

P2P Preconference at International Metropolis 2019

How Do We Know What's Working?

Measuring Settlement Outcomes for Individuals and Communities

Journey to Outcomes Measurement



CIWA

Calgary Immigrant Women's Association

Presented by: Beba Svigir
Chief Executive Officer

OUR MANDATE

Vision

Empower
immigrant
women.
Enrich
Canadian
society.

Mission

To engage
and integrate
all immigrant
women and
their families
in the
community.

Values

Integrity.
Equity.
Inclusiveness.
Innovation.
Leadership.

ABOUT CIWA

CIWA was created in 1982 to address the needs and concerns of immigrant and refugee women, youth, children, and families in Calgary.

- Core service areas:
 - Career services
 - Family services
 - Language Training and Childcare services
 - Settlement and Integration services
 - Workplace services
- CIWA employs over **200** staff and receives support from over **900** volunteers
- Offered services in **96** community locations around Calgary
- Financed by **26** funding partners
- Partnered with **270** community organizations who supported our programs by providing space and through advisory committees, referrals, workshop facilitation and in-kind donations

MICRO VS. MACRO APPLICATION OF OUTCOMES MEASUREMENT FRAMEWORK



RFP ASSESSMENT

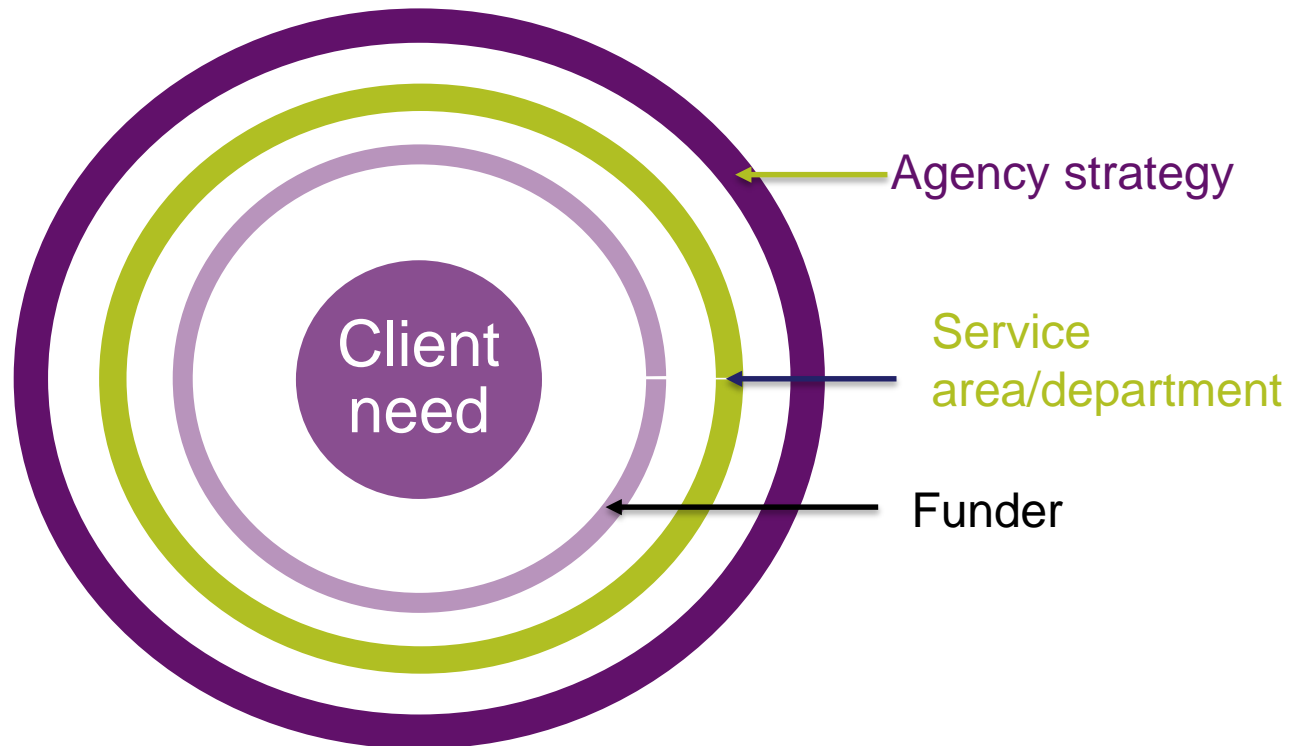
RFP ASSESMENT

When a request for proposals is announced, CIWA engages in the following:

Step 1: Reviewing client needs in relation to funding opportunity

Step 2: Ensuring correlation of funding opportunity and CIWA strategies

Step 3: Matching proposal with one of five core service areas



APPLICATION PROCESS

APPLICATION ALIGNMENT WITH CIWA STRATEGIC PLAN

Objectives and Outcomes

Priority:	Build Human & Social Capital for Successful Settlement of Immigrant Women
Strategic Goal	Enhance holistic approach to client services through a spectrum of social and economic settlement and integration supports
Objectives under this goal	Recognize and respond to the changing needs of immigrant women and their families. Reduce/remove barriers and increase access to a full range of services for immigrant women and their families.
Outcome	Immigrant women leave CIWA confident and empowered to integrate successfully into the Calgary community/society.
Priority:	Financial Stability
Strategic Goal	Ensure financial stability to manage growth
