the respective roles of the federal government and provincial governments in delivery.
- All three pre-departure orientation initiatives are well-aligned with CIC priorities related to settlement, more specifically those related to informing settlement decisions and supporting labour market integration. The three programs are also linked to federal priorities related to humanitarian assistance and foreign credential recognition and labour market integration. With planned changes to the selection process for economic immigrants, there may be a need to examine the role of pre-departure orientation to ensure that it continues to be aligned with those changes.

Design and implementation

- CIC’s three pre-departure orientation initiatives do not overlap with one another as they have different objectives, locations, and offerings, although there is one area of duplication with respect to COA and CIIP in the Philippines. The information provided to participants is in alignment with the specific objectives of the initiatives and the different groups that are targeted. In addition, CIC delivers pre-departure orientation services for refugees similarly to other countries.
- Governance structures are in place to manage each of CIC’s pre-departure orientation initiatives and interviewees reported that those structures work well. However, there is a lack of coordination within CIC with respect to the overall strategic direction and management of pre-departure orientation, including the lack of a clear strategy to identify what type of information should be provided to which immigration categories and in what locations.
- There was no clearly articulated rationale for how the locations and target groups for pre-departure orientation were selected. The fact that pre-departure orientation is being offered in some countries that do not account for a large percentage of immigrants suggests that it may not be offered in the most appropriate locations or to the right target groups.
- While pre-departure orientation has been taken by many immigrants, the extent to which planned targets are being met vary. One of the main factors that may contribute to this variation among non-refugees is the way in which individuals are informed of the sessions, as

information about pre-departure orientation is not consistently distributed. For refugees, other factors related to security and geography were cited.

Performance (effectiveness)

- Overall, participants to pre-departure orientation were satisfied with the sessions, although not all of the enhanced services (e.g., referrals, workshops) offered by AEIP and CIIP were useful to all participants. Orientation information is provided to participants in a timely fashion and those who took it found it useful to prepare for the trip to Canada.
- In-person pre-departure orientation helped newcomers prepare for life in Canada and ensured that they knew what to do upon arrival, including accessing settlement services. There was some slight variation between orientation programs; however, this was likely due to the fact that not all place the same emphasis on settlement-related information. Few challenges were identified in this respect, although some pre-departure orientation participants indicated that more information would have been helpful.
- Participants to pre-departure orientation received accurate information, which helped to manage newcomer expectations, although not entirely.
- CIC's pre-departure orientation initiatives helped newcomers prepare for employment in Canada to varying degrees based on which orientation they took. The biggest challenges and gaps for orientation participants were employment-related.

Performance (efficiency)

- The cost per participant for COA has been fairly stable and is in line with what was expected given that COA met its participation targets in most years. The overall cost for COA and its cost per participant are influenced by a number of factors including the fact that it serves a large number of immigrants and is delivered within the existing IOM structure, thus taking advantage of facilities and trainers that are used for purposes other than just COA. In addition, for its cost, COA has provided pre-departure orientation to about 20% of FSWs/PNs, LCs, and FC and anywhere between 31-56% of refugees in the locations in which it is offered.
- The cost per participant for AEIP is higher than what was expected given that AEIP did not meet its participation targets for many of its offerings, with the exception of the workshops. The overall cost for AEIP and its cost per participant are influenced by a number of factors, including the fact that it has served a fairly small number of participants and has offices in two overseas locations, staffed with full-time trainers entirely dedicated to AEIP. In addition, for its cost, AEIP has provided pre-departure orientation to about 11% of the FSWs, PNs, LCs, FC, and business immigrants in the locations in which it is offered.
- The cost per participant for CIIP was lower than expected given that it exceeded its participation targets, although for its cost, it provided pre-departure orientation about 8% of FSWs in the locations where it is offered. The overall cost for CIIP and its cost per participant are influenced by a number of factors, including its network of focal point partners and the fact that it has offices in four overseas locations, staffed with full-time trainers entirely dedicated to CIIP.

Conclusions and recommendations

CIC currently funds three pre-departure orientation initiatives with different stated objectives and depending upon location, eligible participants may include refugees, live-in caregivers, members of the family class, provincial nominees, federal skilled workers, and business immigrants. Over time, some of the initiatives have expanded delivery locations and client groups, however, there has not been a clearly articulated rationale for this expansion. There is no formal articulated common approach or framework in place for the provision of pre-departure orientation, including a definition of what is to be achieved through pre-departure orientation and what information needs to be provided to newcomers prior to departure.

Recent changes have been announced to the selection criteria regarding the economic category, which include requirements for higher language proficiency and more emphasis on pre-assessment of foreign credentials and pre-arranged employment. These changes will likely have an effect on the source countries for economic immigrants, as well as amend the type of information that might be needed by those individuals prior to arrival, and the time at which it is needed.

Recommendation #1: *CIC should develop a strategy for the provision of pre-departure orientation, aligned with relevant departmental policies and programs. This strategy should consider, among other factors:*

- *a definition of CIC's objectives and expected results in providing pre-departure orientation;*
- *a determination of what immigration categories and statuses (family configuration) will receive in-person pre-departure orientation and why;*
- *guidelines for how to prioritize locations for the delivery of pre-departure orientation services within targeted immigration categories;*
- *a determination of what and how information will be provided to each of the immigration categories prior to departure; and*
- *a consideration of the cost of services and value for money.*

There is no federal legislation that requires the government to provide pre-departure orientation. In addition, immigration agreements with provinces do not outline the specific responsibilities related to pre-departure orientation. However, a few interviewees felt that it was the federal government's role to provide pre-departure orientation and to ensure that it was delivered using a uniform and nationally consistent approach. Some provinces are interested in becoming more involved in providing province-specific information and some have already provided ACCC with information, which ACCC has incorporated into its curriculum. The delivery of specific curricula to PN's destined to specific provinces means that the same level of national information is not being provided to all pre-departure orientation participants.

Recommendation #2: *CIC should clarify the respective roles and responsibilities for the federal and provincial governments in the delivery of overseas orientation service, including whether province-specific information should be delivered as part of the orientation curriculum, and if so how it should be delivered.*

There are governance structures in place to manage each of the pre-departure orientation initiatives, both within each of the delivery agents and between the delivery agents and CIC. While the centralization of responsibility for the contribution agreements within IPMB has added some consistency to how the contribution agreements are managed, there is a lack of coordination between the Branches responsible for the initiatives, particularly regarding decisions related to who will be served by pre-departure orientation and what information will be provided to participants.

Recommendation #3: *CIC should put in place a governance structure with clear roles and responsibilities, and accountabilities to allow for effective decision-making between all CIC Branches involved in pre-departure orientation policy and programming.*

One of the over-arching issues identified in the evaluation was related to the way in which the initiatives are currently promoted to economic immigrants. Depending on the initiative and location, eligible participants receive different promotional information at different times in the process. This has contributed to a lack of awareness among eligible participants regarding pre-departure orientation.

Recommendation #4: *CIC should ensure that there is a consistent and whole-of-CIC approach in place for the promotion of pre-departure orientation to all eligible participants.*

CIC's pre-departure orientation initiatives have different stated objectives, are designed differently, and operate in different environments. Therefore, drawing conclusions with respect to which of the initiatives is more efficient or effective is not appropriate. That being said, in looking at each of the initiatives individually, the evaluation provides some information that can help guide the future implementation of pre-departure orientation.

Recommendation #5: *Once CIC has finalized and approved its overseas strategy, it should re-examine the appropriateness of current initiatives to determine how well they align with its new strategy and make adjustments to its current overseas orientation programming as needed.*

Evaluation of CIC's overseas orientation initiatives – management response

Recommendation	Response	Action	Accountability	Completion date
<p>1. CIC should develop a strategy for the provision of overseas orientation services, aligned with relevant departmental policies and programs. This strategy should consider, among other factors:</p> <ul style="list-style-type: none"> • a definition of CIC's objectives and expected results in providing overseas orientation as a complement to services offered in Canada; • a determination of what immigration categories and statuses (family configuration) will receive overseas in-person orientation and why; • guidelines for how to prioritize locations for the delivery of orientation services within targeted immigration categories; • a determination of what and how information will be provided to each of the immigration categories prior to departure; and • a consideration of the cost of services and value for money. 	<p>CIC agrees with this finding. Decisions regarding overseas orientation initiatives should complement services that are offered domestically while striving for cost effectiveness.</p>	<p>CIC will develop a strategy for the delivery of overseas orientation services. Elements of the strategy will include:</p> <ul style="list-style-type: none"> ▪ defining overseas orientation services and CIC's objectives and expected client outcomes in providing these services, as well as how to track these outcomes; ▪ determining how to prioritize the outreach of overseas in-person orientation services in each immigration category, based on evidence; ▪ establishing guidelines for prioritizing locations for service delivery within the targeted categories; ▪ identifying what and how information will be provided to different categories prior to departure, including the use of the web and other technologies to ensure availability of information for Canada-bound immigrants unable to access in-person services; and ▪ examining the cost of services and value for money, as well as determining the source of funds for the costs of overseas orientation. <p>The development of the strategy and decisions regarding the above elements will build on:</p> <ul style="list-style-type: none"> ▪ CIC's experience in piloting different approaches to overseas orientation; ▪ experience with the Immigration - Contribution Accountability Measurement System (iCAMS) in Canada, and the Tracking of Overseas Orientation Session Graduates (TOSG, which currently tracks CIIP client outcomes) to track client outcomes; ▪ work already undertaken to identify the primary needs of each immigration category, the recommendation that a higher percentage of refugees should be served by in-person, and CIC's goal to have more economic immigrants land job-ready in Canada; ▪ Research and Evaluation will develop a methodology to track the impact of overseas orientation services on clients; and ▪ CIC and wider Government of Canada experience in using web-based resources, to aid in disseminating settlement, labour market and other integration information to a broader client base. 	<p>Integration Branch (lead) in collaboration with the Foreign Credentials Referral Office, Refugee Affairs Branch, Integration Program Management Branch, Research and Evaluation Branch, International Region and Communications Branch</p>	<p>Q3 2012/13</p>

Recommendation	Response	Action	Accountability	Completion date
2. CIC should clarify the respective roles and responsibilities for the federal and provincial governments in the delivery of overseas orientation services, including whether province-specific information should be delivered as part of the orientation curriculum, and if so how it should be delivered.	CIC agrees with this finding and will work to increase coherence in overseas orientation offerings.	<p>CIC will clarify roles and responsibilities in the delivery of overseas orientation services via the FPT policy and Planning Table.</p> <p>As part of the FPT Vision Action Plan, CIC will continue the overseas activity mapping exercise already underway with provinces and territories to identify service gaps and improve collaboration, while ensuring consistent national messaging in overseas orientation sessions.</p>	<p>Integration Branch and International and Intergovernmental Relations Branch (co-lead)</p> <p>Integration Branch (lead)</p>	Q4 2012/13
3. CIC should put in place a governance structure with clear roles and responsibilities, and accountabilities to allow for effective decision-making between all CIC Branches involved in overseas orientation policy and programming.	CIC agrees with this finding and will develop and implement an overseas strategy that will include a governance structure.	CIC will develop a clear governance structure as part of the overseas strategy. CIC will make use of existing advisory bodies for decision-making in areas of governance requiring the input and collaboration of all implicated branches.	Integration Branch (lead) with implicated branches	Q3 2012/13
4. CIC should ensure that there is a consistent and whole-of-CIC approach in place for the promotion of overseas orientation services to all eligible participants.	CIC agrees with this finding and recognizes that the development of the overseas strategy, including the priorities to be served in-person, will help determine the necessary promotion approach.	CIC will develop a consistent approach to promotion for the overseas strategy. CIC will consult relevant domestic and overseas parties for this purpose as part of the strategy.	Integration Program Management Branch (lead) in collaboration with Integration Branch, Communications Branch, International Region, the Foreign Credentials Referral Office, and International and Intergovernmental Relations Branch	Q3 2012/13

Recommendation	Response	Action	Accountability	Completion date
5. Once CIC has finalized and approved its overseas strategy, it should re-examine the appropriateness of current initiatives to determine how well they align with its new strategy and make adjustments to its current overseas orientation programming as needed.	CIC agrees with this finding.	<p>CIC will align its current service offerings with the overseas strategy.</p> <p>CIC will inform stakeholders, including provinces and territories, of all changes, once decided, in a timely manner.</p> <p>In addition, CIC will design a process to evaluate the relevance of overseas programming on an ongoing basis, by overseeing service delivery and conducting regular site visits, as part of the new governance structure.</p> <p>A new call for proposals (CFP) for overseas services will be issued.</p>	<p>Integration Branch</p> <p>Integration Branch, the Foreign Credentials Referral Office, and Integration Program Management Branch</p> <p>Integration Branch, International Region, the Foreign Credentials Referral Office and Integration Program Management Branch</p> <p>Integration Program Management Branch</p>	<p>Q3 2012/13</p> <p>Q3 2012/13</p> <p>Q3 2012/13</p> <p>Q2 2013/14 for CFP and Q4 2013/14 for finalization of new Contribution Agreements</p>

1. Introduction

1.1. Purpose of evaluation

As per the requirements under the *Financial Administration Act*, an evaluation of Citizenship and Immigration Canada's (CIC) Canadian Orientation Abroad (COA) initiative was required in fiscal year 2011-2012. COA is one of three in-person pre-departure orientation initiatives funded by the department and CIC is in the process of establishing an overseas orientation strategy to frame immigrants' orientation needs and its programming priorities regarding pre-departure services. Therefore, the evaluation was expanded to include all three of CIC's pre-departure orientation initiatives.

The data collection for the evaluation was undertaken by CIC's Research and Evaluation Branch (R&E) between July 2011 and January 2012. This report presents the results of the evaluation and is organized into four main sections:

- Section 1 presents the profile of the three pre-departure orientation initiatives;
- Section 2 presents the methodology for the evaluation and discusses limitations;
- Section 3 presents the findings, organized by evaluation theme; and
- Section 4 presents the conclusions and recommendations.

This report includes Appendices, which are referenced throughout the report and is also accompanied by a supplemental document containing the technical appendices cited throughout this report.

1.2. Profile of CIC's pre-departure orientation initiatives

Successful integration of newcomers to Canada has been one of CIC's long-standing strategic outcomes. To achieve this strategic outcome and to assist in the settlement and long-term integration of newcomers, CIC offers a continuum of orientation and settlement services that commence prior to their arrival in Canada (e.g., pre-departure orientation sessions, web information).

The three pre-departure orientation initiatives presently funded by CIC include COA, the Active Engagement and Integration Project (AEIP), and the Canadian Immigrant Integration Program (CIIP). These initiatives are delivered by three different third-party service providers. They are offered in different locations and have distinct service delivery models, ranging from general information and awareness services to an integrated support system that includes needs assessments and referrals. A brief description of the three initiatives is provided below.

1.2.1. Canadian orientation abroad

COA was first introduced in 1998 and provides pre-departure orientation to assist individuals who have been accepted for immigration to Canada in preparing for their move to Canada and to facilitate their integration into Canadian society. COA is currently delivered on behalf of CIC by the International Organization for Migration (IOM),¹ under a contribution agreement. The management of the contribution agreement is the responsibility of the Integration Program

¹ www.iom.int/jahia/jsp/index.jsp

Management Branch (IPMB), Operations Sector, while program and policy support is provided by Integration and Refugees Affairs Branches, Strategic and Program Policy (SPP). The objectives of COA are to:

- provide pre-departure orientation to Canada-bound refugees and immigrants;
- enhance their knowledge about Canada prior to arrival;
- determine participants' perceptions of Canada and, as necessary, dispel rumours, misconceptions, and unrealistic expectations;
- have participants reflect on specific issues that relate to their settlement and integration to Canada;
- inform participants of their rights and freedoms, as well as their responsibilities and obligations as permanent residents and future citizens of Canada;
- make participants aware of difficulties they may encounter during their first few months in Canada; and
- help participants gain a sense of control over their new lives so that they arrive in Canada self-confident and aware of what to expect and what is expected from them.²

COA sessions are offered to all categories of immigrants who have been selected for permanent resident status; however, priority is given to resettled refugees.³ Over a six-year period, COA provided pre-departure orientation to over 82,000 individuals (Table 1-1), with the largest proportion of clients served being FSWs (35.8%).

Table 1-1: Number of COA participants, by immigration category (2005-2006 — 2010-2011)

Fiscal Year	Refugees		Federal Skilled Workers		Family Class		Live-in Caregivers		Total
2005-2006	2,912	22.2%	6,220	47.3%	2,262	17.2%	1,722	13.0%	13,203
2006-2007	3,625	26.2%	4,651	33.6%	2,528	18.2%	3,027	21.8%	13,909
2007-2008	4,374	29.9%	4,799	32.7%	2,452	16.7%	3,004	20.4%	14,708
2008-2009	5,295	40.0%	4,600	34.7%	2,241	16.8%	1,089	8.2%	13,317
2009-2010	5,558	40.3%	5,126	37.0%	2,052	14.8%	1,062	7.6%	13,890
2010-2011	6,412	48.9%	3,954	30.1%	1,524	11.6%	1,211	9.2%	13,192
Total	28,176	34.4%	29,350	35.8%	13,059	15.9%	11,115	13.5%	82,218

Source: COA annual reports.

COA is offered in over 40 locations serviced either via fixed sites, satellite locations, or mobile missions. It is delivered as group orientation sessions that are either 1-, 3- or 5-days in length, depending upon the category of immigrants being served. Typically, refugees receive either a 3-day (urban refugees) or a 5-day session (camp-based refugees) while LCs, FSWs, FC, PN and investors receive a 1-day orientation (see the Technical appendices for a detailed profile of COA).

² Contribution Agreement (Schedule 1) between Citizenship and Immigration Canada and the International Organization for Migration.

³ The percentage of refugees that participated in COA declined between 2001/02 and 2003/04 (from 49.7% to 28.3%) with a higher percentage of FC and FSWs participating during that same time period.

1.2.2. Active engagement and integration project

AEIP was introduced in 2008 and supports the settlement, adaptation and integration of newcomers into Canadian society. The AEIP is delivered abroad on behalf of CIC by S.U.C.C.E.S.S.⁴, under a contribution agreement. The management of the contribution agreement is the responsibility of IPMB, while policy support is provided by Integration Branch, SPP.

The overall objective of AEIP is to support the settlement, adaptation and integration of newcomers into Canadian society by providing pre-departure guidance to newcomers that will facilitate their adjustment process in Canada and promote community and labour market engagement. AEIP provides pre-departure services via 2-hour group orientation sessions, topic-specific workshops, and individualized case management in Seoul, South Korea and Taipei, Taiwan. Between November 2008 and March 2011, AEIP provided services to 2,545 unique clients (Table 1-2). Eligible clients include FSWs, members of the FC, LCs, PNs, and business immigrants. Services are also provided on a request basis, depending upon the level of demand, in other regions of South Korea and Taiwan (see the Technical appendices for a profile of AEIP).

Table 1-2: Number of unique AEIP clients, by immigration category (2008-2009 — 2010-2011)

Fiscal Year	Business Immigrants		Federal Skilled Workers		Provincial Nominees		Live-in Caregivers		Family Class		Total
2008-2009 ⁵	75	21.2%	197	55.4%	45	12.5%	19	5.2%	20	5.7%	355
2009-2010	160	15.3%	641	61.5%	136	13.0%	49	4.7%	57	5.5%	1,043
2010-2011	296	25.8%	584	50.9%	153	13.3%	48	4.2%	66	5.8%	1,147
Total	531	20.9%	1,422	55.9%	334	13.1%	116	4.5%	143	5.6%	2,545

Source: AEIP annual reports.

1.2.3. Canadian Immigrant Integration Program

CIIP first began as a five-year (2005-2010) pilot funded by Human Resources and Skills Development Canada (HRSDC) and delivered by the Association of Canadian Community Colleges (ACCC). The program was transferred to CIC in fiscal year 2010-2011 and a contribution agreement was signed between the department and ACCC.⁶ The management of the contribution agreement is the responsibility of IPMB, Operations Sector, while overall responsibility for the program lies with the Foreign Credentials Referral Office (FCRO), SPP.

The objective of CIIP is to enable prospective economic immigrants to Canada to effectively prepare to meet foreign credential requirements and achieve faster labour market integration. The CIIP provides free pre-departure 1-day group orientation sessions; individualized counselling services, which includes the development of a My Action Plan (MAP); and referrals to Canadian focal point partners (FPPs), which ACCC works to establish as part of its work under CIIP. Eligible clients include FSWs and PNs and their spouses and working age dependents. CIIP aims to better

⁴ S.U.C.C.E.S.S. is a social service agency established in British Columbia in 1974. It provides services in settlement, English as a second language training, employment, family and youth counselling, business and economic development, health care, social housing and community and volunteer development.

⁵ AEIP started serving clients in November 2008.

⁶ CIIP transferred in October 2010, however, CIC and ACCC signed a 3-year contribution agreement starting April 2010. Funding was required in 2010/11 to develop new curriculum and to transition the program to CIC.

prepare its clients for labour market integration upon arrival, including information and support for credential assessment, settlement, skills and language upgrading, labour market information, and job search. In 2010-2011, CIIP provided services to 3,462 unique clients (Table 1-3)⁷ in locations in China, India, the Philippines, and the United Kingdom (UK).⁸ Services are also offered in other locations, based on demand and using alternative methods, such as on-line (see the Technical appendices for a detailed profile of CIIP).

Table 1-3: Number of unique CIIP clients, by immigration category (2010-2011)

Fiscal Year	Federal Skilled Workers		Provincial Nominees		Total
2010-2011	3,407	98.4%	55	1.6%	3,462

Source: Program data provided by ACCC.

1.2.4. Cost for CIC's pre-departure orientation initiatives

The total costs for the pre-departure orientation initiatives were established using information from financial tracking sheets and information provided by representatives of each of the initiatives (Table 1-4). Between 2007-2008 and 2010-2011, the total cost for COA was \$6.6 million, with an average of \$1.6 million in each of those years. Between 2008-2009 and 2010-2011, the total cost for AEIP was \$2.9 million, or an average of \$900K each year. Due to the transfer of CIIP from HRSDC to CIC in 2010, expenditures were available only for fiscal year 2010-2011, which were \$3.2 million.

⁷ CIIP annual reports provide information by calendar year. ACCC provided data by fiscal year for 2010/11. The annual report for 2010 indicated that 9,429 clients took CIIP (October 2007 to December 2010).

⁸ The UK office opened in January 2011.

Table 1-4: Costs for pre-departure orientation initiatives⁹

	Fiscal Year				Total
	2007-2008	2008-2009	2009-2010	2010-2011	
<i>Canadian orientation abroad¹⁰</i>					
Salary	\$ 105,662	\$ 127,987	\$ 110,384	\$ 111,499	\$ 455,532
O&M	--	\$ 18,611	\$ 16,992	--	\$ 41,003
Contribution Agreement	\$ 825,515	\$ 1,742,389	\$ 1,771,555	\$ 1,732,645	\$ 6,072,104
Total	\$ 931,177	\$ 1,888,987	\$ 1,898,93	\$ 1,844,144	\$ 6,563,240
<i>Active engagement and integration project</i>					
Salary		\$ 45,118	\$ 38,161	\$ 38,405	\$ 121,685
O&M		--	\$ 5,400	--	\$ 5,400
Contribution Agreement		\$ 749,643	\$ 960,961	\$ 971,341	\$ 2,681,945
Total		\$ 794,761	\$ 1,004,523	\$ 1,009,746	\$ 2,890,230
<i>Canadian immigration integration program</i>					
Salary ¹¹				\$ 122,162	\$ 122,162
O&M				--	--
Contribution Agreement				\$ 3,075,294	\$ 3,075,294
Total				\$ 3,197,456	\$ 3,197,456

Source: Financial information from program representatives and initiative contribution agreements.

⁹ Figures are actual program costs, which are lower than program expenditures as they do include overpayments.

¹⁰ Expenditures for previous fiscal years were not available.

¹¹ This includes the development of the CIIP Tracking of Overseas Orientation Session Graduates (TOSG) project which amounted to \$38,500 in 2010/11.

2. Methodology

A terms of reference for the evaluation was approved by CIC's Departmental Evaluation Committee in March 2011. The evaluation followed the scope and methodology set out in an evaluation plan developed during a planning phase prior to the commencement of the evaluation. The evaluation planning phase was undertaken from April to June, 2011 and was completed in consultation with all CIC Branches involved in the initiatives.

2.1. Evaluation issues and questions

The evaluation of the overseas orientation initiatives was designed to address three broad themes: relevance, design and implementation, and performance. In keeping with the requirements of the *Directive on the Evaluation Function* (Treasury Board of Canada Secretariat, 2009), program relevance was assessed in terms of: (1) continued need; (2) consistency with respect to federal roles and responsibilities; and (3) alignment with government and departmental objectives and priorities. Program performance was assessed by examining program results in terms of: (4) effectiveness; and (5) efficiency and economy (Table 2-1). See the Technical Appendices for the logic model and Appendix A for the evaluation matrix, which includes specific indicators and methodologies for each evaluation question.

2.2. Evaluation scope

COA was previously evaluated in 2004-2005, therefore, the current evaluation included activities from 2005-2006 to 2010-2011. AEIP has not previously undergone an evaluation; therefore the evaluation included activities since the inception of the program in 2008. With respect to CIIP, the evaluation focused mainly on the first year of operation under CIC (2010-2011), however, because some of the participants to the FSW survey would have taken CIIP when it was the responsibility of Human Resources and Skills Development Canada (HRSDC), that line of evidence covers CIIP activities in 2009-2010.

2.3. Data collection methods

The evaluation of the overseas orientation initiatives included the use of multiple lines of evidence and complementary research methods to help ensure the strength of information and data collected. Following the completion of data collection, each line of evidence was analyzed separately using an evidence matrix, which was organized by evaluation question and indicator. A number of brainstorming sessions were then held with project team members to examine the findings from each line of evidence and to develop overall findings and conclusions. Each of the methods is described in more detail below.

Table 2-1: Summary of evaluation themes and questions

Evaluation issue	Evaluation Question	Section reference # ¹²
Program Relevance	Is there a continued need to provide pre-departure orientation overseas to newcomers destined to Canada?	3.1.1
	What is the federal role in the provision of pre-departure orientation overseas to newcomers destined to Canada? What role do provinces and territories play and to what extent is this role complementary?	3.1.2
	How does the provision of pre-departure orientation align with the objectives and priorities of the Government of Canada?	3.1.3
Design and Implementation	How do COA, AEIP and CIIP align with each other and with other CIC settlement program streams? How does this approach to delivering pre-departure orientation sessions compare to approaches from other countries?	3.2.1
	How effective are current COA, AEIP and CIIP governance structures? Are they appropriate?	3.2.2
	To what extent is policy development and initiative management supported by effective tools, resources, information-sharing and coordination, both in Canada and overseas?	
	Is pre-departure orientation being offered in the right locations and to the right target groups?	3.2.3
	How effective are current tools and mechanisms to reach potential participants and to promote pre-departure orientation offerings?	3.2.4
Program Performance	To what extent is the pre-departure information provided during orientation sessions appropriate, timely, and useful?	3.3.1
	To what extent have COA, AEIP and CIIP contributed to newcomers' understanding of life in Canada, and their ability to access settlement services?	3.3.2 3.3.3
	To what extent have COA, AEIP and CIIP contributed to newcomers' preparation for employment in Canada?	3.3.4
	How efficient is the current approach to providing overseas orientation to newcomers?	3.3.5

2.3.1. Interviews

A total of 72 interviews were completed for the evaluation (Table 2-2). Interviews were undertaken with six key stakeholder groups (i.e., CIC representatives, provinces/territories, delivery agents, service provider organizations, other stakeholders, and academics/experts). The list of interviewees was developed by R&E with consultation from the policy and program areas. Interviewees were selected based on their knowledge of the initiatives.

The interviews were conducted to respond to all of the evaluation questions in the evaluation matrix, covering areas of program relevance, design and implementation, and performance (see the Technical appendices for the interview guides).

¹² All findings are presented in Section 3.0. The section reference number refers to the sub-section in which the evaluation question is addressed.

Table 2-2: Summary of interviews completed

Interview group	Number of interviews
CIC Senior Management	6
CIC Managers/Representatives of the three pre-departure orientation initiatives	5
Other CIC representatives (e.g., International Region, Refugee Affairs Branch, Integration Branch)	7
Representatives of provinces/territories involved in pre-departure orientation	7
Representatives of the three delivery agents (IOM, ACCC, S.U.C.C.E.S.S.)	21
Representatives of service provider organizations	18
Other stakeholders (e.g., regulatory bodies, sector councils, educational institutions)	5
Academics/experts	3
Total	72

Six additional interviews were conducted with IOM program coordinators and representatives from the United States (US) and Australia to gather information on best practices for delivering pre-departure orientation to refugees.

The results of the interviews were summarized in an interview notes template and were then coded and analyzed to determine key themes. Where interview information is used in the report, it is presented using the scale shown in Table 2-3. Note that in some cases (i.e., where the number of interviewees was too small or where the question yielded more descriptive information), the responses were not coded and a summary approach to analysing the information was used.

Table 2-3: Scale for the presentation of interview results

All	Findings reflect the views and opinions of 100% of the interviewees.
Majority/most	Findings reflect the views and opinions of at least 75% but less than 100% of interviewees.
Many	Findings reflect the views and opinions of at least 50% but less than 75% of interviewees.
Some	Findings reflect the views and opinions of at least 25% but less than 50% of interviewees.
A few	Findings reflect the views and opinions of at least two respondents but less than 25% of interviewees.

2.3.2. Administrative data analysis

Administrative data, obtained mainly from the annual reports from the three initiatives, were reviewed to examine participant data by location of pre-departure orientation and target group. CIC landings data (by year and immigration category) were also used to examine the indicators related to whether pre-departure orientation was being offered in the appropriate locations, and the proportion of individuals taking pre-departure orientation in relation to source countries.

Estimates of FTE time spent on the initiatives were obtained from representatives of each of the initiatives and total spending by delivery agents was obtained from CIC tracking financial sheets. This information was used to establish the overall costs for each of the initiatives and to calculate cost per participant.

2.3.3. Site visits

Site visits were conducted in Manila, the Philippines; Taipei, Taiwan; and Hong Kong from November 30 to December 13, 2011. The objectives of the site visits were to obtain a better understanding of the pre-departure orientation programs' operation, including how they work with local partners; and to collect materials and tools (e.g., promotional brochures, curriculum). The following activities were undertaken during the site visits:

- tours of the Canadian missions in Manila and Hong Kong, the S.U.C.C.E.S.S. facilities in Taipei, and the IOM and ACCC facilities in Manila;
- interviews/meetings with mission staff in Manila and Hong Kong, S.U.C.C.E.S.S. representatives in Taipei, and IOM and ACCC representatives in Manila; and
- attendance/observation at various sessions [e.g., AEIP banking workshop, AEIP pre-departure orientation session, AEIP one-on-one counselling session with LCs, a CIIP pre-departure orientation session (GO session) and a My Action Plan (MAP) session, and two COA sessions].

An observation protocol and interview guides were developed to gather information during the site visits (these tools are included in Technical appendix E).

2.3.4. Focus groups with live-in caregivers

Three focus groups were held in Oakville, Milton and Burlington with 32 LCs¹³ (Table 2-4), with the objective of understanding how useful COA or AEIP was to them (e.g., usefulness of information provided, extent to which it helped with preparation for life in Canada). The focus groups were organized with the assistance of the Halton Multicultural Council, which screened current clients, invited participants, arranged for meeting locations, and provided translation assistance.

Table 2-4: Number of focus group participants, by location and orientation initiative

Location	COA	AEIP	No Orientation	Total
Oakville	5	2	2	9
Burlington	6	2	2	10
Milton	8	1	4	13
Total	19	5	8	32

An introductory survey was administered to participants during registration to gather demographic information (e.g., country of birth, age, education levels). The introductory survey and the focus group moderator guide are included in Technical appendix F. All of the participants were Filipino and came to Canada either from the Philippines, Taiwan, Macau, or Hong Kong. Just under half of participants (15 of 32) were aged 25-35; 12 were aged 36-45; and the remainder (5) were aged 46-55. Most (29 of 32) had post secondary education (e.g., college, university).

¹³ Focus groups were held with LCs because limited information was available for this group via other sources.

2.3.5. Analysis of COA survey responses

IPMB administers a client survey to COA participants to gather information on the usefulness of the information provided during pre-departure orientation.¹⁴ For the purposes of the evaluation, an extract of the survey responses was obtained in December 2011. The database contained responses from 915 individuals that took COA between October 2009 and September 2011 (Table 2-5). These responses were from individuals that chose to respond to the survey, therefore, it is not a random sample.

Table 2-5: Number of COA survey responses analyzed, by immigration category

Immigration category	Number of responses
Refugees	272
Family class	198
Federal skilled workers	307
Live-in caregivers	72
Other ¹⁵	46
Missing	20
Total	915

Approximately 26,000 individuals took COA during that time period; therefore, the COA survey represents approximately 3.5% of the total population (margin of error of 1.9%, 19 times out of 20, or 95% of the time). See the Technical appendices for a comparison of the COA participant population and the COA survey population.

2.3.6. Federal skilled worker survey

FSWs are the only immigrants that can take any one of the three orientation initiatives. Therefore, this immigration category was surveyed to gather information on the outcomes of the initiatives to allow for a comparison between the three. The survey also included those that did not take pre-departure orientation and therefore, also allowed for a comparison between those that took pre-departure orientation and those that did not (see the Technical appendices for the FSW survey). The survey was available in English, French, Korean, Traditional Chinese, and Simplified Chinese.

An informed consent process was used to establish the sample for the FSW survey. A total of 23,450 letters were sent out and 3,034 individuals (13%) provided their consent to be surveyed (see the Technical appendices for more on this process). The survey was administered on-line beginning on September 16, 2011 and was left open until January 12, 2012. A total of 3,278¹⁶ individuals were invited to participate in the survey and a total of 2,360 responses were received, for a response rate of 72.0%, or 10.0% of the total population. Table 2-6 shows the breakdown of survey responses, by orientation type. It was possible for respondents to have taken both CIIP and COA. The survey

¹⁴ When a participant takes COA, they are provided with a paper survey and asked to fill in Section 1 (demographic information). They are then asked to fill in Section 2 three months after arrival in Canada.

¹⁵ Only those responses from refugees, FC, FSWs, and LCs were analyzed, as the number of those that responded in the “other” categories was too small for analysis and the missing responses could not be assigned an appropriate immigration category.

¹⁶ This also included 244 names of CIIP participants provided by ACCC.

included a question to determine if they took both and if so, the survey directed them to respond to the survey with respect to the most recent pre-departure orientation they had taken.

Table 2-6: Number of FSW survey responses, by orientation type

Orientation Taken	Number	Percent
COA	445	18.9
AEIP	89	3.8
CIIP ¹⁷	599	25.4
No orientation	1,227	52.0
Total	2,360	100

The high survey response rate (72.0%) and a large sample size (2,360) allowed for a good level of confidence regarding the data. The margin of error was of 1.9%, 19 times out of 20 (95% of the time), which is low. In most situations, the sample allowed a broad variety of details with a sufficient number of respondents from different countries, different educational background, age, or geographical repartition. See the Technical appendices for a comparison of the FSW population and the FSW survey population.

2.3.7. Document review

Documentation was reviewed to examine program relevance, design and implementation, and best practices for delivery. The following types of documentation were reviewed:

Corporate / accountability documents: (including CIC's Departmental Performance Reports, Reports on Plans and Priorities, CIC's current strategic plan, and other documentation that provided information on CIC and government of Canada priorities (e.g., Speeches from the Throne)).

Settlement-related documentation: (including those related to CIC's modernized approach to settlement and the overseas orientation strategy).

Initiative-specific information: (including background documents for each initiative, annual reports from the delivery agents, COA site visit reports, previous program evaluations, the contribution agreements, and the curricula).

Research and literature: (including research on best practices for delivering pre-departure orientation, similar programs in other countries, and research on difficulties faced by immigrants upon arrival).

The document review was completed using an excel template organized by evaluation question and indicator (see the Technical appendices for a list of documents reviewed for the evaluation).

¹⁷Some CIIP participants that responded to the survey may have taken the orientation when it was the responsibility of HRSDC.

2.4. Limitations and considerations

The evaluation contained a balance of qualitative and quantitative lines of evidence and allowed for the triangulation of research findings. However, there are a few methodological considerations that should be noted.

There is confidence in the FSW survey findings overall; however, the level of confidence varies according to orientation initiatives.

The survey methodology included participants of all three orientation initiatives, as well as those that did not take pre-departure orientation, thus allowing for comparison between participants of the various orientation initiatives and also between those took pre-departure orientation and those that did not. There is also a good level of confidence in the survey findings, with a high survey response rate (72.0%) and a large sample size (2,360). However, it should be noted that in looking at the number of responses received for each of the orientation initiatives, there is a higher level of confidence in the responses for CIIP participants (599 responses) and COA participants (445 responses) than AEIP participants (89 responses). Therefore, caution should be used in drawing conclusion with the AEIP survey data.

There was limited information available to assess the impact of COA and AEIP on LCs.

The COA survey initially included only ten responses from LCs. To address this, program representatives worked with IOM to distribute the survey electronically to LCs, as it had recently begun to collect e-mail addresses of its participants. This was effective in increasing the number of responses to 72. The evaluation also included focus groups with LCs to supplement the survey results and gather more information on the impacts of COA and AEIP—although the participants were not selected randomly, as they were identified by a settlement organization. Therefore, results for LCs cannot be considered representative of all LCs.

The COA survey was not designed to respond to the evaluation and there were limited responses received from refugees.

The COA survey was not designed specifically to respond to the evaluation and therefore, did not provide information for all of the evaluation questions and indicators. These included, for example, indicators related to the effectiveness of promotional materials (e.g., how participants found out about the orientation sessions), the sufficiency of the time between taking orientation and departure, and how well pre-departure orientation prepared participants for employment. Only the survey questions that were aligned with the evaluation indicators were analysed.

In addition, given the size of Canada's refugee population, the COA survey contained a limited number of responses from refugees. It was determined that conducting focus groups with refugees may not be effective in yielding additional information on results. A review of landings data concluded that it would have been difficult to locate a sufficient number of refugees in the same location, with the same cultural background and that landed in Canada within 3-9 months of taking orientation. To address this limitation, the evaluation included further research to identify additional information on best practices for delivering pre-departure orientation to refugees. This included additional interviews with representatives of pre-departure orientation programs in other countries and program coordinators with IOM, as well as additional review of literature and documentation to identify best practices for delivering pre-departure orientation to refugees.

Participants to pre-departure orientation are not tracked in a systematic way.

ACCC and S.U.C.C.E.S.S. track participants to pre-departure orientation (including name and contact information), however, CIC systems were not designed to identify which of those refugees and immigrants that arrived in Canada have taken pre-departure orientation.¹⁸ This is further complicated by the fact that the time between taking orientation and arrival in Canada varies. For example, one could take orientation anywhere from one week to one year before departing for Canada. This resulted in some limitations with respect to calculating the proportion of individuals arriving in Canada that took orientation—information that was needed not only to examine program results and reach, but also to establish sample size for informed consent. Therefore, certain assumptions had to be made with respect to how much time elapsed between taking orientation and arrival in Canada. For example, based on the information from the COA and FSW survey, it was assumed that COA participants arrived in Canada anywhere between one and six months after taking orientation. It is possible that participants arrived sooner or later than that.

¹⁸ CIC has implemented the Tracking of Overseas Orientation Session Graduates (TOSG) project to track immigrants who participated in CIIP and to measure their outcomes once in Canada. Data from TOSG were not available for the evaluation.

3. Evaluation findings

This section presents the findings of the evaluation, organized by the three evaluation themes of relevance, design and implementation, and performance.

3.1. Relevance

3.1.1. Need for in-person pre-departure orientation

CIC provides pre-departure orientation to refugees and all economic classes in various locations around the world. This approach is unlike that of other countries, where pre-departure orientation is limited primarily to refugees with a focus on providing information for initial settlement and adaptation. To better understand the need for pre-departure orientation, a clear definition of what is meant by pre-departure orientation is required. The IOM, which provides pre-departure orientation for various countries, identified three components that are common to most pre-departure orientation offerings:

- factual information about the country of destination;
- assistance in developing the skills needed to succeed in their new environment (e.g., how to find accommodation, how to get a job, how to access health care facilities); and
- information on the attitudes necessary for successful integration (e.g., flexibility, open-mindedness, initiative, self-reliance).¹⁹

In describing its information and orientation program activity, CIC identifies two interrelated objectives which can be used to define pre-departure orientation:

- to provide newcomers with relevant, accurate, consistent, and timely information that is needed to make informed settlement decisions and access settlement services; and
- to promote a contextual understanding of life in Canada, including laws, rights, and the democratic system.²⁰

Therefore, pre-departure orientation, as per its ‘common’ definition, focuses on providing general information that will assist newcomers with initial settlement and adaptation.

Finding: There is evidence that pre-departure orientation, as per its ‘common’ definition is needed for refugees, as it can address initial settlement and integration challenges that they face. However, there was no evidence that this type of pre-departure orientation can address gaps and challenges for non-refugees given that their needs are focused on specific employment-related issues rather than initial orientation to Canada.

All interviewees (43 of 43) suggested there is a need for pre-departure orientation. Of those who provided further details, many indicated a need to manage expectations or fears (19 of 28), while some indicated a need to provide immigrants with general information (9 of 28). These reasons align with the common definition of pre-departure orientation provided above.

¹⁹ International Organization for Migration. *Pre-Departure Orientation/ Cultural Orientation*, December 2004.

²⁰ Citizenship and Immigration Canada. *CIC Program Activity Architecture*, 2011-2012, program descriptions (sub-sub-activity 3.1.2.1 information and orientation).

Variations in the need for pre-departure orientation

Research has shown that immigrants have different reasons for leaving their homeland and as a result, arrive in Canada with different motivations and resources, and face different challenges during the settlement process.²¹ While pre-departure orientation is considered to be needed, almost all interviewees (58 of 60) also agreed that the need for pre-departure orientation varied, with most interviewees suggesting that the need varies based on immigration category (51 out of 60). The evaluation also found additional evidence that the need for pre-departure orientation varies according to immigration category.

Refugees

A study on refugee integration in Canada found that while immigrants are likely to face common barriers to their integration, refugees are more likely to experience difficulties in settling and integrating because of two main factors. First, they are admitted to Canada primarily on humanitarian rather than economic grounds and therefore are not being selected for immigration based on their ability to integrate and, second, the circumstances surrounding their migration are likely to be much more traumatic than voluntary immigrants.²²

According to the United Nations High Commissioner for Refugees (UNHCR), pre-departure orientation programs are useful in assisting resettled refugees to develop a very clear picture of conditions in the receiving country and of the expectations placed on them. It can also help to reduce the anxiety felt by refugees in the first weeks in a new country.²³

These findings were supported in the interviews. In almost all of the interviews with senior managers (5 of 6), most of the interviews with representatives of IOM (5 of 8) and half of the interviews with CIC program staff (6 of 12) and SPOs (9 of 18), the need to provide pre-departure orientation specifically to refugees was mentioned.

Live-in caregivers

LCs are considered to be a vulnerable population due to a number of factors, including their dependent status²⁴ and a lack of information or lack of access to information.²⁵ This finding is supported by the interviews with CIC staff and senior management, most of whom (10 of 18) identified LCs as a particular group for which pre-departure orientation is needed, particularly with respect to their rights and responsibilities.

LCs who participated in focus groups as part of this evaluation also felt that there is a need for pre-departure orientation. Information on both the preparation for travel to Canada as

²¹Statistics Canada. *Longitudinal Survey of Immigrants to Canada - A Portrait of Early Settlement Experiences*, 2005.