Objectives under this goal	Respond to unforeseen funding needs. Seek out and secure diverse funding opportunities. Promote CIWA throughout the corporate community. Explore social enterprise.
Outcome	CIWA receives reliable funding from the government and corporate sector to address all financial needs of our clients and secure healthy financial reserve for the future of the agency.
Priority:	Risk Management
Strategic Goal	Manage risk in all aspects of organizational structure and business
Objectives under this goal	Create succession plans for key and critical positions at the agency. Minimize and mitigate risks associated with growth through a strategic approach to growth management. Analyse risks related to sustainability of the exponential growth that took place.
Outcome	CIWA has effective processes and procedures for diligent management of agency risk
Priority:	Capacity Building
Strategic Goal	Build capacity to sustain and enhance the impact and value of our work
Objectives under this goal	Adapt agency infrastructure to keep up with agency growth. Build human capital to maximize agency's ability to address emerging needs. Evaluate office location and space and deliver to a plan to accommodate growth. Develop a brand awareness strategy.
Outcome	CIWA is an agency of choice for immigrant women to thrive and prosper in Calgary, as well as a recognized sector leader and employer of choice for those who join us in supporting immigrant women to achieve excellence.
Priority:	Responsive Community Leader
Strategic Goal	Contribute to the community as a responsive community leader
Objectives under this goal	Share expertise through mentorship. Give back to the community through collaboration.
Outcome	CIWA experience and expertise add value to the collective capacity and impact of agencies that serve immigrant women- locally, provincially and nationally.

- Career services
- Family services
- Language Training and Childcare services
- Settlement and Integration services
- Workplace services

PROGRAM IMPLEMENTATION

PROGRAM IMPLEMENTATION

Upon contract signing, CIWA engages in the following:

Creation of the OMF package for program staff

- Logic model
- Workplan
- Evaluation plan
- Evaluation tools

Staff training

- Outcomes measurement framework
- Data collection
- Program reporting on outcomes (to funders and CIWA)

CIWA LOGIC MODEL

CIWA **unique logic model** is used for all CIWA programs. No matter which funder we report to, CIWA logic model connects funder expectations and CIWA strategic priorities.