²²Yu, Soojin, Estelle Ouellet, and Angelyn Warmington. *Refugee Integration in Canada: A Survey of Empirical Evidence and Existing Services*, York University, Refuge, Volume 24, Number 2, 2007.
[//pi.library.yorku.ca/ojs/index.php/refuge/article/viewFile/21381/20051](http://pi.library.yorku.ca/ojs/index.php/refuge/article/viewFile/21381/20051)

²³ UNHCR. *Refugee Resettlement: An International Handbook to Guide Reception and Integration*, 2002.

²⁴ VanderPlaats, Madine. *Integration Outcomes for Immigrant Women in Canada: A Review of the Literature 2000-2007*, Saint Mary's University, Atlantic Metropolis Centre Working Paper Series No 8-2007.

²⁵ Quebec Filipino Women's Association with the Centre for Applied Family Studies. *Another Look at the Live-In Caregivers Program: An Analysis of an Action Research Survey Conducted by PINAY*, Jacqueline Oxman-Martinez, Jill Hanley, Leslie Cheung, Centre de recherche interuniversitaire de Montreal sur l'immigration, l'intégration et la dynamique urbaine, Publication IM – no 24, September 2004.

well as what to do after arrival were seen as useful. Further, participants felt they generally gained more self-confidence to come to Canada.

Economic immigrants

There is evidence from the literature that suggests that skilled migrants face constraints in ensuring overseas employment such as access to information on job openings and assistance in processing job contracts and visas; and lack of skills in English and other languages in destination countries.²⁶ In other cases, although they may be fluent in English and hold recognized qualifications, some are still faced with significant difficulties in career search and development because of their unfamiliarity with the host cultural code in interpersonal communication, both generally and at work.²⁷ As well, information flowing through networks of contacts in the destination country can be unreliable and overly optimistic as a result of attempts to appear successful in the country of settlement.²⁸ Therefore, the needs of economic immigrants, when compared with other groups, particularly refugees, is much less focused on traditional cultural orientation to a country (e.g., geography, climate, public transportation, housing) and more on what is required to integrate into the labour market.

This difference in the type of information needed by economic immigrants was echoed by a few interviewees, who indicated that skilled workers are seeking information about the labour market, employment opportunities and how to get their educational and professional credentials recognized. As well, a few interviewees felt that economic immigrants are likely to be able to find general information on their own and look to the pre-departure orientation to provide more specific information that will help them with their own labour market integration.

That said, results of the survey of FSWs revealed that almost all participants in the pre-departure orientation sessions strongly agreed or agreed (97%) that taking an orientation session prior to departure was important.

Family class

The document review conducted for this evaluation did not reveal any research on the information and/or orientation needs of family class immigrants. As well, very few interviewees provided any comments on the need to provide pre-departure orientation to this group. Among those who did comment, opinions seemed to be evenly split between those who felt it was not necessary, given that these individuals are sponsored by family members and therefore have access to information and support, and those who felt it was necessary in order to ensure they receive accurate information, particularly with respect to their rights.

Some interviewees (18 of 60) also suggested that the need for pre-departure orientation will vary by source country, noting that there are cultural and language differences among

²⁶ Ali, A.K. Masud. *Pre-departure Orientation Programme: Study of Good Practices in Asia, A comparative study of Bangladesh, the Philippines and Sri Lanka*, financed by the Asia Regional Poverty Fund of the Department for International Development in the UK, no date.

²⁷ Mak Anita S., Marvin J. Westwood and Ishu F. Ishiyama. *Developing Role-Based Social Competencies for Career Search and Development in Hong Kong Immigrants*, Journal of Career Development, 1994, Vol 20 No 171.

²⁸ Somerville, Kara and Scott Walsworth. *Vulnerabilities of Highly Skilled Immigrants in Canada and the United States*, American Review of Canadian Studies, Vol 39 No 2 June 2009, p. 147-161.

the countries from which immigrants originate. These differences may be more prominent than in the past, as Canada's source countries for immigration have changed. As indicated in Table 3-1, European countries accounted for 75% of all Canadian immigrants in 1966, but only 16% by 2010. Correspondingly, the percentage from Asia and Pacific, and from Africa and the Middle East have grown dramatically (from 9% to 46% for Asia, and from 3% to 25% for Africa). The percentage of permanent residents from South and Central America also doubled over this fifty-year period, and represented 10% of the total immigrant population in 2010.

Table 3-1: Permanent residents in Canada, by source area (1966 and 2010)

Region	1966		2010	
Africa and the Middle East	5,842	3.0%	66,693	23.8%
Asia and Pacific	18,111	9.3%	135,006	48.1%
South and Central America	7,790	4.0%	28,355	10.1%
United States	17,527	9.0%	9,243	3.3%
Europe and United Kingdom	145,473	74.7%	41,319	14.7%
Unknown	0	0.0%	65	0.02%
Total	194,743	100%	280,681	100%

Source: 1961-1966: Canadian Demographics at a Glance, Statistics Canada, 2008.
2001 & 2010: Canada Facts and Figures, Citizenship & Immigration Canada, 2010.

In summary, while there were strong opinions from interviewees and orientation participants regarding the need to offer pre-departure orientation to newcomers, the type of information needed varies among immigration categories and by source country. Given this wide range of needs, pre-departure orientation (as defined by the IOM and CIC) that focuses on general information about life in Canada and how to access settlement services upon arrival, may not be most useful to all immigration categories.

3.1.2. Provincial and federal roles in in-person pre-departure orientation

Finding: While there is no legislative obligation to provide pre-departure orientation services, interviewees believe there is a role for the federal government in delivering these services to ensure consistent messaging overseas; however, there is a lack of clarity regarding the respective roles of the federal government and provincial governments in delivery.

Legislation

One of the objectives of the *Immigration and Refugee Protection Act* (IRPA) is to promote the successful integration of permanent residents into Canada.²⁹ With respect to labour market integration, the legislation commits the federal government to “work in cooperation with the provinces to secure better recognition of the foreign credentials of permanent residents and their more rapid integration into society”.³⁰ The legislation, in both cases, does not specifically refer to pre-departure orientation as a means of assisting in the integration of newcomers. Section 8 of IRPA permits the

²⁹ IRPA, Section 3(1) e.

³⁰ IRPA, Section 3(1) i.

Minister of Citizenship and Immigration to enter into agreements with provinces regarding any issues legislated by IRPA. In addition, section 10.2 specifies that “The Minister must consult with the governments of the provinces respecting (...) the measures to be undertaken to facilitate their integration into Canadian society”.

Roles of the federal and provincial/territorial governments

The roles and responsibilities of the federal and most provincial/territorial governments with respect to immigration are outlined in immigration agreements. In most cases, these agreements do not refer directly to pre-departure orientation programs. Exceptions are the agreements with British Columbia and Manitoba which stipulate that responsibility for the design, administration and delivery of settlement services rests with the province³¹; however, the provision of pre-departure orientation is clearly identified as a federal government responsibility. As well, the Canada-Quebec Accord gives the province sole authority for the administration of reception and integration services for clients in that province.

None of the interviewees questioned raised any concerns regarding the current role of the federal government in providing pre-departure orientation, indicating that its role is one of leadership and ensuring uniform and consistent messaging overseas. With respect to the provincial government role, interviewees from CIC (6 of 13) noted an increased interest by some provincial governments in becoming more involved in the provision of information at pre-departure, although in some cases it was felt this interest may be more focused on recruitment rather than on orientation. Some provincial government representatives (3 of 7) also indicated an interest in becoming more involved in providing province-specific information. This is particularly the case with respect to the CIIP, which now targets pre-departure orientation sessions to PNs in addition to FSWs. As a result, certain province-specific curricula have been developed and some sessions are now targeted to individuals destined to a specific province.

Given the current agreements with the provinces of Manitoba and BC, increasing direct involvement between these provinces and third-party service providers to develop and deliver province-specific pre-departure orientation does not appear to be in alignment with the stated roles and responsibilities of each level of government. In addition, the delivery of specific curricula to PNs destined to specific provinces means that the same amount of national information is not being delivered through all of the pre-departure orientation initiatives.

³¹ Following the results of the Deficit Reduction Action Plan, CIC will be assuming responsibility for settlement services in British Columbia and Manitoba.

3.1.3. Alignment with government-wide priorities and CIC settlement objectives

Finding: All three pre-departure orientation initiatives are well-aligned with CIC priorities related to settlement, more specifically those related to informing settlement decisions and supporting labour market integration. The three programs are also linked to federal priorities related to humanitarian assistance and foreign credential recognition and labour market integration. With planned changes to the selection process for economic immigrants, there may be a need to examine the role of pre-departure orientation to ensure that it continues to be aligned with those changes.

Alignment with CIC settlement objectives

CIC's commitment to helping newcomers settle and succeed is reconfirmed annually in the Departmental Performance Report and Report on Plans and Priorities. It also figures prominently in the Annual Report to Parliament on Immigration, which states that "the key to maximizing the benefits of immigration is ensuring that newcomers have the information, tools and opportunities to realize their potential and become fully engaged in all aspects of Canadian society".³²

The provision of pre-departure orientation services is aligned with CIC's strategic outcome 3 which states "newcomers and citizens participate to their full potential in fostering an integrated society," through the settlement program activity. Information and orientation is a sub-sub-activity under the settlement program. In describing this activity, the department states that the provision of settlement-related information and orientation is fundamental to the successful settlement of newcomers in Canada. Under this program activity, the focus of orientation efforts is to inform settlement decisions and to promote a contextual understanding of life in Canada.³³ The COA is aligned with the information and orientation sub-sub-activity, as it focuses on the provision of information to enhance knowledge and to ensure that individuals know how to obtain assistance upon arrival.

Information and orientation is also a component of the foreign credential referral program sub-activity under the settlement and integration program activity in CIC's Program Activity Architecture (PAA). This activity is undertaken by the FCRO, which was established to help internationally trained individuals receive the information, path-finding and referral services to have their credentials assessed as quickly as possible so they can find work faster in the fields for which they have been trained. Under this program sub-activity, the focus of orientation efforts is to support labour market integration. The CIIP is closely aligned with this program sub-activity, as its objective is to "enable prospective economic immigrants to Canada...to effectively prepare to meet foreign credential requirements and achieve labour market integration".³⁴

The AEIP's objectives touch on both the information and orientation and the foreign credential referral elements of the PAA. The AEIP seeks to "support the settlement, adaptation and integration of newcomers into Canadian society by providing pre-departure guidance...that will facilitate the adjustment process in Canada, and promote community and labour market engagement".³⁵

³² Citizenship and Immigration Canada. *Annual Report to Parliament on Immigration*, 2011.

³³ Citizenship and Immigration Canada. *CIC Program Activity Architecture*, Program Descriptions, September 2010.

³⁴ Contribution Agreement between CIC and the ACCC.

³⁵ Contribution Agreement between CIC and S.U.C.C.E.S.S..

Therefore, CIC's three pre-departure orientation initiatives are aligned with CIC's settlement objectives, both in the information and orientation sub-sub-activity and the labour market integration sub-activity.

Alignment with government-wide priorities

While the federal government has not identified pre-departure orientation as a priority, it has indicated the importance of foreign credential recognition in recent Speeches from the Throne.

- In the March 2008 Speech from the Throne the government committed to “work with the provinces to make the recognition of foreign credentials a priority, attract top international students to Canada and increase the uptake of immigrant settlement programs”.
- In March 2010 the government reconfirmed its commitment to “work with the provinces to strengthen recognition of foreign credentials through the Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications”.

The Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications is a joint commitment by federal, provincial and territorial governments to work together to advance the integration of internationally trained workers into the Canadian labour market.³⁶ CIC, through the FCRO, has been identified as the lead department on the pre-arrival component of the framework.³⁷ This priority was further emphasized in the Prime Minister's speech at the World Economic Forum, in which he stated that economic concerns would be the primary driver of Canada's immigration policy.³⁸

Based on this evidence, it would appear that the objectives of the CIIP and the AEIP are aligned with the current government priorities related to foreign credential recognition and labour market integration. That being said, recent changes to the selection criteria for the economic category may modify the role that pre-departure orientation may have. These changes will include requirements for higher language proficiency and more emphasis on pre-assessment of foreign credentials and pre-arranged employment. Therefore, in the future, the source countries for economic immigrants may be different. In addition, economic immigrants may require different types of information prior to arrival (e.g., how to have a pre-assessment done) and the time at which that information is needed (i.e., it may be needed before selection).

The COA, which identifies refugees as its main priority and is the only initiative that provides pre-departure orientation to this group, is in alignment with the government's continued commitment to fulfilling its humanitarian obligations. However, it is worth noting that only 34% of the population served by COA between 2005-2006-2010-2011 was refugees, with other participants being FSWs, LCs, and FC—immigration categories that are not included as part of humanitarian obligations.

³⁶ Forum of Labour Market Ministers. *A Pan-Canadian Framework for the Assessment and Recognition of Foreign Qualifications*, 2009.

³⁷ Citizenship and Immigration Canada. *CIC Program Activity Architecture*, program descriptions, September 2010.

³⁸ PM Speaks at the World Economic Forum in Davos, January 26, 2012, Davos, Switzerland.

3.2. Design and implementation

3.2.1. Alignment of CIC's pre-departure orientation initiatives with one another

Finding: CIC's three pre-departure orientation initiatives do not overlap with one another as they have different objectives, locations, and offerings, although there is one area of duplication with respect to COA and CIIP in the Philippines. The information provided to participants is in alignment with the specific objectives of the initiatives and the different groups that are targeted. In addition, CIC delivers pre-departure orientation services for refugees similarly to other countries.

The evaluation examined the extent to which COA, AEIP and CIIP complement/duplicate each other in terms of reach (e.g., geographic areas covered, immigrant classes targeted), scope and depth of information provided (e.g., topics, level of detail, length), and linkages to post-arrival settlement services.

The objectives of the three initiatives are different in that their emphasis varies—initial settlement and adaptation to Canadian society versus integration into the Canadian labour market. According to its program objectives, COA is primarily focused on providing information to help newcomers have better knowledge of Canada, be aware of the difficulties that may be faced upon arrival, raise the level of confidence of newcomers and ensure that they know where to find assistance upon arrival.³⁹ In contrast, CIIP is largely focused on labour market integration with objectives related to enabling “prospective economic immigrants to Canada.... to effectively prepare to meet foreign credential requirements and achieve labour market integration”.⁴⁰ AEIP appears to fall somewhere between COA and CIIP in that its objectives support both “the settlement, adaptation and integration of newcomers into Canadian society” and “community and labour market engagement.”⁴¹

CIC's three pre-departure orientation initiatives are also different with respect to the types of offerings used to deliver the service. While COA offers only in-person group orientation sessions (i.e., 1-, 3- or 5-day) AEIP and CIIP both have different approaches that go beyond group orientation sessions. AEIP offers a 2-hour orientation session and participants can also take customized workshops on various topics (e.g., health care, education). AEIP also offers case management where clients can receive one-on-one counselling with a needs assessment/development of an integration plan. CIIP offers a 1-day orientation session and offers a service similar to AEIP in that clients can receive one-on-one counselling to develop a MAP. AEIP and CIIP both provide client referrals to organizations in Canada.

Finally, the initiatives differ with respect to the locations in which they operate. As of 2010-2011, IOM was delivering COA in over 40 locations and depending upon the location, offered pre-departure orientation to FSWs, FC, PNs, refugees, and LCs. CIIP is offered to FSWs and PNs in China, India, the Philippines, and the UK. AEIP is offered to FSWs, PNs, FC, business immigrants, and LCs, in South Korea and Taiwan (Table 3-2). There is one overlap to note and that is with respect to COA and CIIP—both of which offer pre-departure orientation to FSWs and PNs in Manila.⁴² Additional duplication may occur, as a review of the contribution agreement with

³⁹ Contribution Agreement (Schedule 1) between Citizenship and Immigration Canada and IOM.

⁴⁰ Contribution Agreement (Schedule 1) between Citizenship and Immigration Canada and ACCC.

⁴¹ Contribution Agreement (Schedule 1) between Citizenship and Immigration Canada and S.U.C.C.E.S.S..

⁴² COA was offering orientation to FSWs in the Philippines when CIIP was established in that location.

ACCC (2010-2011 to 2012-2013) showed that it plans to expand CIIP services to Taiwan and South Korea (see Section 3.2.3. for further discussion on this).⁴³

Table 3-2: Locations and target groups of pre-departure orientation (as of 2010-2011)

Country	Refugees	FSWs	PNs	FC	LCs
China		CIIP	CIIP		
Columbia	COA	COA		COA	
Egypt	COA				
Ethiopia	COA				
Ghana	COA				
India		CIIP	CIIP		
Jordan	COA				
Kenya	COA				
Lebanon	COA	COA		COA	
Nepal	COA				
Pakistan	COA	COA		COA	
Philippines		COA, CIIP	COA, CIIP	COA	COA
Russia	COA				
South Korea		AEIP	AEIP	AEIP	
Sri Lanka		COA		COA	
Sudan	COA				
Syria	COA				
Taipei		AEIP	AEIP	AEIP	AEIP
United Kingdom		CIIP	CIIP		

A review of the curricula for the three initiatives showed that each has been designed to reflect the differences in objectives and the groups that they target, as the scope and depth of information provided to participants varies greatly between them. For example, as per its objectives, COA provides information largely related to adapting to life in Canada (e.g., what to do upon arrival, how to find help). Conversely, information provided to CIIP participants is largely focused on the labour market, job search skills, and how to have foreign credentials recognized, with little emphasis on general adaptation and settlement in Canada. AEIP provides a wider scope of information with a balance between general settlement and labour market information—although the information received is dependent upon what workshops are taken.

It is also worth noting that even within each of the initiatives, session information has been tailored to the different target groups. For example, within COA, information is tailored for economic immigrants, urban-based refugees, camp-based refugees, and LCs. They all generally cover similar themes (e.g., overview of Canada, settlement, employment, rights and responsibilities) however; the depth of what is covered varies. The 3- and 5-day sessions provide very in-depth information

⁴³ Since the contribution agreement was signed, it was decided that CIIP would not be offered in Taiwan or South Korea.

on all topics and focus largely on general information for settlement. The 1-day session for economic immigrants and LCs focus less on general settlement and more on employment-related issues (e.g., job search, Canadian labour market) and other relevant topics (e.g., rights and responsibilities for LCs). Similarly, AEIP has different curricula for FSWs and LCs. For example, LCs that take AEIP receive more information on rights and responsibilities and becoming a permanent resident and do not receive as much information on Canadian culture or living in Canada as FSWs and PNs that take AEIP. CIIP's curriculum also has distinctive information for FSWs and PNs. While similar topics are covered during the pre-departure orientation session, the curriculum for PNs is more focused on providing province-specific information while the curriculum for FSWs has a more national perspective.

Therefore, the evaluation found that the three initiatives are largely different in that they have different objectives, locations, offerings and curricula, with the one exception of COA and CIIP both offering pre-departure orientation to FSWs in the Philippines. In addition, while the scope of the evaluation did not include an assessment of the curriculum, the three initiatives all appear to be well designed in that the information provided to participants is in alignment with the respective initiative objectives and is tailored for the targeted immigration category.

Delivery of pre-departure orientation to refugees

Canada is one of a number of countries that provides pre-departure orientation to refugees. IOM offers services to refugees destined for the US, Australia, Norway, Finland, the UK, and France, although 93% of the migrants that received IOM services between 2001 and 2010 were destined for the US, Canada and Australia. Canada is unique in that it provides pre-departure orientation to groups other than refugees.⁴⁴

There are many similarities between Canada and the other countries that provide pre-departure orientation to refugees (see the Technical appendices for an overview of five different overseas orientation programs delivered by the IOM). Sessions typically range between 1-6 days, with most offering 3-day sessions. Similar themes are covered by the programs such as learning about daily life in the destination country as well as how to access services. A mix of facilities is also used, with some using permanent training sites, others using mobile units, and others using facilities in the camps. One interesting difference to note is that some countries provide pre-departure language training in addition to (UK) or in lieu of pre-departure orientation (Ireland). Also, Norway's program is unique as it offers a 2-day course for youth (8-15 years old) and receiving municipalities also receive training on the cultural profiles of refugees they will be receiving (similar to the cultural profiles provided by CIC to Canadian municipalities for Karen and Bhutanese refugees).

A series of best practices for the delivery of pre-departure orientation to refugees was identified through interviews and document review (see the Technical appendices for a list of these best practices). This yielded a range of best practices, many of which COA incorporates into its design and delivery. Also, given the fact the IOM delivers pre-departure orientation on behalf of many countries, there will be similarities across the various programs. There were a few observations from interviewees with respect to differences between COA and programs in other countries. For example, some noted that Canada does not dedicate as many resources as other countries for monitoring COA (i.e., other governments are more involved in visiting/monitoring the sites regularly and are more involved in developing materials). In addition, other countries appear to provide more opportunities for trainers to visit the destination country and to share best practices

⁴⁴ Some countries such as the Philippines and Kenya, provide orientation for their own citizens that are emigrating.

with one another (e.g., Australia holds an annual conference for all trainers to share best practices together in Australia).

Despite these differences, overall, Canada provides pre-departure orientation services for refugees in a similar way to other countries and COA is in alignment with the best practices used for the delivery of pre-departure orientation to refugees.

3.2.2. Effectiveness of governance structures

Finding: Governance structures are in place to manage each of CIC's pre-departure orientation initiatives and interviewees reported that those structures work well. However, there is a lack of coordination within CIC with respect to the overall strategic direction and management of pre-departure orientation, including the lack of a clear strategy to identify what type of information should be provided to which immigration categories and in what locations.

Governance structures

Contribution agreements between CIC and each of the delivery agents outline delivery and reporting requirements for the pre-departure orientation initiatives. All delivery agents submit quarterly and monthly reports, detailing key activities and statistics related to participation numbers. Delivery agents have flexibility to manage and deliver the program as they see appropriate, including for the ACCC, the development of partnerships with organizations in Canada to provide pre-departure orientation as well as services and onward referrals upon arrival. The evaluation found that the delivery agents have internal governance structures in place and that mechanisms are in place for communication and coordination between delivery agents and respective CIC program representatives.

COA is delivered within the framework of IOM policies, structures, and communication mechanisms, similar to the other pre-departure orientation programs that are delivered by IOM on behalf of other countries.⁴⁵ IOM has a Global Project Manager who is responsible for overseeing COA and working with staff in Ottawa and the various sites.⁴⁶ IOM has key contacts at CIC and meets with CIC program representatives a few times a year. IOM also submits regular reports that include financial claims, statistics, and in-depth narrative reports.

The S.U.C.C.E.S.S. head office is located in Vancouver, BC and is responsible for the overall monitoring, financial management, and coordination with its overseas offices in Taiwan and South Korea responsible for the delivery of AEIP. Interviews with S.U.C.C.E.S.S. representatives indicated it works closely with CIC in the implementation of the contribution agreement and that there is good communication and coordination with CIC in that respect.

CIIP is headed by a Program Director who reports to the Vice-President of Canadian Partnerships at ACCC, which is headquartered in Ottawa. Canadian field managers and regional directors are based in the field and report to the Director. The Program Director for CIIP has weekly calls and monthly meetings with the FCRO service delivery team and submits quarterly reports to CIC on statistics, financials, budget and travel. Interviewees indicated that these weekly and monthly meetings between the delivery agent and CIC work well.

⁴⁵ IOM also delivers pre-departure orientation, for example, on behalf of the United States, Australia, Finland, Norway, France, and the United Kingdom.

⁴⁶ The Global Project Manager is currently reporting to a Global Coordinator that is responsible for all orientation programs.

Overall coordination of pre-departure orientation

As discussed in Section 1.2, the responsibility for the three pre-departure orientation initiatives lies in different Sectors and Branches in CIC. In January 2011, operational responsibility for all Gs&Cs programming was transferred to the newly created IPMB, thus the management of the three contribution agreements for the pre-departure orientation initiatives became centralized. This allowed for harmonization of the agreements with respect to how they are administered (e.g., same agreements, standardized reporting and processing of payments). However, there is a lack of coordination between the three initiatives within CIC with respect to an overall strategy for the delivery of pre-departure orientation. A working group was put in place in 2009 to help coordinate the initiatives and support the development of an overseas strategy with representation from Integration Branch, FCRO, International Region, Refugee Affairs Branch, and Communications. However, the group does not seem active as it has not met for some time.

The lack of coordination means that there has been no harmonized approach for the management of the initiatives, including an overall strategy for where pre-departure orientation is offered. This has meant that the initiatives have expanded locations and target groups without an articulated strategy for doing so (see Section 3.2.3. for more on this). In addition, tools have been developed separately (e.g., training materials, websites, videos, brochures), meaning that materials are not necessarily delivering consistent messages across all initiatives. The evaluation also found that delivery agents have been involved in educating missions in countries where pre-departure orientation is offered about the initiatives, and discussing expansion options with missions in countries where pre-departure orientation is not offered—activities that would be more appropriately undertaken by CIC National Headquarters using a coordinated approach. This finding is consistent with the 2005 evaluation of COA, which concluded that “there is no systematic process in place whereby CIC HQ ensures that mission officials in regions where the COA is delivered are thoroughly familiar with the COA and with their responsibilities in relation to it.”⁴⁷

An additional governance issue identified by a few interviewees related to the funding model for the overseas orientation initiatives. All three initiatives are currently funded through CIC’s Innovation Fund⁴⁸, with funding decisions made for each program on a yearly basis.⁴⁹ The innovation fund has decreased from \$29.3M in 2010-202011 to \$16M in 2011-2012. This means that there is no on-going stable funding for the initiatives and there has been funding pressures. The contribution agreements for the three initiatives also expire at different times, making it difficult to align decisions with respect to overseas orientation. A few interviewees suggested that the pre-departure orientation initiatives should be funded through a permanent funding source.

⁴⁷ Consulting and Audit Canada. *Report on the Evaluation of the Delivery of the Canadian Orientation Abroad Initiative*, June 2005.

⁴⁸ Fund was established in 2008 and is intended to support national and overseas initiatives to provide consistent and coordinated newcomer services across Canada. Funded initiatives are to be national in scope, fill an identified need or gap, and permit a meaningful role for P/Ts.

⁴⁹ The FCRO has \$3.0 million dedicated to the provision of overseas services that is not part of the Innovation Fund.

3.2.3. Appropriateness of location and target groups of pre-departure orientation

Finding: There was no clearly articulated rationale for how the locations and target groups for pre-departure orientation were selected. The fact that pre-departure orientation is being offered in some countries that do not account for a large percentage of immigrants suggests that it may not be offered in the most appropriate locations or to the right target groups.

Rationale for locations in which pre-departure orientation is offered

All of CIC's pre-departure orientation initiatives have evolved since their original design in terms of locations and/or target groups. COA was established in 1998 and since that time, the COA annual reports showed that the countries in which it is offered and the categories that have received pre-departure orientation, have varied. Information from an IOM representative indicated that, in the early 2000s, it was IOM that proposed expansion of sites and categories to CIC based on needs it identified. During the evaluation period the target groups have not changed and the locations in which it has been offered has remained fairly stable.

The proposal that S.U.C.C.E.S.S. submitted in response to CIC's National Call for Proposals for Settlement Programming (2007) showed that it originally planned to provide pre-departure orientation services in China (Beijing and Shanghai) and South Korea (Seoul). These services, however, were ultimately offered in Taiwan, instead of China and interviewees suggested that it was due to the fact that ACCC was already offering services in China.

ACCC originally offered CIIP services to FSWs in China, India and the Philippines. For the 2010-2011 fiscal year the program expanded both its target group to include PNs and the location of its offerings to the UK. According to the current contribution agreement with ACCC (2010-2011 to 2012-2013),⁵⁰ expansion was planned to the United Kingdom (with satellite locations)⁵¹ and Qatar (with satellite locations).⁵² In addition, ACCC proposed the development of satellite and/or off-site locations in their existing sites in China⁵³, India,⁵⁴ and the Philippines.⁵⁵ There was no evidence to determine the rationale for the proposed expansion of the program to the other locations.

Location and target groups of pre-departure orientation offerings

The contribution agreements outline in which countries pre-departure orientation will be offered and to which immigration categories. Using CIC landings data for a 5-year period (2006 to 2010), the evaluation examined where pre-departure orientation was offered and to whom, in relation to the source countries for immigrants. As shown in Table 3-3, during that time period, the majority of LCs originated from the Philippines (77.1%) and Taiwan (8.5%). LCs in the Philippines are served by COA, while those in Taiwan are served by AEIP. It is worth noting that the number of LCs originating from Taiwan has been decreasing since 2008 and in 2011 a higher number of LCs

⁵⁰ Contribution Agreement (Schedule 1) between Citizenship and Immigration Canada and the Association of Canadian Community Colleges.

⁵¹ Scandinavia and Ireland.

⁵² Saudi Arabia and United Arab Emirates, Bahrain, Kuwait, Oman, and Yemen.

⁵³ Beijing, Shanghai, Shenyang, Korea, Taiwan, and Japan.

⁵⁴ Mumbai, Ahmedaba, Bangalore, Chandigarh, Sri Lanka, and Bangladesh.

⁵⁵ Cebu, Davao, Singapore, Malaysia, and Indonesia.

originated from Hong Kong (552) than Taiwan (425), although neither COA nor AEIP is offered in Hong Kong.

In that same time period, one-third of FSWs originated from India (11.5%), China (7.0%), the Philippines (5.2%), France (5.1%), and the UK (4.3%). Those originating from the first three countries and those from the UK are eligible to take CIIP, while those originating from the Philippines are also eligible to take COA. However, pre-departure orientation is offered in some countries from which only a small percentage of FSWs originate. AEIP is offered in South Korea and Taiwan, which account for 2.5% and 0.7% of FSWs, respectively. In addition, COA is offered to FSWs in Lebanon (1.5% of landings) and Sri Lanka (0.7% of landings). This is similar for PNs, where pre-departure orientation is offered in some locations where many originate, including the Philippines (24.5%), China (13.5%), India (7.6%), and South Korea (6.1%). However, PNs are eligible to take pre-departure orientation in countries that are not large source countries for Canada, including Taiwan (0.8%), Colombia (0.7%), Pakistan (0.6%), and Sri Lanka (0.2%).

With respect to FC, pre-departure orientation is not being offered in the locations where the largest percentage of individuals originate. For example, while pre-departure orientation (i.e., COA) is offered to FC in the Philippines and Pakistan, those countries accounted for only 10.8% of the FC that arrived in Canada between 2006 and 2010. Conversely, pre-departure orientation is not offered in India or China—the largest source countries for FCs (18.3% and 9.7% respectively).

Refugees, by definition, are outside the country of their former habitual residence,⁵⁶ and so a comparison between their country of last permanent residence and pre-departure orientation locations is not appropriate. Based on an analysis of COA annual reports, it would appear that pre-departure orientation is being offered where a significant number of refugees are located. For example, refugees from Iraq have been served by COA locations in Egypt, Lebanon, Syria, Jordan, and Iran and refugees from Afghanistan have been served by COA locations in Iran, Pakistan, and Russia. One earlier gap observed was in Colombia, which accounted for a large proportion of refugees in 2005, 2006, and 2007, however, COA Colombia was not established until 2008-2009.

⁵⁶ IRPA, A96.

Table 3-3: Proportion of landed immigrants, by source country (2006-2010)⁵⁷

Source Country	Percent	Orientation Offered
<i>Live-in Caregivers (Top 5 source countries, 95% of landings)</i>		
Philippines	77.1	COA
Taiwan	8.5	AEIP
Saudi Arabia	5.4	--
Singapore	2.5	--
United Arab Emirates	1.8	--
<i>Skilled Workers⁵⁸ (Top 5 source countries, 33% of landings)</i>		
India	11.5	CIIP
China	7.0	CIIP
Philippines	5.2	CIIP, COA
France	5.1	--
United Kingdom	4.3	--
South Korea	2.5	AEIP
Lebanon	1.5	COA
Taiwan	0.7	AEIP
Sri Lanka	0.7	COA
<i>Provincial Nominees (Top 5 source countries, 68% of landings)</i>		
Philippines	24.5	CIIP, COA
China	13.5	CIIP
Germany	8.7	--
India	7.6	CIIP
United Kingdom	7.6	--
South Korea	6.1	AEIP
Taiwan	0.8	AEIP
Colombia	0.7	COA
Pakistan	0.6	COA
Sri Lanka	0.2	COA
<i>Family Class (Top 5 source countries, 45% of landings)</i>		
India	18.3	--
China	9.7	--
United States	6.6	--
Philippines	6.2	COA
Pakistan	4.4	COA
Sri Lanka	2.2	COA
Lebanon	1.3	COA
Republic of Korea	1.2	AEIP
Colombia	0.4	COA
Taiwan	0.2	AEIP

⁵⁷ For each immigration category, the top five source countries are included. The text in red italics shows the percentage of landings from other countries where orientation is offered. Given that refugees do not normally receive orientation in their country of last permanent residence, they are not included in this table.

⁵⁸ Includes federal skilled workers and Quebec skilled workers.

3.2.4. Program participation and potential barriers

Finding: While pre-departure orientation has been taken by many immigrants, the extent to which planned targets are being met vary. One of the main factors that may contribute to this variation among non-refugees is the way in which individuals are informed of the sessions, as information about pre-departure orientation is not consistently distributed. For refugees, other factors related to security and geography were cited.

Program participation and targets

From 2005-2006 to 2010-2011, over 87,000 participants received pre-departure orientation training through one of the three initiatives. As part of performance monitoring, and as outlined in the contribution agreements, each initiative establishes participation targets. Table 3-4 shows that, over the period under review, the degree to which these targets have been achieved has varied. COA was close to meeting or exceeded their targets in all years of the evaluation, with the exception of 2009-10, when 67.6% of the target was achieved. AEIP has not met targets in most years of operation, with the exception of the targets for the workshops—although the percentage of the targets met has generally increased over the three-year period. CIIP exceeded its targets the first year of operation. The evaluation examined the factors that may affect participation, including the effectiveness of promotional materials and barriers to participating in pre-departure orientation sessions.

Table 3-4: Percentage of participation targets met, by initiative and year

Orientation Initiative		Fiscal Year					
		2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011
Canadian orientation abroad							
Refugees		65.8	94.4	92.1	85.2	63.2	91.6
Non-refugees		118.2	94.4	107.3	89.0	71.0	89.9
Total		100.4	94.4	102.2	87.4	67.6	90.7
Active engagement and integration project							
South Korea	2-hour group session				22.1	41.9	73.1
	Workshops				79.0	146.6	146.1
	Case management				23.1	77.5	75.3
Taiwan	2-hour group session				14.5	34.5	88.8
	Workshops				41.9	120.0	123.8
	Case management				61.0	82.0	98.7
Canadian immigrant integration program							
Philippines							346.6
India							256.9
China							306.8
Total							314.7

Source: Initiative contribution agreements and Annual Reports.

Promotion of pre-departure orientation initiatives

Information from interviews and document review showed that delivery agents rely largely on CIC missions to inform potential participants about pre-departure orientation. The three delivery agents also have information on their websites. S.U.C.C.E.S.S. is the only delivery agent that undertakes its own promotional activities using a wide variety of mechanisms.⁵⁹ The way in which refugees are invited to participate in COA is different from non-refugees (see the Technical appendices).

The evaluation found that the way in which non-refugees are informed of pre-departure orientation varies by mission and initiative. With respect to COA, brochures, which are developed by IOM, are provided to potential participants at the time of their visa issuance. Those in the Philippines also receive the brochure at the time medical exams are conducted. AEIP is similar to this, as brochures and a cover letter, both developed by S.U.C.C.E.S.S., are provided to potential participants, although when this information is provided varies. Applicants processed in Hong Kong receive the information at the time of medical, while those processed in Seoul receive the information with their visa notification. Information from missions showed that information about CIIP is provided to participants at the time of their medical exam, although this varies by mission. For example, in Manila, a letter and brochure are provided at the time of the medical exam. In Hong Kong, a letter and brochure are e-mailed to potential participants (in Taiwan) when medical instructions are issued and hard copies of those materials are also provided at the time of visa issuance. Note that the letter issued from Hong Kong is from the FCRO, while the letter issued in Manila is from the mission. In addition to these inconsistencies, as noted in Section 3.2.2, delivery agents have spent time educating the staff in CIC missions about pre-departure orientation, particularly when new staff arrive.

These issues are likely related to the fact that there has been no coordinated operational guidance from NHQ on this. No information or direction on pre-departure orientation was found in CIC's Operational Manuals or in any Operational Bulletins. While the 2011 Heads of Mission Manual provides a short description of CIC's pre-departure orientation initiatives, it does not provide operational guidance on the process for providing information to potential participants.⁶⁰ This issue is part of the larger governance issue identified above, related to the lack of overall coordination within CIC for pre-departure orientation.

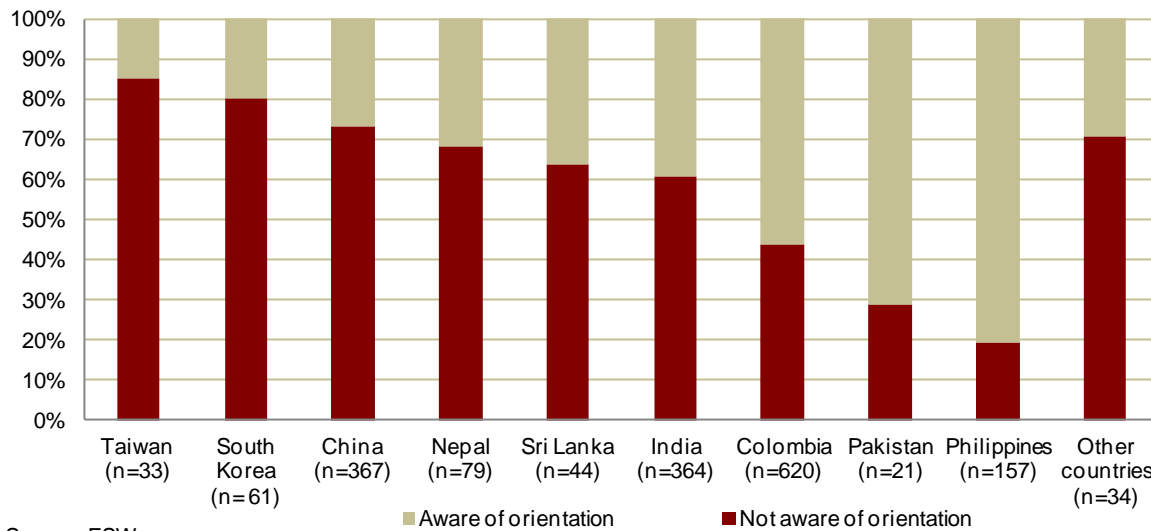
Level of awareness of pre-departure orientation

The way in which promotion is currently being done may be affecting the level of awareness of pre-departure orientation. A total of 2,360 FSWs responded to the survey that was administered for the evaluation and 48.0% of those (1,133) had taken pre-departure orientation (COA, AEIP, or CIIP). Of the 1,127 respondents that did not take pre-departure orientation, 60.1% (735) were not aware that they could have taken it. The level of awareness among those that were not aware of pre-departure orientation varied by country of origin and as shown in Figure 3-1, a higher proportion of those originating from Taiwan (84.8%), South Korea (80.4%), and China (73.0%) were not aware that they could have taken orientation than those originating from Colombia (43.5%), Pakistan (28.6%), and the Philippines (19.1%).

⁵⁹ These mechanisms include: newsletters; search engine optimization; newspapers; promotional workshops with consultants; use of social media; providing leaflets in banks, to moving companies; and advertising in a magazine for the Filipino community.

⁶⁰ Citizenship and Immigration Canada (International Region). *Heads of Mission Manual*, 2011.

Figure 3-1: Level of FSW survey respondent awareness of pre-departure orientation, by country



Source: FSW survey

Looking at the methods by which people found out about pre-departure orientation, FSW survey respondents that took COA and CIIP most often found out about pre-departure orientation from a brochure or letter from the mission (72.6% and 70.3%, respectively). Conversely, those that took AEIP most often found out about pre-departure orientation from an immigration consultant (44.9%), not via a brochure or letter from the mission (19.1%)—suggesting that information about pre-departure orientation is not being effectively provided newcomers originating from Taiwan or South Korea. There was no evidence to identify other reasons why awareness of pre-departure orientation was so low in certain countries.

Other potential barriers for non-refugees

While a few delivery agents and service-provider organizations (7 of 35) mentioned lack of awareness among participants as a reason why individuals may not participate in sessions, other potential barriers were identified. Many (26) also identified the distance to the training location as a potential barrier and some suggested (12) cost as an issue. This is consistent with information from the FSW survey. While most FSWs who attended pre-departure orientation did not identify any significant barriers that made it difficult for them to attend, a minority identified cost (16.8% of participants), location (16.6%) and timing issues, including time of day (13.9%) and/or day of week (13.6%), as potential barriers. FSW survey respondents that were aware of pre-departure orientation but did not attend also cited location (34.1%) and timing issues (27.2%) as the main reasons they did not attend.

Similar issues were found among the LCs who participated in the focus groups. While participants seemed to identify it more as a minor inconvenience than a significant problem, some said that the time and money spent getting to the session in Manila (some had to stay in Manila overnight) would have been better spent preparing for trip to Canada and/or saving for the trip. LCs who had received pre-departure orientation in Taiwan also had some difficulties with respect to timing, although in this instance it was related to the fact that they are often unable to take time off work or may have only one or two days off per month. As a result of this barrier, AEIP in Taipei has not been able to provide in-person orientation to many LCs and has used alternative methods (e.g., telephone) to reach them.

Barriers to refugee participation

To understand the barriers faced in the delivery of pre-departure orientation sessions to refugees, a review of the COA Annual Report for 2009-2010 was undertaken. This year was chosen given that only 63.2% of the targeted number of refugee participants was reached. This review revealed that security issues were the main concern:

- three groups of refugees from one location departed for Canada without COA sessions as they were imprisoned and had to leave directly from the prison to the airport;
- the issuance of visas in one country was done individually rather than in blocks, which made it difficult to assemble sufficient numbers of refugees within a given timeframe to hold a session;
- a political crisis in one country resulted in the cessation of all COA training in the last four months of the fiscal year; and
- security threats, strikes, suicide attacks and other political disturbances made it difficult to arrange sessions in a number of individual locations within one country.

Therefore a number of factors related to methods of promotion, timing and location of the sessions, and security issues may influence the extent to which individuals are aware of and/or participate in pre-departure orientation.

3.3. Program performance

3.3.1. Satisfaction with, timing of, and usefulness of pre-departure orientation information

Finding: Overall, participants to pre-departure orientation were satisfied with the sessions, although not all of the enhanced services (e.g., referrals, workshops) offered by AEIP and CIIP were useful to all participants. Orientation information is provided to participants in a timely fashion and those who took it found it useful to prepare for the trip to Canada.

Satisfaction and usefulness of offerings

Information from the FSW survey showed that participation in AEIP and CIIP offerings varied and participation in AEIP offerings, in particular, was lower (Table 3-5). For example, only 51.2% of AEIP participants said that they participated in the 2-hour group session and only 31.4% said that they received a referral to a settlement organization. Less than half of CIIP participants said that they received a referral to a settlement organization or an educational institution (49.0% and 32.0%, respectively).

Table 3-5: Percentage of FSW survey respondents that participated in initiative offerings

Offering	AEIP (n= 86)		CIIP (n=584)	
Group orientation session	44	51.2%	420	71.9%
Workshops	57	66.3%		
One-on-one interview	53	61.6%	444	76.0%
Referral to settlement organization	27	31.4%	286	49.0%
Referral to educational institution			187	32.0%

Source: FSW Survey.

Participants to pre-departure orientation had a high level of satisfaction with respect to the pre-departure orientation sessions. During the site visits, participants in the follow-up sessions from each of the overseas orientation initiatives were satisfied with the learning environment, delivery method and focus of the information they received. LCs that participated in focus groups also indicated that they were very satisfied with the COA and AEIP orientation sessions, although those who took AEIP said that the two-hour session was too short.