Line Cook Training Program April 1, 2018- March 31, 2020

Inputs	Activities	Outputs	Indicators	Outcomes		
				Short term	Mid term	Long term
Program Staff <ul style="list-style-type: none"> Coordinator Instructor Career Counsellor /Job Coach Administrative staff Support services <ul style="list-style-type: none"> Childcare reimbursement Bus passes/tickets Office & Meeting Space <ul style="list-style-type: none"> CIWA Main Office Off-site commercial kitchen Collaborative Partners <ul style="list-style-type: none"> Immigrant Serving Agencies Other agencies Calgary businesses Project Materials <ul style="list-style-type: none"> Curriculum Manual Student Handouts Project Volunteers <ul style="list-style-type: none"> Guest speakers 	Outreach <ul style="list-style-type: none"> Contact existing CIWA clientele and their families Distribute brochures and program information to other service providers Connect as able with social workers through Community Resource Meetings Connect with ESL providers Contact cultural communities/associations Recruit participants limited English (CLB 4-6) Assessment and Selection <ul style="list-style-type: none"> Use Selection and Assessment package to determine job readiness Interview applicants to determine need for employability skills support and appropriate employment training stream in line with client's career goals Selected candidates sign commitment contract Employment Training <ul style="list-style-type: none"> Deliver 12 week skill building training as a line cook including classroom based instruction and hands on training in a commercial kitchen Provide enhanced language training with focus on occupational language development, employability 	<ul style="list-style-type: none"> 30 CIWA clients contacted/annually 80-120 brochures/flyers distributed/annually 50 e-flyers emailed/annually 40 online mentions via social media 8-10 contacts with welfare offices, service providers, ESL providers, cultural communities/associations, etc./annually 12 pilot / 48 mid literacy immigrant women recruited annually <ul style="list-style-type: none"> 15-20 mid literacy immigrant women interviewed/intake 1 intake in year 1 and 4 intakes/year in year 2 and 3 12 clients/intake 48 assessments completed 48 applicants selected 48 employment related action plans created <ul style="list-style-type: none"> 12 weeks of employability skills training at 30 hours/week/intake 12 clients served in year 1 and 48 clients/year in years 2 and 3 	<ul style="list-style-type: none"> # of partners referring clients # of participants inquiring about the program <ul style="list-style-type: none"> 100% of clients are provided with an employment needs assessment prior to pre-employment training 70% of clients have realistic action plans and strategies as a result of the employment needs assessment 70% of clients report they are satisfied with the referral services received 70% of the clients report they are satisfied with the overall service <ul style="list-style-type: none"> 70% of clients have increased knowledge of Canadian employment rights, responsibilities and laws 70% have increased job specific skills 70% have enhanced vocabulary 70% successfully complete training 100% of clients secure work experience placements 	<ul style="list-style-type: none"> Mid literacy immigrant women learn about training opportunities Welfare offices, service providers, ESL providers, cultural communities/associations etc. learn about programs and services available to support Mid literacy immigrant women <ul style="list-style-type: none"> Clients receive appropriate information and services to address settlement needs Clients attain awareness of community and other resources to deal with settlement issues. <ul style="list-style-type: none"> Clients gain knowledge of life in Canada, including laws, rights and responsibilities Clients acquire knowledge, skills and connections related to the Canadian work environment 	<ul style="list-style-type: none"> Mid literacy immigrant women inquire about the program Community organizations refer Mid literacy immigrant women to the program Community organizations and businesses partner with CIWA to support Mid literacy immigrant women <ul style="list-style-type: none"> Clients participate in local labour markets, broader communities and social networks <ul style="list-style-type: none"> Clients use Canada's official languages to function and participate in Canadian society Clients participate in local labour markets, broader communities and social networks 	<ul style="list-style-type: none"> Mid literacy immigrant women are engage and integrate in the community Employment training design can be replicated in other parts of the country

CIWA WORKPLAN

All new programs at CIWA receive workplan with timeframe and program activities.

Workplans are directly related to funder requirements.