Similarly, results from CIIP feedback surveys showed that participants had a strong level of agreement that CIIP services were useful, including the various offerings.⁶¹ While the FSW survey also showed that CIIP and AEIP participants found the various offerings helpful, there was some variation in responses (Table 3-6).⁶² For example, for AEIP the group orientation and workshops were rated less useful than the one-on-one interview and the referral to settlement organizations and overall, the proportion that found orientation offerings ‘very helpful’ seemed low. The results for CIIP are also noteworthy, as a large proportion of respondents found the offering ‘somewhat’ or ‘not at all’ helpful. In addition, while approximately 40% of FSW survey respondents that took CIIP said found the various offerings ‘very helpful’ more than 10% of FSW survey respondents that took CIIP did not find the one-on-one interview or the referrals to settlement and educational institutions helpful—components which are a key part of ACCC’s approach regarding successful integration of newcomers into the labour market.

Table 3-6: FSW survey respondents opinions on the helpfulness of the various pre-departure orientation offerings

Offering	AEIP (n= 89)				CIIP (n=599)			
		Very helpful	Somewhat helpful	Not at all helpful		Very helpful	Somewhat helpful	Not at all helpful
Group orientation session	42	16.7%	73.8%	9.5%	410	39.5%	54.9%	5.6%
Workshops	56	19.6%	73.2%	7.1%				
One-on-one interview	49	36.7%	57.1%	6.1%	432	39.4%	49.1%	11.6%
Referral to settlement organization	25	36.0%	60.0%	4.0%	277	40.4%	48.7%	10.8%
Referral to educational institution					181	35.9%	50.3%	13.8%

Source: FSW Survey.

⁶¹ Association of Canadian Community Colleges. *CIIP Final Report on Statistics for the CIIP Pilot, January 2007 to September 2010 and CIIP Final Report on Statistics for Period Ending June 2011*.

⁶² COA only has one offering (1-, 3-, or 5-day).

Given the participation rates of FSW survey respondents in the various offerings and the opinions on the usefulness of the pre-departure orientation offerings, it is possible that some components of pre-departure orientation may not be as useful to participants as others. The separate evaluations of AEIP and CIIP had findings that support this. For example, only half (49%) of the respondents to the survey for the CIIP evaluation said that they used their MAP⁶³ and 29 of the 63 respondents to the survey conducted for the AEIP evaluation did not contact the organizations to which they were referred after arrival in Canada.⁶⁴ Given that individuals may take one or a combination of these offerings, it was not possible to use the FSW survey data to examine outcomes by type of offering. Therefore no further conclusions could be drawn in this respect.

Timing between orientation and departure

Interviewees suggested that the amount of time between taking orientation and departing for Canada can vary widely from the day before departure all the way up to over a year before departure. The evaluation found that orientation is generally being offered to participants between one and five months before departure. There was little variation between groups or orientation initiatives, with COA survey respondents taking orientation, on average seven weeks before departing for Canada.⁶⁵ The majority of FSW survey respondents (51.1%) took orientation between two to five months prior their departure and almost one-third (33.1%) took the orientation one month before departure. Participants in the follow-up sessions during the site visits also indicated that they were departing for Canada in anywhere between 2 to 6 months.

Overall, 69.1% of FSW survey participants agreed that they had enough time before departure (Table 3-7). However, looking more closely at the results, AEIP participants said more often than COA or CIIP participants that they did not have enough time between departure and orientation; with more than half (57.1%) saying they did not have enough time.

Table 3-7: Percentage of FSW survey respondents that agreed / disagreed they had enough time between orientation and departure for Canada

Response	Orientation initiative (%)			Total (%) (n=1,068)
	AEIP (n=84)	CIIP (n=549)	COA (n=435)	
I did not have enough time	57.1	29.7	27.4	30.9
I had enough time	42.9	70.3	72.6	69.1
Total	100.0	100.0	100.0	100.0

Source: FSW Survey.

In looking at the results by length of time respondents had between orientation and departure, 60.9% of the respondents that took the orientation between 1 and 4 weeks prior to departure and 75.0% that took it between 2 and 5 months before departure said they had enough time. About half of the people that took orientation within one week prior to departure (50.7%) said they did not have enough time. Therefore, it appears that having more time is better and having only one week is not ideal. This is consistent with information from interviewees, who said that taking orientation anywhere between 1 and 6 months before departure is appropriate.

⁶³ Centre for Community Based Research. *The Canadian Immigration Integration Pilot: Final Evaluation Report*, November 2010.

⁶⁴ Hille Magassa & Associates. *Final Report to S.U.C.C.E.S.S Active Engagement Integration Program Evaluation*, March 2011.

⁶⁵ Refugees (seven weeks average), FSWs (eight weeks average), FC (five weeks average), LCs (six weeks average).

Preparation for travelling to Canada

Information from the evaluation showed that the receipt of pre-departure orientation helped participants prepare for the trip to Canada. LCs that participated in the focus groups indicated that COA and AEIP were very helpful in preparing for the trip to Canada by providing information on what documents to bring with them, what to pack, and the luggage restrictions. While LCs are also required to take Pre-departure and Orientation Information Seminars (PDOS)⁶⁶ before departing the Philippines, focus group participants said that it does not provide Canada-specific information and therefore, COA and AEIP are more useful.

Similarly, most COA survey respondents said that pre-departure orientation was ‘very much’ helpful in preparing for the flight (83.0%), bringing the right documents (92.0%), and packing the right things (80.1%).⁶⁷ These results were consistent between the different immigration categories (Table 3-8).⁶⁸ A large majority of FSW survey respondents that took pre-departure orientation also agreed or strongly agreed (93.4%) that pre-departure orientation helped them to prepare for the trip to Canada (e.g., right documents, clothes). Those that took CIIP less often agreed that pre-departure orientation helped them prepare for the trip to Canada, although a large majority still agreed that it was helpful.⁶⁹ It is worth noting that this slight difference is likely related either to the fact that CIIP’s focus is not on providing information on the trip to Canada or that participants do not need this type of information and therefore do not find it useful.

Table 3-8: Percentage of COA survey respondents that said pre-departure orientation “very much” helped prepare for the trip to Canada

Question	Immigration category (%)				Overall
	Refugee	Federal Skilled Worker	Family Class	Live-in Caregiver	
Prepare for the airplane flight(s)	90.2	72.3	87.3	88.9	83.2
Bring the right documents with you	88.1	90.0	97.3	93.0	92.2
Pack the right things to bring with you	81.1	72.6	86.4	90.3	80.4

Source: COA Survey. Note that ‘n’ varies with each figure.

FSW survey respondents that took pre-departure orientation were asked to indicate whether they made any changes following their participation in pre-departure orientation (e.g., destination city, time of departure, type of job that they were going to look for). Almost three-quarters of respondents (75.1%) indicated that they made changes with respect to at least one thing (of the seven presented).⁷⁰ As shown in Figure 3-2, survey respondents made changes mostly with respect

⁶⁶ The government of the Philippines requires Filipino emigrants to take orientation prior to leaving the Philippines. The orientation is intended to address adjustment concerns in their destination countries. In these seminars, various topics are discussed such as travel regulations, immigration procedures, cultural differences, settlement concerns, employment and social security concerns and rights and obligations of Filipino migrants.
www.cfo.gov.ph/index.php?option=com_content&view=article&id=1378%3Apre-departure-registration-and-orientation-seminars&catid=145%3Aintegration-and-reintegration&Itemid=833

⁶⁷ The COA survey asked respondents to rate whether the information session helped: very much, a little, not at all, not covered, not needed. These percentages exclude the responses for ‘not covered’ and ‘not needed.’

⁶⁸ Values were too small to assess statistical significance.

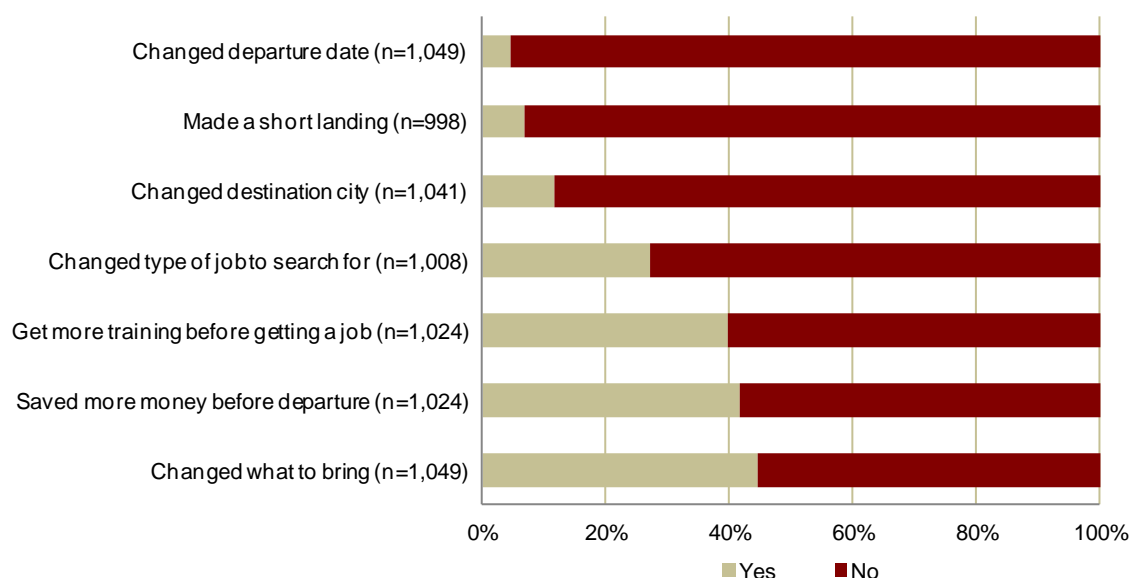
⁶⁹ 97.6% of AEIP participants, 96.3% of COA participants, and 90.4% of CIIP participants agreed or strongly agreed that orientation was helpful in preparing for the trip to Canada.

⁷⁰ 23.5% changed two things and 14.5% changed three things (of the seven things presented).

to decisions regarding what to bring with them to Canada (44.5%), saving more money before departure (41.5%), getting more training (37.9%), and changing the type of job that they were going to search for (27.1%). There were no statistically significant differences in responses between the three orientation initiatives, with one exception. CIIP participants tended to change what they were going to bring to Canada less often than COA and AEIP participants (38.6% of CIIP participants said they changed what to bring versus 51.3% of AEIP and 50.9% of COA participants). Again, this result is not surprising given that this is not CIIP's main focus.

In summary, the evaluation found that pre-departure orientation was useful to participants even before departing for Canada as it helped them to prepare for the trip and gave them information that allowed them to make decisions about coming to Canada. Given that orientation participants were satisfied with the information provided regarding the trip to Canada and the fact that FSW and COA survey respondents or LCs did not give any strong indication that more information was needed in this regard, the current nature and depth of information provided to participants on how to prepare to come to Canada appears to be sufficient.

Figure 3-2: Percentage of FSW survey respondents that made changes before departure



Source: FSW survey

3.3.2. Impact of pre-departure orientation on newcomer knowledge of life in Canada

Finding: In-person pre-departure orientation helped newcomers prepare for life in Canada and ensured that they knew what to do upon arrival, including accessing settlement services. There was some slight variation between orientation programs; however, this was likely due to the fact that not all place the same emphasis on settlement-related information. Few challenges were identified in this respect, although some pre-departure orientation participants indicated that more information would have been helpful.

Knowledge of life in Canada and what to do upon arrival

The evaluation found evidence that pre-departure orientation helped individuals gain knowledge about life in Canada and provided information that helped them know what to do upon arrival. Orientation participants spoken to during the site visits unanimously agreed that pre-departure orientation assisted them in knowing what they need to do to settle in Canada. Similarly, LCs that participated in the focus groups said that their knowledge of Canada increased because of taking pre-departure orientation and that they felt well-prepared to come to Canada. More specifically, LCs said that pre-departure orientation provided useful information on a range of topics including Canadian culture, weather, housing, rights as a live-in caregiver, budgeting, and work benefits. During the focus groups, it was observed that those that took COA may have been slightly better prepared than those that took AEIP as the information that COA participants received seemed more detailed and covered a broader range of topics. This is not surprising given COA provides a 1-day session and AEIP provides a 2-hour session and LCs do not take any workshops. Those that did not take any pre-departure orientation certainly had less information about life in Canada and reported feeling not very well prepared.

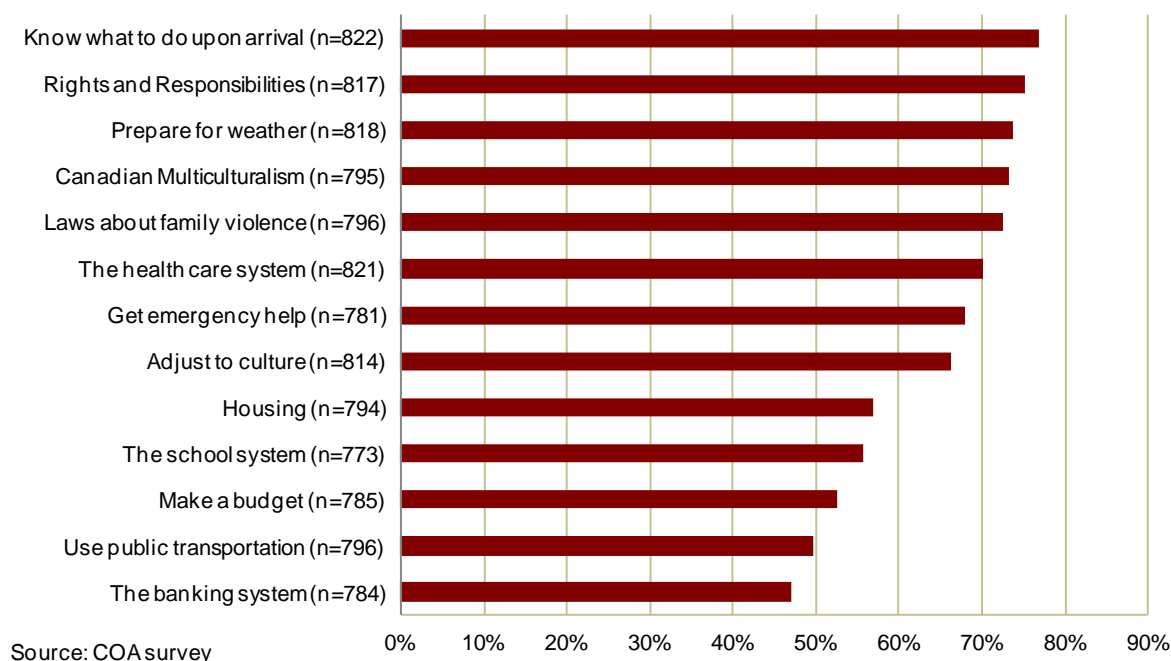
Many FSW survey respondents also agreed or strongly agreed that pre-departure orientation helped them know what they needed to do to settle in Canada (79.9%), helped them meet initial settlement needs⁷¹ (81.5%), and helped them understand rights, freedoms, and responsibilities (89%). There were no statistically significant differences in responses between the three orientation initiatives, with one exception. CIIP participants tended to agree less often than AEIP participants that orientation was helpful for meeting initial settlement needs (78.0% of CIIP participants agreed it was helpful versus 90.4% of AEIP participants).⁷² Again, this is not surprising given that CIIP does not focus on providing settlement information.

Information from the COA survey further supported these results, as respondents were positive with respect to the usefulness of pre-departure orientation, indicating that it was ‘very much’ helpful for a range of elements related to life in Canada. As shown in Figure 3-3, respondents found pre-departure orientation most helpful for knowing what to do upon arrival (76.9%), knowing about rights and responsibilities (74.7%), preparing for Canadian weather (73.7%), learning about Canadian multiculturalism (73.2%), and learning about laws related to family violence (72.1%). Participants found pre-departure orientation less helpful to understand housing (56.8%), the school system (55.5%), making a budget (52.6%), public transportation (50.2%), and banking (47.5%).

⁷¹ For example housing, transportation, banking, access to social and health services.

⁷² Agreed or strongly agreed that orientation helped them know what to do upon arrival: COA (77.5%), AEIP (80.5%), CIIP (81.7%). Agreed or strongly agreed that orientation was helpful in meeting initial settlement needs: COA (84.2%), AEIP (90.4%), CIIP (78.0%). Agreed or strongly agreed that orientation helped to understand rights, freedoms, and responsibilities: COA (92.2%), AEIP (87.8%), CIIP (86.6%).

Figure 3-3: Percentage of COA survey respondents that agreed pre-departure orientation was “very much” helpful



While there was very little variation in the responses for refugees, family class and LCs, the level of agreement from FSWs on the majority elements was consistently lower (Table 3-9). Only 39.0% of FSWs felt that pre-departure orientation was ‘very much’ helpful to make a budget, versus 52.6% overall and only 39.0% of FSWs felt that pre-departure orientation was ‘very much’ helpful for understanding the banking system versus 47.6% overall. While the evaluation did not identify any clear reason for these differences, the fact that FCs and FSWs received the same pre-departure orientation, yet have different views on usefulness of the information provided suggest that different immigration categories have different information needs. Thus, COA may not be sufficiently meeting the information needs of FSWs or may be focussing on issues that are of lesser importance to them. In addition, it is possible that FSWs might already be informed about these topics.

Table 3-9: Percentage of COA survey respondent that agreed pre-departure orientation was “very much” helpful, by immigration category

Rated element	Immigration category (%)				Overall
	Refugee	Federal Skilled Worker ⁷³	Family Class Immigrant	Live-in Caregiver	
Know what to do upon arrival	77.3	<i>76.6</i>	72.8	87.3	76.9
The rights and responsibilities	76.8	69.9	77.9	78.9	74.7
Prepare for weather	79.8	<i>63.8</i>	76.2	84.7	73.7
Canadian multiculturalism	77.3	71.7	70.2	73.6	73.2
Laws about family violence	83.7	<i>58.0</i>	76.8	78.6	72.1
The health care system	82.5	<i>57.1</i>	71.6	73.6	69.7
Get emergency help (police)	85.4	<i>52.0</i>	65.7	80.0	68.0
Adjust to Canadian culture	68.3	<i>60.1</i>	67.2	79.2	66.0
Housing	71.6	<i>44.9</i>	59.9	48.6	56.8
The school system	63.4	<i>46.6</i>	60.0	55.4	55.5
Make a budget	65.9	<i>39.0</i>	50.0	69.6	52.6
Use public transportation	66.8	<i>35.1</i>	46.9	67.1	50.5
The banking systems	66.4	<i>33.0</i>	47.6	45.7	47.6

Source: COA Survey. Note that ‘n’ varies with each figure.

The FSW survey findings with respect to preparation for life in Canada are consistent with findings from the CIIP and AEIP evaluations. The CIIP evaluation showed that about three-quarters of clients surveyed (73%) indicated that the information they received in the CIIP sessions helped them settle in Canada.⁷⁴ The AEIP evaluation reported that survey respondents were very positive regarding the fact that the AEIP program helped prepare them to adapt and integrate into Canadian society.⁷⁵ In addition, it concluded that information received during pre-departure orientation was helpful for settlement, although less helpful for information related to the labour market, employment, and business and credential recognition.⁷⁶

Knowledge and use of settlement services

Information from the FSW survey showed that those that took some form of pre-departure orientation tended to access settlement services more than those that did not. Twenty-five percent of those that did not take pre-departure orientation did not access any services after arrival in Canada, versus 15.7% of AEIP, 19.9% of CIIP, and 17.8% of COA participants. FSW survey respondents received different services depending on the pre-departure orientation they took and there were some differences between orientation initiatives (Figure 3-4):

⁷³ Figures in red italics indicate statistically significant differences.

⁷⁴ Centre for Community Based Research. *The Canadian Immigration Integration Pilot: Final Evaluation Report*, November 2010.

⁷⁵ Hille Magassa & Associates. *Final Report to S.U.C.C.E.S.S Active Engagement Integration Program Evaluation*, March 2011.

⁷⁶ Ibid.

- 50.8% received job search services: COA (63.1%), AEIP (37.1%), CIIP (62.1%), no orientation (41.8%).⁷⁷
- 46.1% used settlement/ orientation services: COA (55.1%), AEIP (61.8%), CIIP (54.1%), no orientation (46.1%).⁷⁸
- 35.5% received language training: COA (29.2%), AEIP (56.2%), CIIP (25.7%), no orientation (41.0%).⁷⁹

Orientation participants most likely used services more than those that did not because of the fact that pre-departure orientation made participants aware of these services. FSW survey respondents that took pre-departure orientation agreed or strongly agreed that it was helpful to know how to contact settlement organizations (86.9%) and for where to find settlement assistance (80.8%). AEIP participants were more in agreement that they knew where to find settlement assistance (86.4%) than those that took COA (76.1%) or CIIP (83.5%).⁸⁰ Those that responded to the COA survey also said that pre-departure orientation ‘very much’ helped them find information about settlement services (61.2%).

There was an indication that LCs may not be receiving sufficient information about settlement services. During the focus groups, LCs said that they did not feel that they had sufficient information with respect to the settlement services available in their area and had only known about the one in their region through word of mouth. In fact, for some LCs, participation in the focus group was the first time they learned about the local settlement organization. While IOM provides COA participants with a document containing a list of websites where information related to settlement can be found, some LCs did not recall receiving this list. In addition, an examination of the document found it to be extremely long and many of the links were for provincial-level sites. LCs suggested that more regionally-tailored information be provided to ensure that they are aware of local services, as opportunities for meeting with other members of their community was viewed as extremely important.

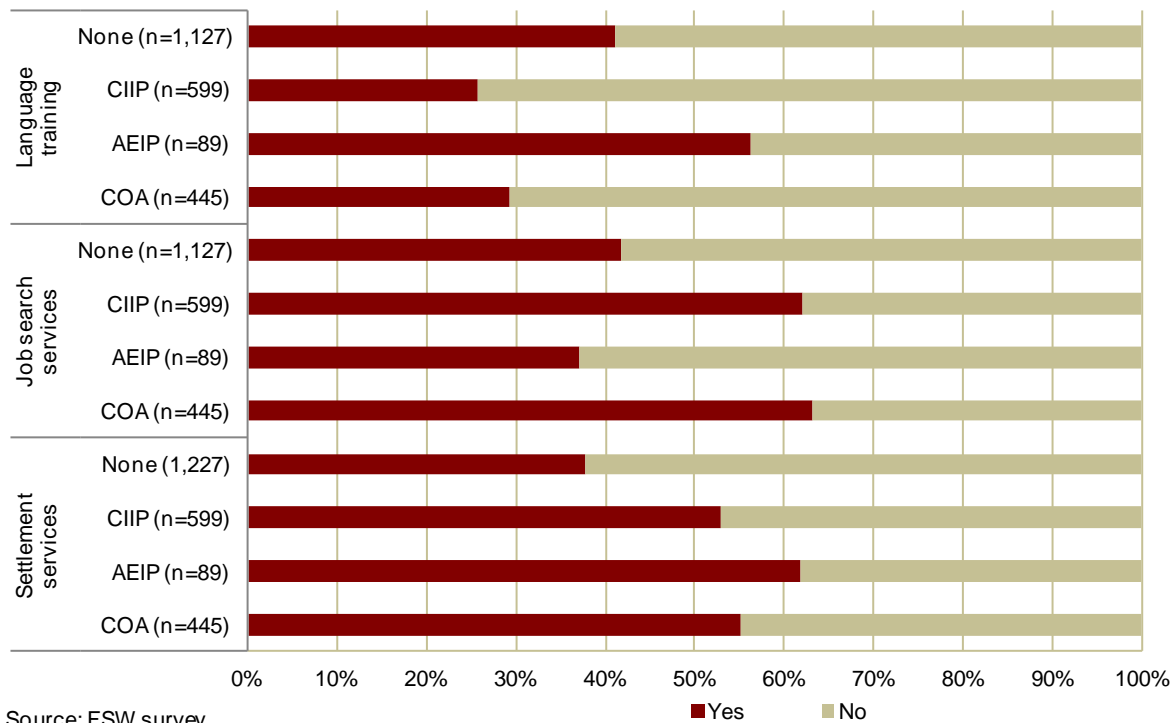
⁷⁷ AEIP participants used these services significantly less than all others and those that took no orientation used them significantly less than CIIP or COA participants.

⁷⁸ Those that did not take orientation used those services significantly less than all others.

⁷⁹ AEIP participants took this type of training significantly more often than all others.

⁸⁰ Differences are statistically significant.

Figure 3-4: Percentage of FSW survey respondents that accessed settlement services



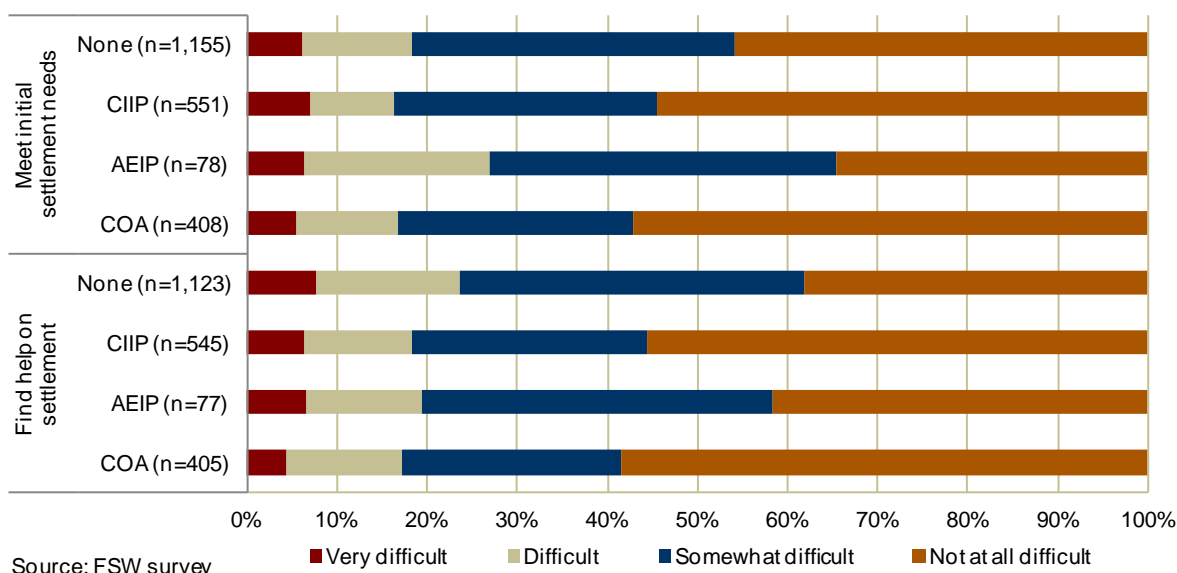
Gaps in information and challenges related to initial settlement

The evaluation found that pre-departure orientation provided participants with useful information on a range of issues related to life in Canada. As shown in figure 3-5, FSW survey respondents reported a fairly low level of difficulty meeting initial settlement needs and finding help on settlement, with AEIP participants reporting a slightly higher level of difficulty with meeting initial settlement needs (34.6% reported no difficulty) than COA participants (57.1% reported no difficulty).

Despite the low level of difficulty on initial settlement, information from the evaluation showed that pre-departure orientation participants desired additional settlement-related information. LCs that participated in the focus groups reported that their greatest challenges related to settlement were:

- not always feeling comfortable in speaking with employers about issues (e.g., being asked to work more hours than in contract or to do work other than child care);
- cultural differences (e.g., food, child discipline);
- finding information on settlement services;
- finding a family doctor/ seeing a doctor; and
- not knowing how to get a SIN card.

Figure 3-5: FSW survey respondents level of difficulty with initial settlement



While pre-departure orientation cannot address all of these challenges, it was suggested that additional/better information could be provided to LCs on some of the aforementioned topics. This is consistent with the information from the COA survey. As shown in Table 3-10, LCs wanted more information on rights and responsibilities (77.8%), health care (70.8%), and social services (70.8%).⁸¹ LCs that participated in the focus groups also suggested that a ‘checklist of things you have to do upon arrival’ would be helpful to receive during pre-departure orientation. Other COA survey respondents had similar opinions, noting that they would have liked additional information on social services (53.5%), health care (51.7%), education (49.5%), and settlement and immigration services in Canada (48.6%). Overall, refugees were least likely of all other COA survey respondents to want additional information, which is likely related to the fact that more time is spent on these topics in the 3- and 5-day sessions (versus the 1-day offered to the other immigration categories).

Table 3-10: Percentage of COA survey respondents that wanted more information

Rated element	Immigration category (%)				Overall
	Refugee	Skilled Worker	Family Class	Live-in Caregiver	
Percent that wanted more information	80.1	94.1	91.4	94.4	89.0
Social services	44.6	53.7	59.1	70.8	53.5
Health care	48.0	45.0	60.1	70.8	51.7
Education	51.3	44.0	52.5	58.3	49.5
Settlement / immigrant services	46.1	46.3	51.5	59.7	48.6
Rights and responsibilities	49.4	33.9	55.6	77.8	47.6
Climate	35.4	26.7	47.5	65.3	37.6

Source: COA Survey. Note that ‘n’ varies with each figure.

⁸¹ Survey respondents were asked to indicate if they would have like information on 17 different elements.

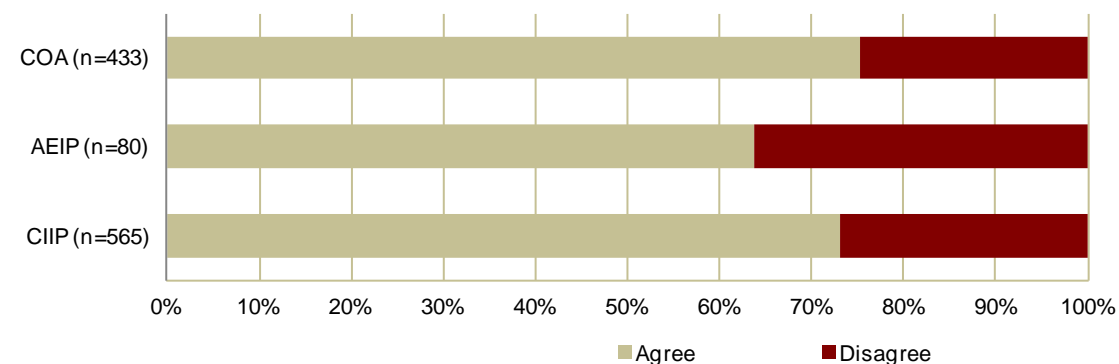
3.3.3. Accuracy of information and impact on expectations

Finding: Participants to pre-departure orientation received accurate information, which helped to manage newcomer expectations, although not entirely.

Accuracy of information received

There was a high level of agreement from participants to pre-departure orientation regarding the accuracy of the information provided. Overall, 72.4% of COA survey respondents said that it ‘yes, definitely’ provided accurate information on where to find help in Canada. LCs (84.7%) had a significantly higher approval rate than refugees (68.6%), FSWs (70.0%), and FC (76.1%). These results were similar to the FSW survey, as 73.3% of FSWs that took pre-departure orientation strongly agreed or agreed that the information obtained was accurate (Figure 3-6). The differences between participants in the various orientation initiatives were not big enough to state that the one initiative provided more accurate information than another. Although participants from the Philippines more often felt that the information was accurate (78.5%), while those from Colombia less often felt that the information was accurate (64.8%).

Figure 3-6: FSW survey respondents agreement that pre-departure orientation information was accurate



Source: FSW survey

The positive opinions with respect to the accuracy of information are consistent with the CIIP evaluation which showed that the majority of CIIP clients surveyed (89%) reported that the information they received from CIIP was accurate or mostly accurate compared with the reality of life in Canada.⁸² The AEIP evaluation also concluded that participants of interviews and focus groups felt the information they received was accurate.⁸³

It is worth noting the level of disagreement with the accuracy of information, as per the FSW survey, seemed a little high among all three orientation initiatives (26.7% overall disagreement). For all initiatives, one-quarter or more of respondents disagreed that the information they received was accurate. These results may be related to gaps in pre-departure orientation information and/or the fact that FSW survey respondents received information from a number of other sources (e.g., CIC website, friends and family, immigration consultant) and it is unknown whether all information received via these sources is accurate.

⁸² Centre for Community Based Research. *The Canadian Immigration Integration Pilot: Final Evaluation Report*, November 2010.

⁸³ Hille Magassa & Associates. *Final Report to S.U.C.C.E.S.S Active Engagement Integration Program Evaluation*, March 2011.

Impact on expectations

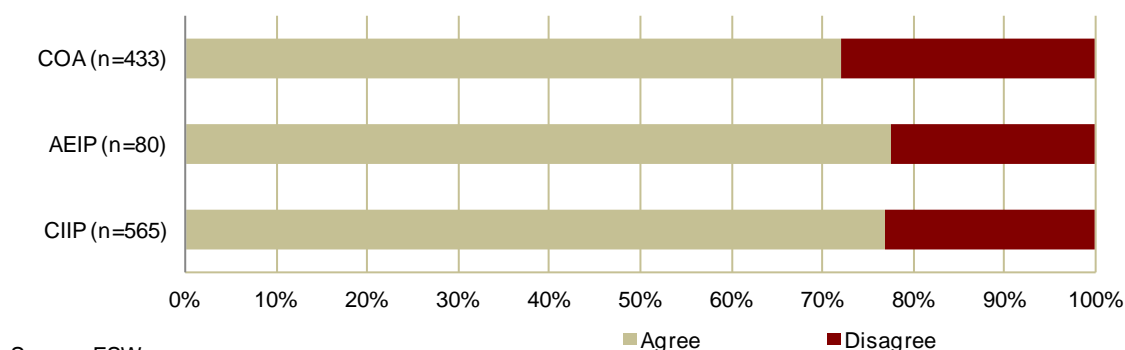
One of the objectives of offering pre-departure orientation is to help manage the expectations of newcomers with respect to life in Canada. Information from a number of lines of evidence showed that taking pre-departure orientation helped manage the expectation of participants. LCs who participated in the focus groups agreed that it helped to set expectations (e.g., salary and cost of living) about coming to Canada and minimized surprises. Although there were a few things that some LCs were not prepared for, such as the expectation that they work more hours than had been established in their contract and how difficult it was to find a family doctor.

The FSW and COA surveys also asked respondents about expectations. About three-quarters (75.8%) of COA survey respondents felt that the information given at the session was ‘yes, definitely’ accurate about what to expect in Canada.⁸⁴ FSWs (68.7%) were less in agreement than refugees (78.3%), FCs (81.6%) and LCs (81.9%) that orientation helped with expectations.⁸⁵ These results were similar to the FSW survey, as 74.9% of respondents that took pre-departure orientation agreed or strongly agreed that it helped them to have realistic expectations about Canada. While these results were consistent across the three programs,⁸⁶ with no differences to note, participants from China and Colombia were in stronger agreement (90.7% and 80.6%, respectively) than those from India and the Philippines (75.3% and 71.8%, respectively) regarding expectations.

The information gathered from the evaluation regarding expectations is consistent with the CIIP evaluation, which concluded that clients had more realistic expectations about life in Canada and the challenges they might have to face in finding suitable employment.⁸⁷

Again, it is worth noting that the level of disagreement that pre-departure orientation helped set realistic expectations, as per the FSW survey, seemed a little high. As shown in Figure 3-7, one-quarter of respondents (25.1%) disagreed with this. These results may be related to the fact that because FSW survey respondents received information from a number of other sources, some of which may not be accurate, it is likely not possible to fully manage newcomer expectations—regardless of the information provided during pre-departure orientation.

Figure 3-7: FSW survey respondents agreement that pre-departure orientation helped them have realistic expectations



⁸⁴ The rated question was: yes, definitely, somewhat, no, not at all.

⁸⁵ Differences are statistically significant.

⁸⁶ COA (72.1%), AEIP (77.5%), CIIP (76.8%).

⁸⁷ Centre for Community Based Research. *The Canadian Immigration Integration Pilot: Final Evaluation Report*, November 2010.

3.3.4. Usefulness of pre-departure orientation on preparation for employment

Finding: CIC's pre-departure orientation initiatives helped newcomers prepare for employment in Canada to varying degrees based on which orientation they took. The biggest challenges and gaps for orientation participants were employment-related.

Employment preparation

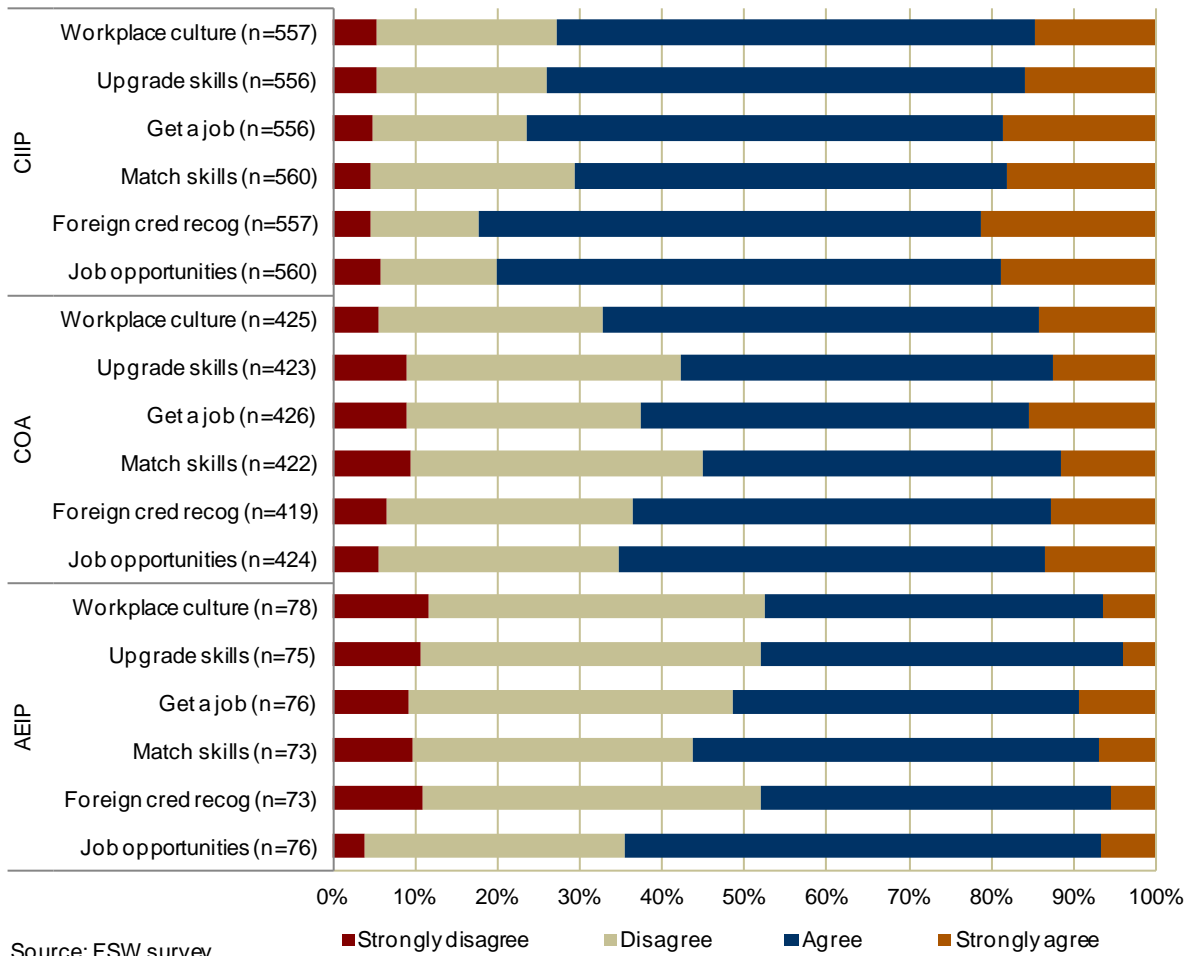
The evaluation examined the extent to which CIC's pre-departure orientation initiatives contributed to newcomers' preparation for employment in Canada. It is important to reiterate that the three initiatives do not have the same objectives with respect to preparation for employment (i.e., COA is focused more on settlement, AEIP focussed on both settlement and employment preparation, and CIIP is largely focused on employment preparation and labour market integration). Therefore, the following results should be viewed with consideration of those differences.

The main method of assessing this evaluation question was through the FSW survey, which asked respondents to rate their level of agreement on six statements on whether pre-departure orientation helped them prepare for employment in Canada. The positive responses (agree or strongly agree) to the six statements were summarized to develop a scale for 'overall helpfulness.' This scale showed that 59.3% percent of survey respondents agreed that pre-departure orientation helped them to prepare for employment in Canada, although there was some variation. AEIP participants were least in agreement that it was helpful in this respect (48.5%), while those that took CIIP were most in agreement that it was (63.1%) helpful. COA participants found pre-departure orientation less helpful for employment preparation (56.2%) than CIIP participants, but more helpful than AEIP participants. There was some slight variation in these results by country of pre-departure orientation; with one noteworthy difference—COA participants in the Philippines (60.1%) found pre-departure orientation more helpful than COA participants in Colombia (44.0%).

In examining the responses to each of the six elements individually, in all cases, CIIP participants rated them more useful than other pre-departure orientation participants. As shown in figure 3-8, for three of the six elements (credential recognition, how to get a job, workplace culture and norms), COA participants were more positive than AEIP participants. For the remaining elements (job opportunities, upgrading skills, getting a job that matches skills or experience), there were no differences between COA and AEIP participants. The CIIP evaluation also concluded that pre-departure orientation helped participants find out more about labour market trends, gain understanding about how to conduct a job search, and learn about the steps needed to find employment.⁸⁸

⁸⁸ Centre for Community Based Research. *The Canadian Immigration Integration Pilot: Final Evaluation Report*, November 2010.

Figure 3-8: FSW survey respondents opinions on usefulness of pre-departure orientation for preparation for employment



The FSW survey also showed that 61.4% of respondents that took pre-departure orientation agreed or strongly agreed that it helped them feel well-prepared to look for a job, although again, there were differences between orientation offerings. CIIP participants were more likely to feel prepared (68.1%) and AEIP participants felt the least prepared (32.9%)—COA participants were in between (57.8%). Again, there are some differences to note with respect to country of last permanent residence. For example, CIIP participants from India were more in agreement that orientation helped them to feel well-prepared (71.9%) than those from China (43.3%). COA participants from the Philippines were more in agreement (69.9%) on this issue than those from Colombia (21.4%).

While COA does not focus primarily on preparation for employment, the COA survey posed questions on the usefulness of pre-departure orientation to assist with employment-related items. About half of survey respondents said that it was ‘very much’ helpful to look for work (48.1%) and to know how to get skills/training accepted in Canada (44.9%). FSWs were less positive than other immigrants, with just over one-third saying that pre-departure orientation was ‘very much’ helpful to look for work (39.1%) and to know how to have skills/training accepted in Canada (37.0%).

Therefore, pre-departure orientation helped participants prepare for employment in Canada to various degrees depending on which one they took. CIIP helped its participants more so than others, although this is not surprising given that CIIP’s objectives and curriculum place much more

emphasis on labour market preparation than the others. COA participants appear to have found pre-departure orientation more useful than AEIP participants for labour market preparation. This may be related to the fact that AEIP's session is only 2-hours (versus a 1-day COA session) and additional information received by AEIP participants is dependent on the workshops in which they participate—many of which focus on topics related to initial settlement (e.g., housing, health care, moving and packing).

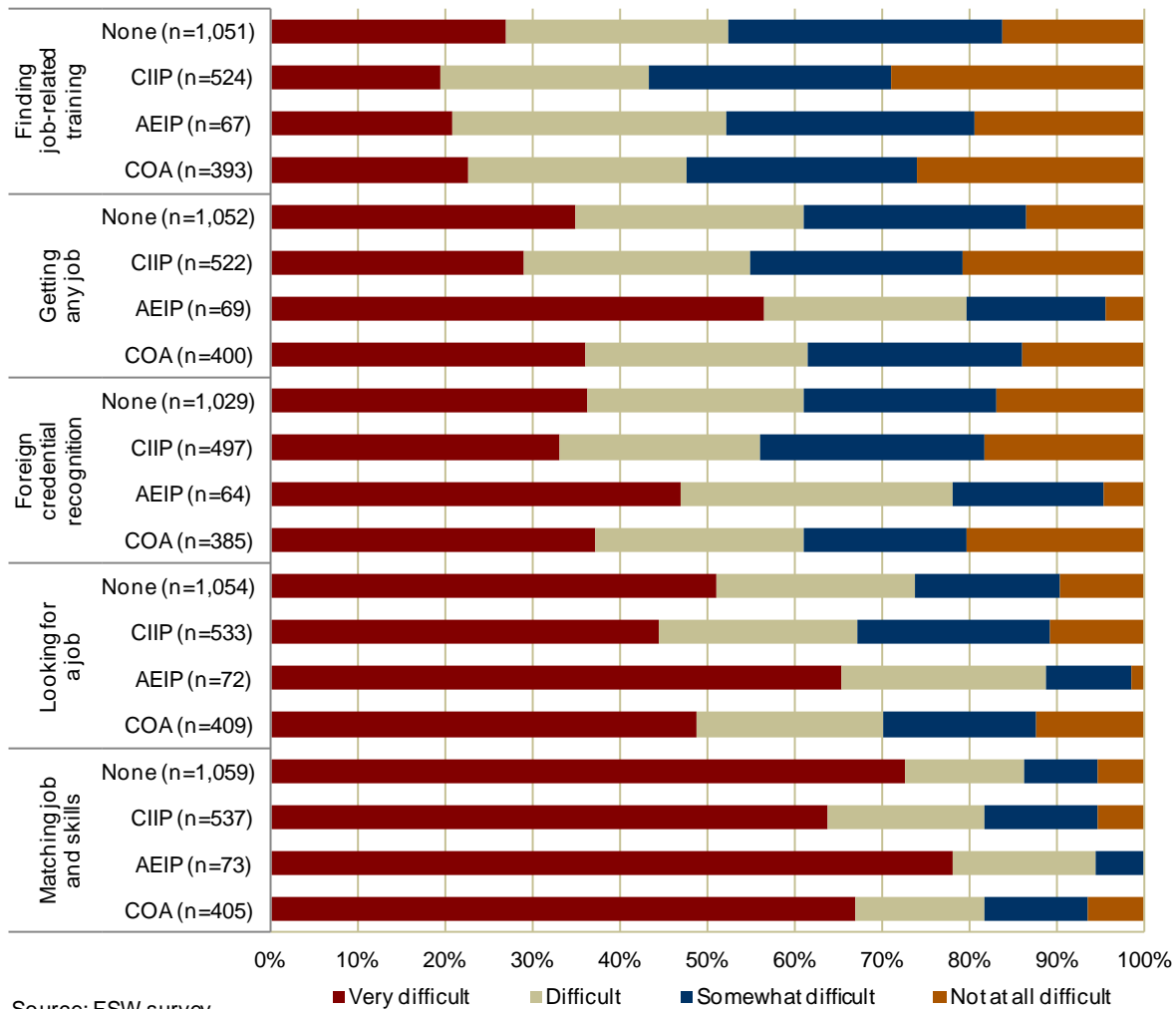
Employment-related challenges

When looking at the challenges faced by FSWs, respondents to the survey reported a high level of difficulty with all employment-related elements, suggesting that regardless of taking pre-departure orientation, newcomers face challenges related to employment. FSW survey respondents were asked to rate five different elements with respect to their difficulty during the first three months after arrival.⁸⁹ Respondents reported high levels of difficulty (66.2%),⁹⁰ with AEIP participants having significantly more difficulty (77.5%), than CIIP (61.3%) and COA (66.5%) participants and those that did not take pre-departure orientation (67.8%). As shown in Figure 3-9, respondents had most difficulties with getting a job that matched their skills (69.4%), looking for a job (49.4%), getting credentials and qualifications recognized (36.0%), and getting any job (34.4%). AEIP participants had more difficulties with these elements than CIIP and COA participants and those that did not take pre-departure orientation. This is also reflected in the results by country of last permanent residence, as participants from South Korea tended to report a higher level of difficulty than participants from other countries (participants from China tended to have the least level of difficulty).

⁸⁹ Respondents were asked to rate 'very difficult', 'difficult', 'somewhat difficult', and 'not at all difficult' for five elements: finding job-related training, getting any job, foreign credential recognition, looking for a job, and matching a job with their skills.

⁹⁰ All 'very difficult' responses were summed and transformed into a percentage to evaluate overall difficulty.

Figure 3-9: FSW survey respondents level of difficulty with employment-related elements



Source: FSW survey

Given these results, it is not surprising that FSW survey respondents identified employment-related information as the biggest gap with respect to pre-departure orientation. Overall, 40.3%⁹¹ of respondents indicated that more information would have been helpful and of all of the suggestions received, 30% were related to jobs/employment (e.g., how to get skills recognized, how to search for a job, the job market). These results were similar to the COA survey, where a large majority of respondents (89.0%) indicated that they wanted more information and 64.7% of those respondents wanted more information on jobs in Canada. The open-ended question in the COA survey that asked for suggestions for improvement corroborated the fact that more information on employment / jobs is desired.

Many interviewees (15 of 26) also cited finding employment as the biggest difficulty for newcomers and while they generally did not have many comments related to gaps in information, AEIP and CIIP stakeholders suggested there is a need to provide additional labour market information (e.g., licensing). COA stakeholders also noted a need for additional information related to job search and foreign credential recognition, as well as the need for language instruction.

⁹¹ COA (40.4%), AEIP (37.2%), CIIP (40.4%).

3.3.5. Efficiency of CIC's pre-departure orientation initiatives

Given the differences between the three pre-departure orientation initiatives and the fact that different years of financial data were available, it was not possible to compare the three initiatives and draw conclusions regarding their efficiency in relation to each other. However, the efficiency of each of the initiatives individually was examined with respect to program costs, distribution of those costs, meeting of targets, cost per participant, and reach.

Canadian orientation abroad

Finding: The cost per participant for COA has been fairly stable and is in line with what was expected given that COA met its participation targets in most years. The overall cost for COA and its cost per participant are influenced by a number of factors including the fact that it serves a large number of immigrants and is delivered within the existing IOM structure, thus taking advantage of facilities and trainers that are used for purposes other than just COA. In addition, for its cost, COA has provided pre-departure orientation to about 20% of FSWs, PNs, LCs, and FC and anywhere between 31-56% of refugees in the locations in which it is offered.

Four years of financial data were available for analysis for COA (2007-2008 — 2010-2011). Total expenditures for COA included the contribution agreement with the IOM as well the cost to CIC to manage the initiative. Between 2007-2008 and 2010-2011, the total cost for COA was \$6.6 million, with an average of \$1.6 million in each of those years (Table 3-11).⁹² The largest proportion of funding in all years was for the contribution agreement (92.5% of total funding), with only 7.4% of the expenditures for CIC initiative delivery. The CIC costs for operations and maintenance (O&M) include the cost of a monitoring visit and the development and implementation of the COA survey.

Table 3-11: COA expenditures (2007-2008 — 2010-2011)

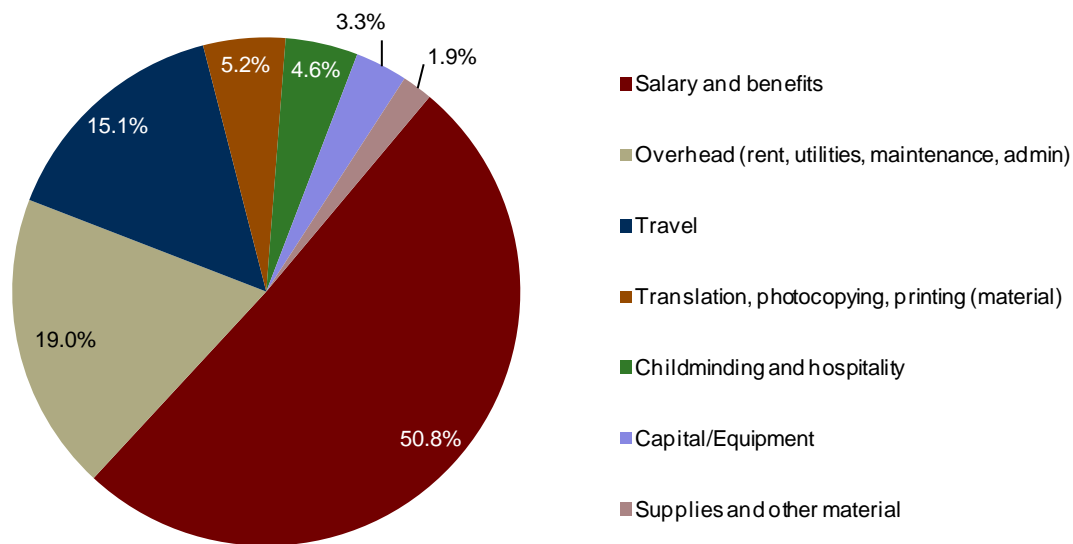
Expense item	Fiscal year				4-year total	
	2007-2008	2008-2009	2009-2010	2010-2011		
Salary	\$ 105,662	\$ 127,987	\$ 110,385	\$ 111,499	\$ 455,533	6.9%
O&M	\$ -	\$ 18,611	\$ 16,992	\$ -	\$ 41,003	0.5%
Contribution agreement	\$ 825,515	\$ 1,742,389	\$ 1,771,555	\$ 1,732,645	\$ 6,072,104	92.5%
Total	\$ 931,177	\$ 1,888,987	\$ 1,898,932	\$ 1,844,144	\$ 6,563,240	100.0%

Source: Financial data provided by COA program representatives and CIC financial tracking sheets.

In examining the costs for the contribution agreement only, salaries and benefits accounted for just over half (50.8%) of the expenditures over the same four-year period, with rent/overhead and travel accounting for an additional 34.1% (Figure 3-10). The remaining expenses were for supplies, capital equipment, translation and copying, and childminding and hospitality. The proportion of funds expended on these items remained fairly stable in each of the four years.

⁹² CIC salaries are based upon FTE estimates of time spent on working on COA.

Figure 3-10: Distribution of expenditures for COA (2007-2008 — 2010-2011)



Source: CIC financial tracking sheets

The efficiency of COA was examined by calculating the cost per output using the number of participants and the total dollar value of the contribution agreement. The cost for COA and the number of participants trained each year was fairly consistent between 2008-2009 and 2010-2011 and therefore, the cost per participant in those years was also very stable, with an average of \$131 per year (Table 3-12). The cost per participant was lower in 2007-2008 (56%), due to lower expenditures that year, but a similar number of participants.⁹³ The costs for COA are influenced by a number of factors. It is important to reiterate that it has been in operation since 1998 and delivers a relatively homogenous service to clients in a group setting. In addition, COA typically makes use of on-call trainers as well as the pre-existing IOM infrastructure (e.g., facilities, administration, and human resources) in more than 40 locations, the costs of which are shared across the several countries for which the IOM provides overseas orientation. All of these factors likely result in a lower cost per participant than otherwise would be without this infrastructure. In addition, because COA largely met its participation targets in those years, the cost per participant is in-line with what was expected. The one exception was in 2009-2010 where 67.6% of the target was met—the cost per participant would have been lower had the target been met.

Table 3-12: Cost per participant for COA (2007-2008 — 2010-2011)

Expense item	Fiscal year			
	2007-2008	2008-2009	2009-2010	2010-2011
Contribution agreement	\$ 825,515	\$ 1,742,389	\$ 1,771,555	\$ 1,732,645
Number of participants	14,629	13,225	13,798	13,101
Cost per participant	\$ 56	\$ 132	\$ 128	\$ 132

Source: CIC financial tracking sheets and COA annual reports.

The evaluation also examined the proportion of eligible clients that were reached by COA (i.e., the total number of clients served as a proportion of all eligible clients) with the resources that were

⁹³ There was no evidence to determine the reason for the lower expenditures in that fiscal year.

invested to deliver pre-departure orientation. Of course, it is not reasonable or feasible to serve 100% of eligible clients and consequently CIC and delivery agents outline targets in the contribution agreements.⁹⁴ To complete the analysis, the number of FSWs, PNs, FC, and LCs that took COA between April 2005 and March 2011 (81,700) was compared to the number of those immigrants that arrived in Canada between April 2005 and May 2011 (about 245,000⁹⁵), from countries where orientation is offered.⁹⁶ The analysis showed that COA reached about 21.5% of eligible FSWs/PNs, 27.1% of eligible FC, and 17.4% of eligible LCs, although it differs by country as well as by client group (Table 3-13). There were some notable differences in the reach to FSWs/PNs across countries with a higher proportion of those coming from Iran having received training than from other countries. Similarly, more members of FC took COA in Iran, the Philippines and Lebanon than in Colombia or Pakistan.

Table 3-13: Approximate percentage of landed immigrants that took COA (April 2005 — May 2011)

Country of last permanent residence	Immigration category (%)		
	FSWs/PNs	FC	LC
Colombia⁹⁷	18.0	10.5	
Iran	42.6	43.7	
Lebanon	17.3	21.3	
Pakistan	14.9	9.6	
Philippines	19.0	37.4	17.4
Sri Lanka⁹⁸	11.6	1.9	
Total percentage of immigrants reached (approximate)	21.5	27.1	17.4

Source: CIC landings data and COA annual reports.

Due to the difficulties in establishing the location of refugees prior to departure for Canada, a similar analysis could not be conducted for that category.⁹⁹ However, using COA annual reports and CIC landings data (2005-2010), it was possible to estimate that for the top 15 refugee source countries, anywhere between 31% and 56% of the refugee population received COA training.

⁹⁴ See Section 3.2.4 for a discussion on targets.

⁹⁵ This includes spouses and dependents.

⁹⁶ As noted during interviews as well as the FSW survey, the time between taking orientation and leaving for Canada varies. As such, landings data was used starting April 2005, assuming that participants who took COA up to March 2005 could have landed starting 4 weeks later.

⁹⁷ COA was offered to FSWs and FCs starting in April 2009.

⁹⁸ COA was offered to FSWs starting in April 2008 and FCs starting in April 2009.

⁹⁹ Refugees, by definition, are outside the country of their former habitual residence, and CIC data did not identify where refugees were when they took orientation.

Active engagement and integration project

Finding: The cost per participant for AEIP is higher than what was expected given that AEIP did not meet its participation targets for many of its offerings, with the exception of the workshops. The overall cost for AEIP and its cost per participant are influenced by a number of factors, including the fact that it has served a fairly small number of participants and has offices in two overseas locations, staffed with full-time trainers entirely dedicated to AEIP. In addition, for its cost, AEIP has provided pre-departure orientation to about 11% of the FSWs, PNs, LCs, FC, and business immigrants in the locations in which it is offered.

Three years of financial data were available for analysis for AEIP (2008-2009-2010-2011). Total expenditures for AEIP included the contribution agreement with S.U.C.C.E.S.S. as well as the cost to CIC manage the initiative. Between 2008-2009 and 2010-2011, the total cost for AEIP was \$2.8 million, for an average of \$934,000 in each of those years (Table 3-14).¹⁰⁰ The largest proportion of funding in all years was for the contribution agreement (95.5% of total funding), with only 4.5% of the expenditures for CIC initiative delivery.

Table 3-14: AEIP expenditures (2008-2009 — 2010-2011)

Expense item	Fiscal year			3-year total	
	2008-2009 ¹⁰¹	2008-2009	2009-2010		
Salary	\$ 45,118	\$ 38,162	\$ 38,405	\$ 121,685	4.3%
O&M	--	\$ 5,400	--	\$ 5,400	0.2%
Contribution agreement	\$ 49,643	\$ 960,961	\$ 971,341	\$ 2,681,945	95.5%
Total	\$ 794,761	\$ 1,004,523	\$ 1,009,746	\$ 2,812,230	100.0%

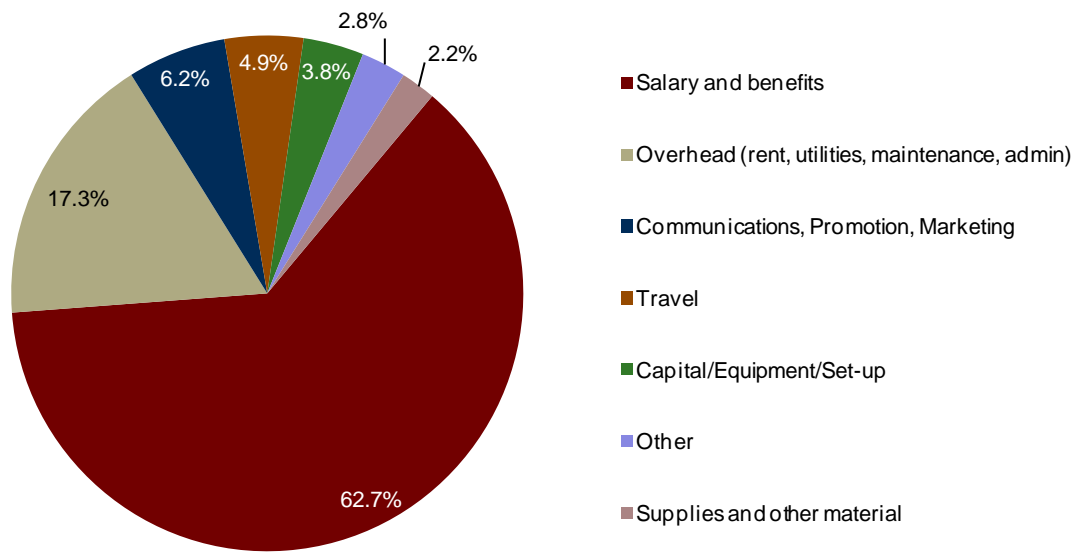
Source: Financial data provided by AEIP program representatives and CIC financial tracking sheets.

In examining the costs for the contribution agreement only, salaries and benefits accounted for almost two-thirds (62.7%) of expenditures over the same three-year period, with rent/overhead and communications and marketing accounting for an additional 23.5% (Figure 3-11). These costs are higher than those of COA given the fact that S.U.C.C.E.S.S. has two overseas offices, and full-time staff that are solely for the delivery of AEIP, the costs of which are not shared among other countries and/or organizations. In addition, it is worth noting that S.U.C.C.E.S.S. actively promotes AEIP and thus a proportion of funds were spent on that activity—an activity that the two other delivery agents do not undertake. The remaining AEIP expenses were for travel, supplies, capital equipment, and other (e.g., professional development). The proportion of funds expended on these items remained fairly stable in each of the three years.

¹⁰⁰ CIC salaries are based upon FTE estimates of time spent on working on AEIP.

¹⁰¹ AEIP started serving clients in November 2008, therefore was only operational part of the year.

Figure 3-11: Distribution of expenditures for AEIP (2008-2009 — 2010-2011)



Source: CIC financial tracking sheets

In examining the efficiency of AEIP, the cost per output was calculated using the number of ‘unique’ clients for each session and the total dollar value of the contribution agreement.¹⁰² The average cost per client over a three-year period was \$1,293, ranging from a low of \$847 to a high of \$2,112. As shown in Table 3-15, the cost per AEIP participant decreased from the first year of initiative to the third. This is likely due to the fact that 2008-2009 was a start-up year and the first clients were served in November of that year. The second and third year of operation represent a more ‘typical’ year of operation. The cost per participant for AEIP is higher than COA, which is not surprising given the differences in objectives, offerings, and delivery infrastructure. AEIP has a variety of offerings (i.e., 2-hour orientation session, various topic-specific workshops, 1-on-1 counselling, and referrals), compared to COA’s 1- 3-, or 5-day session and it also serves fewer clients. In addition, as mentioned above, AEIP is delivered out of two overseas offices that were established specifically for that purpose (i.e., AEIP provides services only to clients coming to Canada) and has full-time staff dedicated to AEIP. Finally, as discussed in Section 3.2.4., AEIP largely did not meet its participation targets, resulting in a higher cost per participant than expected.

Table 3-15: Cost per participant for AEIP (2008-2009 — 2010-2011)

Expense item	Fiscal year		
	2008-2009	2009-2010	2010-2011
Contribution agreement	\$ 749,643	\$ 960,961	\$ 971,341
Number of participants	355	1,043	1,147
Cost per participant	\$ 2,112	\$ 921	\$ 847

Source: CIC financial tracking sheets and AEIP annual reports.

In terms of the reach of AEIP, from November 2008 to March 2011, 2,545 unique clients were served, which represents approximately 10.7% of the entire eligible population, with some variation

¹⁰² Each ‘unique’ client may participant in one or more of the different offerings.

depending on the immigration category (Table 3-16).¹⁰³ A higher proportion of FSWs participated in pre-departure orientation than any other category, with approximately 5% of all FC and LCs taking orientation. In terms of country differences, while both AEIP offices serve the same proportion of business immigrants coming to Canada, the Taiwan office served a greater proportion of FSWs and FC, while Seoul served a greater proportion of PNs.

Table 3-16: Approximate percentage of landed immigrants that took AEIP (November 2008 — March 2011)

Country of last permanent residence	Immigration category (%)				
	Business	FSWs	PNs	FC	LCs
South Korea	10.7	15.2	7.6	2.9	
Taiwan	10.7	20.0	1.6	8.1	4.9
Total percentage of immigrants reached (approximate)	10.7	16.5	7.0	4.6	4.9

Source: CIC landings data and AEIP Annual Reports.

Canadian Immigrant Integration Program

Finding: The cost per participant for CIIP was lower than expected given that it exceeded its participation targets, although for its cost, it provided pre-departure orientation about 8% of FSWs in the locations where it is offered. The overall cost for CIIP and its cost per participant are influenced by a number of factors, including its network of focal point partners and the fact that it has offices in four overseas locations, staffed with full-time trainers entirely dedicated to CIIP.

Only one year of financial data was available for analysis for CIIP (2010-2011). Total expenditures for that fiscal year, including the contribution agreement with ACCC, as well as the cost to CIC to manage the initiative were \$3.5 million, (Table 3-17).¹⁰⁴ CIIP also conducts activities related to the development of FPPs as well as other in-Canada activities (e.g., partnership building, work with provinces, curriculum improvements) and in this context, ACCC had a separate three-year contribution agreement (2009-2010-2011-2012) with CIC for the Sustainable Partnerships for Overseas Services Project (SPOS).¹⁰⁵ For the purposes of this analysis, because the activities under the SPOS project support CIIP, the SPOS project expenditures for 2010-2011 were added to the total CIIP expenditures. The largest proportion of funding was for the contribution agreements (96.5% of total funding), with only 3.5% of the expenditures for CIC initiative delivery.

¹⁰³ These figures are approximate because there is no way to know which immigrants that arrived in Canada took orientation.

¹⁰⁴ CIC salaries are based upon FTE estimates of time spent on working on CIIP.

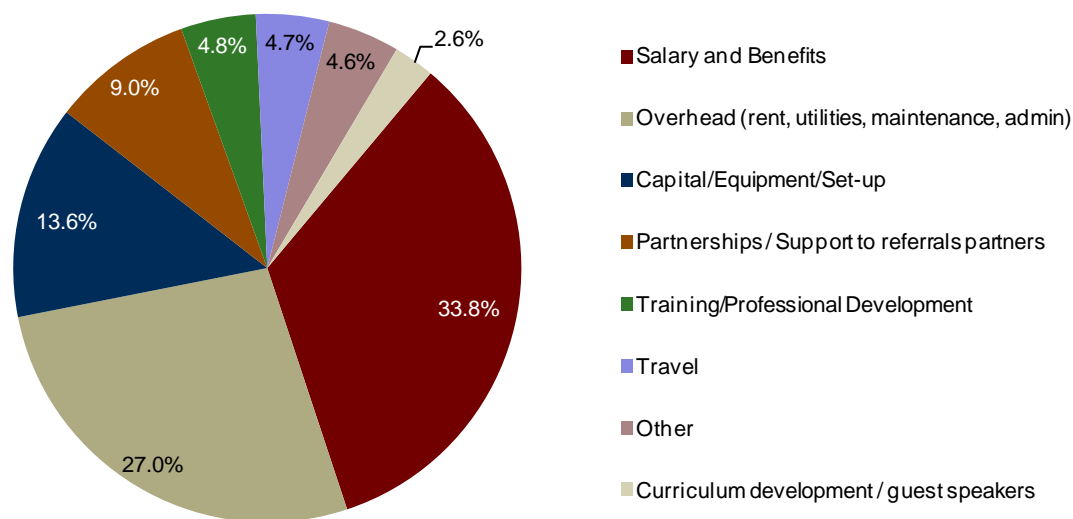
¹⁰⁵ The objective of the SPOS project is to develop a coordinated and efficient model to foster more effective partnerships among key immigrant integration stakeholders in the settlement sector and college partners.

Table 3-17: CIIP expenditures (including SPOS project) (2010-2011)

Expense item	Total	%
Salary	\$ 122,162	3.5
O&M	--	0.0
Contribution agreement (CIIP)	\$ 3,075,294	96.5
Contribution agreement (SPOS project)	\$ 304,177	
Total	\$ 3,501,633	100.0

Source: Financial data provided by CIIP program representatives and CIC financial tracking sheets.

In examining the costs for the contribution agreement only, salaries and benefits accounted for one-third (33.8%) of expenditures, with rent/overhead, and capital equipment and transfer costs accounting for just over 40.6% of expenditures (Figure 3-12). The higher rent/overhead costs for CIIP, compared to the two other pre-departure orientation initiatives, is related to the fact that ACCC has four overseas offices with full-time staff that are solely for the delivery of CIIP, the costs of which are not shared among other countries and/or organizations. One key difference between CIIP and the other two pre-departure orientation programs worth noting is that CIIP expended 9.0% of its budget on partnership development—an activity COA or AEIP does not undertake. The remaining expenses were for travel, curriculum development, and training and professional development. CIIP also incurred transfer costs in that fiscal year (i.e., to transfer the program from HRSDC to CIC).

Figure 3-12: Distribution of expenditures for CIIP (including SPOS project) (2010-2011)

Source: CIC financial tracking sheets

In examining the efficiency of CIIP, the cost per output was calculated using the number of ‘unique’ clients for each session and the total dollar value of the contribution agreement.¹⁰⁶ As shown in Table 3-18, the cost per CIIP client in 2010-11 was \$2,155. This cost is reflective of the

¹⁰⁶ Each ‘unique’ client may participant in one or more of the different offerings.

fact that 2010-2011 was a transition year for CIIP as it moved from HRSDC to CIC in that year and did not start serving clients until October. In addition, the UK office was not opened until January 2011. It is too early to determine whether this cost will decrease in future years, although forecasts for initiative expenditures and participant numbers suggest that the cost per participant will decrease in 2011-2012 and 2012-2013.¹⁰⁷ The cost per participant for CIIP is higher than COA, which is not surprising given the differences between the two. CIIP is different from COA in that it has a variety of offerings (i.e., group orientation session, 1-on-1 counselling, and referrals), serves fewer clients, and as mentioned above, delivers pre-departure orientation out of four overseas offices that were established specifically for that purpose (i.e., CIIP provides services only to clients coming to Canada). CIIP also has very different objectives and includes a large component related to the in-Canada activities (e.g., development of FPPs to which client referrals are made, working with provinces, curriculum improvements).

Table 3-18: Cost per participant for CIIP (2010-2011)

	Cost ¹⁰⁸
Contribution expenses	\$ 3,379,471
Number of participants	1,568
Cost per participant	\$ 2,155

Source: Financial tracking sheets and CIIP annual reports.

As discussed in Section 3.2.4., CIIP exceeded its participation targets by over 300%, meaning that the cost per participant was lower than expected. However, it is worth noting that had CIIP met targets as planned, the cost per participant would have been three times higher.

In terms of the reach of CIIP, from January 2007 to December 2011, 9,429 unique clients were served, which represents approximately 7.9% of the entire eligible population, with some variation by country (Table 3-19).¹⁰⁹ A much higher proportion of FSWs participated in pre-departure orientation in the Philippines (16.6%) than in China (5.8%) or India (5.2%).¹¹⁰

Table 3-19: Approximate percentage of landed immigrants (FSWs) that took CIIP (January 2007-December 2011)

Country of last permanent residence	Percent
China	5.8
India	5.2
Philippines	16.6
Total percentage of immigrants reached (approximate)	7.9

Source: CIC landings data and CIIP Annual Reports.

¹⁰⁷ The contribution agreement includes forecasted expenditures and targets for CIIP.

¹⁰⁸ The costs include only those costs incurred by CIC for the delivery of CIIP and the number of participants includes on those participants that took CIIP when it was the responsibility of CIC.

¹⁰⁹ These figures are approximate because there is no way to know which immigrants that arrived in Canada took orientation.

¹¹⁰ As the CIIP only began serving PNs in 2011 they were not included in the analysis. Moreover, as the London office only opened in 2011 it was not included either.

4. Conclusions and recommendations

CIC currently funds three pre-departure orientation initiatives with different stated objectives and depending upon location, eligible participants may include refugees, live-in caregivers, members of the family class, provincial nominees, federal skilled workers, and business immigrants. Over time, some of the initiatives have expanded delivery locations and client groups, however, there has not been a clearly articulated rationale for this expansion. There is no formal articulated common approach or framework in place for the provision of pre-departure orientation, including a definition of what is to be achieved through pre-departure orientation and what information needs to be provided to newcomers prior to departure.

Recent changes have been announced to the selection criteria regarding the economic category, which include requirements for higher language proficiency and more emphasis on pre-assessment of foreign credentials and pre-arranged employment. These changes will likely have an effect on the source countries for economic immigrants, as well as amend the type of information that might be needed by those individuals prior to arrival, and the time at which it is needed.

Recommendation #1: *CIC should develop a strategy for the provision of pre-departure orientation, aligned with relevant departmental policies and programs. This strategy should consider, among other factors:*

- *a definition of CIC's objectives and expected results in providing pre-departure orientation;*
- *a determination of what immigration categories and statuses (family configuration) will receive in-person pre-departure orientation and why;*
- *guidelines for how to prioritize locations for the delivery of pre-departure orientation services within targeted immigration categories;*
- *a determination of what and how information will be provided to each of the immigration categories prior to departure; and*
- *a consideration of the cost of services and value for money.*

There is no federal legislation that requires the government to provide pre-departure orientation. In addition, immigration agreements with provinces do not outline the specific responsibilities related to pre-departure orientation. However, a few interviewees felt that it was the federal government's role to provide pre-departure orientation and to ensure that it was delivered using a uniform and nationally consistent approach. Some provinces are interested in becoming more involved in providing province-specific information and some have already provided ACCC with information, which ACCC has incorporated into its curriculum. The delivery of specific curricula to PNs destined to specific provinces means that the same level of national information is not being provided to all pre-departure orientation participants.

Recommendation #2: *CIC should clarify the respective roles and responsibilities for the federal and provincial governments in the delivery of overseas orientation service, including whether province-specific information should be delivered as part of the orientation curriculum, and if so how it should be delivered.*

There are governance structures in place to manage each of the pre-departure orientation initiatives, both within each of the delivery agent and between the delivery agents and CIC. While the centralization of responsibility for the contribution agreements within IPMB has added some consistency to how the contribution agreements are managed, there is a lack of coordination between the Branches responsible for the initiatives, particularly regarding decisions related to who will be served by pre-departure orientation and what information will be provided to participants.

Recommendation #3: CIC should put in place a governance structure with clear roles and responsibilities, and accountabilities to allow for effective decision-making between all CIC Branches involved in pre-departure orientation policy and programming.

One of the over-arching issues identified in the evaluation was related to the way in which the initiatives are currently promoted to economic immigrants. Depending on the initiative and location, eligible participants receive different promotional information at different times in the process. This has contributed to a lack of awareness among eligible participants regarding pre-departure orientation.

Recommendation #4: CIC should ensure that there is a consistent and whole-of-CIC approach in place for the promotion of pre-departure orientation to all eligible participants.

CIC's pre-departure orientation initiatives have different stated objectives, are designed differently, and operate in different environments. Therefore, drawing conclusions with respect to which of the initiatives is more efficient or effective is not appropriate. That being said, in looking at each of the initiatives individually, the evaluation provides some information that can help guide the future implementation of pre-departure orientation.

Canadian Orientation Abroad

- Over a six-year period COA provided pre-departure orientation to over 80,000 newcomers in over 40 locations, with the largest proportion of individuals served being FSWs (35.8%) and refugees (34.4%).
- COA has offered pre-departure orientation to approximately 21% of all FSWs, FC, and LCs originating from countries where they are eligible to take pre-departure orientation and anywhere between 30%-50% of refugees, depending on the year.
- COA aims to provide information primarily about initial settlement and it has been successful in doing so. COA participants reported having greater knowledge of life in Canada, knowing what to do upon arrival, and knowing how to find assistance in Canada. FSWs consistently found the information slightly less useful, suggesting COA may not sufficiently meet the needs of FSWs. This group also found the information less useful for employment preparation.
- The biggest gap in information for FSWs, FC, and refugees that participated in COA was labour-market and employment-related information; the biggest gap for LCs was information on rights and responsibilities.
- COA is delivered using IOM's existing network, thus taking advantage of facilities and trainers that are used not only for COA purposes. The cost per participant (average of \$131) is in-line with what was expected, as COA largely met its participation targets.

Active Engagement and Integration Project

- Over a three-year period, AEIP provided pre-departure orientation to 2,545 unique clients, with the largest proportion of those being FSWs (55.9%) and business immigrants (20.9%).
- AEIP is being delivered in countries from which Canada does not receive many of its immigrants (South Korea accounted for 2.5% of FSWs that landed in Canada between 2006 and 2010; Taiwan accounted for 0.7%).

- The take-up of the program has not been as high as desired, as AEIP is not meeting its targets—despite the marketing and promotion efforts of S.U.C.C.E.S.S. A small number of LCs, in particular, have taken AEIP, which is due to difficulties in having the time to go to a session.
- Because of the nature of the offerings (i.e., 2-hour orientation, topic-specific workshops), the extent of information that is received by participants is dependent upon the workshops that they take.
- AEIP aims to provide information about initial settlement as well as labour market integration. AEIP has been successful in meeting expected outcomes related to providing information related to initial settlement, although AEIP participants reported more difficulties with initial settlement than participants to other pre-departure orientation.
- AEIP has had limited success in helping its participants prepare for employment; the biggest challenges and gaps in information were related to employment.
- A large majority of initiative expenditures were for salary and benefits, which is related to the fact that AEIP has two offices overseas and full-time staff that are solely for the delivery of AEIP. The cost per participant (average \$1,293) for AEIP was higher than expected, given it did not meet its targets.

Canadian Immigrant Integration Program

- In fiscal year 2010-11 CIIP provided pre-departure orientation to 3,462 unique clients, with most of them being FSWs (98.4%).
- CIIP is delivered in India, China, and the Philippines, which accounted for 37.5% of FSWs that landed in Canada between 2006 and 2010.
- CIIP is planning expansion of the program through the development of satellite offices.
- CIIP aims to provide information primarily related to the labour market and foreign credential recognition. CIIP participants reported that the information received was very useful for preparing for employment in Canada, specifically with respect to understanding workplace norms, looking for a job, having credentials recognized, matching their skills with a job, and learning about job opportunities. The biggest challenges and gaps in information for CIIP participants were employment-related.
- A large majority of initiative expenditures were for salary and benefits, which is related to the fact that CIIP has four offices overseas and full-time staff that are solely for the delivery of CIIP. The cost per participant (\$2,155) for CIIP was lower than expected, given it exceeded its targets.

Recommendation #5: *Once CIC has finalized and approved its overseas strategy, it should re-examine the appropriateness of current initiatives to determine how well they align with its new strategy and make adjustments to its current overseas orientation programming as needed.*

Appendix A: Evaluation matrix for pre-departure orientation initiatives

Question	Indicators	Int	Admin Data	FSW Survey		COA Survey	Focus Groups	Site Visits	Doc Review
				Participants	Non-participants				
Relevance									
1. Is there a continued need to provide pre-departure orientation overseas to newcomers destined to Canada?	1.1 Evidence that pre-departure orientation is needed (differences between immigration categories and source countries)							x	Research and literature
	1.2 Perceptions of the need for pre-departure orientation	x		x	x		x	x	
2. What is the federal role in the provision of pre-departure orientation overseas to newcomers destined to Canada?	2.1 Alignment of provision of pre-departure orientation services with federal responsibilities							x	Relevant Acts, legislation, international commitments
	2.2 Existence of provision of similar services by P/Ts and other organizations and the extent of complimentary/duplication with federal services	x						x	Program documentation (from P/Ts)
	What role do provinces and territories play and to what extent is this role complementary?	2.3 Perceptions on the role of the federal government, P/Ts and other organizations in provision of pre-departure orientation services	x						
3. How does the provision of pre-departure orientation align with the objectives and priorities of the Government of Canada?	3.1 Alignment of provision of pre-departure orientation with the Federal Government's stated objectives and priorities regarding settlement							x	Foundation documents, Speeches from the Throne, federal budgets
	3.2 Alignment of provision of pre-departure orientation with CIC's stated objectives and priorities regarding settlement	x							Departmental RPPs, PAAs, foundation documents

Question	Indicators	Int	Admin Data	FSW Survey		COA Survey	Focus Groups	Site Visits	Doc Review
				Participants	Non-participants				
Design and implementation									
4. How do COA, AEIP and CIIP align with each other and with other CIC settlement program streams? How does this approach to delivering pre-departure orientation sessions compare to approaches from other countries?	4.1 Extent to which COA, AEIP and CIIP complement/duplicate each other in terms of reach (geographic areas covered, immigrant classes targeted), scope and depth of information provided (topics, level of detail, length), and linkages to settlement services	x						x	Initiative documents (annual and quarterly reports)
	4.2 Extent to which pre-departure orientation initiatives build upon and align with other CIC settlement initiatives	x						x	Settlement program documentation
	4.3 Characteristics of overseas orientation programs provided in other countries	x						x	Program documentation (other countries)
	4.4 Stakeholder perceptions on the current approach for delivering pre-departure orientation sessions and alternative approaches	x							
5. How effective are current COA, AEIP and CIIP governance structures? Are they appropriate?	5.1 Description of current governance structures in place in Canada and overseas to support overseas orientation initiatives (e.g., roles and responsibilities, accountability structure, decision-making processes)	x						x	Foundation & accountability documents, committee/working group TORs , meeting minutes
	5.2 Extent to which there is coordination among the three initiatives (e.g., regular communication, meetings, committees, joint planning)	x						x	Initiative documents, TORs for committees /working groups, meeting minutes
	5.3 Perceptions on the appropriateness and effectiveness of the initiative governance structures and coordination amongst them	x							
	5.4 Evidence of a rationale and applied criteria for the allocation of funding to the three initiatives	x						x	Program documentation

Question	Indicators	Int	Admin Data	FSW Survey		COA Survey	Focus Groups	Site Visits	Doc Review
				Participants	Non-participants				
	5.5 Identification of issues that may have affected the allocation of resources or the production of outputs	x						x	x Program documentation
6. To what extent is policy development and initiative management supported by effective tools, resources, information-sharing and coordination, both in Canada and overseas?	6.1 Existence of resources, training and tools to support policy development and initiative management (including for overseas facilitators)	x						x	x Program budgets, training curriculum, other tools used
	6.2 Evidence of procedures and mechanisms in place (committees, working groups) to share information, coordinate policy development and manage responsibilities	x						x	x Initiative documentation, terms of reference for committees/working groups
	6.3 Evidence of linkages between third-party delivery agents and service provider organizations in Canada and between third-party delivery agents and other domestic stakeholders (e.g., designation/regulatory bodies)	x						x	x Agreements, MOUs, partnership documents
7. Is pre-departure orientation being offered in the right locations and to the right target groups?	7.1 Proportion of landings in Canada, by source country and immigration category in relation to where and to whom pre-departure orientation is offered		x						
	7.2 Rationale / strategy is in place for the selection of the location and target groups for orientation offerings	x							x Contribution agreements
	7.3 Perceptions on whether pre-departure orientation is being offered in the right locations to the right target groups	x						x	
8. How effective are current tools and mechanisms to reach potential participants and to promote pre-departure orientation offerings?	8.1 Nature of promotional materials for orientation services (i.e., types, placement, target groups, languages)	x						x	x Initiative promotional material
	8.2 Extent to which potential participants were aware of the orientation services			x	x				
	8.3 Methods used by potential newcomers to access information on pre-departure services			x	x		x		

Question	Indicators	Int	Admin Data	FSW Survey		COA Survey	Focus Groups	Site Visits	Doc Review
				Participants	Non-participants				
	8.4 Proportions of individuals participating in orientation sessions by immigration class, per location		x					x	Contribution agreements
	8.5 Perceptions on the effectiveness of promotional tools and mechanisms	x		x	x		x		
	8.6 Evidence of barriers to participation in the orientation sessions (e.g., access, cost, session availability, language)			x	x		x	x	Research/study papers
Performance									
9. To what extent is the pre-departure information provided during orientation sessions appropriate, timely, and useful?	9.1 Participant satisfaction with the effectiveness of the learning environments (length, focus, delivery method) and performance of facilitators						x	x	Session feedback forms (as completed by participants)
	9.2 Average time elapsed between session date and departure for Canada			x		x	x	x	
	9.3 Perception of whether participants receive orientation within an appropriate timeframe prior to departure	x		x			x	x	
	9.4 Newcomer satisfaction with pre-departure orientation information (usefulness, timeliness)			x			x		AEIP and CIIP participant feedback forms
	9.5 Extent to which pre-departure orientation influences newcomers' decision-making			x					
	9.6 Newcomer perceptions on the usefulness of orientation information to prepare for the trip to Canada			x					AEIP and CIIP evaluations

Question	Indicators	Int	Admin Data	FSW Survey		COA Survey	Focus Groups	Site Visits	Doc Review	
				Participants	Non-participants					
10. To what extent have COA, AEIP and CIIP contributed to newcomers' understanding of life in Canada, and their ability to access settlement services?	10.1 Perceptions of whether pre-departure orientation sessions impacted newcomers' knowledge of life in Canada upon arrival, by type of offering		x	x			x	x	x	AEIP and CIIP evaluations
	10.2 Perceptions of whether newcomers receive accurate information and develop realistic expectations about life in Canada as a result of receiving pre-departure orientation, by type of offering			x			x	x	x	AEIP and CIIP evaluations
	10.3 Views of newcomers who have participated in the COA, AEIP and CIIP with respect to their ability to: ▪ deal with a culture shock ▪ access settlement agencies ▪ access community services ▪ settle in (readiness for weather, housing, banking, obtaining SIN/health card, enrolling children in school) ▪ enrol in language training (if needed)			x	x		x	x	x	AEIP and CIIP evaluations
	10.4 Perception of gaps in pre-departure orientation information	x		x		x	x	x		
	10.5 Degree and nature of the difficulties encountered by newcomers in the first 6 months after arrival	x		x	x		x		x	Research and literature
11. To what extent have COA, AEIP and CIIP contributed to newcomers' preparation for employment in Canada?	11.1 Degree to which COA, AEIP and CIIP participants believe the sessions provided them with information to assist them in: ▪ understanding the Canadian labour market (including local labour markets) ▪ understanding the steps to take to find employment ▪ having credentials and qualifications recognized ▪ taking the steps to find employment ▪ finding employment commensurate with their skills and experience		x	x			x	x	x	AEIP and CIIP evaluations

Question	Indicators	Int	Admin Data	FSW Survey		COA Survey	Focus Groups	Site Visits	Doc Review
				Participants	Non- participants				
12. How efficient is the current approach to providing overseas orientation to newcomers?	12.1 Total CIC budgets and expenditures (O&M, salary, Gs&Cs) by initiative (COA, AEIP, CIIP) by year (cost of delivery for CIC, 3rd parties, and total)		x						
	12.2 Range and median cost per session by initiative by year (cost of delivery only for CIC, 3rd party and total)		x						
	12.3 Range and median cost per participant by initiative by year (cost of delivery for CIC, 3rd party and total)		x						
	12.4 Proportion of clients served compared to the number of landings to Canada, by country where orientation is offered		x						