Calgary Immigrant Women's Association: Employment Training and Support for Visible Minority Immigrant Women
Workplan December 15, 2018 – March 31, 2021

Key Activities	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Outreach & Recruitment & Program Preparation																												
Develop promotional materials	x	x																										
Distribute flyers in the community	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Advertise program online (website and social media)	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Connect with visible minority ethno cultural communities	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Contact existing CIWA clientele looking for employment	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Recruit immigrant women/year from visible minority groups to participate in the program	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Develop and/or modify curriculum for in-class employment training course	x	x	x	x																								
Intake, Needs Assessment and Program Placements																												
Screen immigrant women interested in the program for eligibility																												
Select immigrant women eligible to participate in IRCC funded programs and is a member of a visible minority group; 20 clients to be served in 2018-2019 and 100 clients to be served/year between 2019-2021		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Conduct intake and needs assessment for drop in clients and clients participating in classroom based training		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Develop individualized employment plans for drop in clients and clients participating in classroom based training		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Place clients in appropriate employment training programs or drop in workshops based on needs, employment goals, educational levels and language levels		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
In-class Employment Training and Certification																												
Begin 14 weeks of employment training for clients with education and professional background in accounting (2 clients/intake; 2 intakes/year)					x						x						x						x					
Begin 14 weeks of employment training for clients with education and professional background in office administration (2 clients/intake; 2 intakes/year)					x						x						x						x					
Begin 14 weeks of employment training for clients (professional immigrant women) under 35 (2 clients/intake; 2 intakes/year)					x						x						x						x					

PROGRAM EVALUATION PLAN

Program evaluation plans are created to measure funder outcomes as well as CIWA Strategic Plan outcomes.

Line Cook Training Program Evaluation Plan 2018-2020 (IRCC)

TYPE OF OUTCOME	Outcome	Indicator	Evaluation Tool	Evaluation Questions	Frequency	Sample Size
Immediate	Clients receive appropriate information and services to address settlement needs	100% of clients are provided with an employment needs assessment, including an action plan	Service Type Report	Count # of clients with Need Assessments	1x per client	43
		70% of clients report they are satisfied with the referral services received	Evaluation of Classes and One on One Services	Counselors helped me improve my life with referrals to help me meet my needs	1x per intake (3 or 4 times annually)	43
		70% of the clients report they are satisfied with the overall service	Evaluation of Classes and One on One Services	I am ready for a job	1x per intake (3 or 4 times annually)	43
Immediate	Clients attain awareness of community and other resources to deal with settlement issues.	70% of clients report they are satisfied with the information received	Evaluation of Classes and One on One Services	Counselors helped me improve my life with information to help me meet my needs	1x per intake (3 or 4 times annually)	43
				Classes helped me improve connections to my community	1x per intake (3 or 4 times annually)	43
Immediate	Clients gain knowledge of life in Canada, including laws, rights and responsibilities	70% of clients have increased knowledge of Canadian employment rights, responsibilities and laws	Evaluation of Classes and One on One Services	Classes helped me improve knowledge of Canadian employment rights, responsibilities and laws	1x per intake (3 or 4 times annually)	43
Immediate Immediate	Clients acquire knowledge, skills and connections related to the Canadian work environment	70% of clients have increased job specific skills and enhanced vocabulary	Evaluation of Classes and One on One Services	Classes helped me improve English	1x per intake (3 or 4 times annually)	43
				Classes helped me improve skills for the job	1x per intake (3 or 4 times annually)	43
		70% of clients entering training successfully complete their designated training	Service Type Report	Count # of clients completing training	1x per intake (3 or 4 times annually)	43
		70% of clients have direct referrals to employers	Evaluation of Classes and One on One Services	Counselors helped me improve connections to employers	1x per intake (3 or 4 times annually)	43
Immediate	Partners and stakeholders are engaged in settlement and implement strategies to address newcomers' needs	70% of partners and stakeholders are satisfied with their engagement with the client performance and partnership experience with CIWA	Evaluation by Stakeholders	Evaluation of client or employees' performance: Overall Performance	Once a year	28
				Overall I/we are satisfied with our engagement with CIWA- yes/no		28
Intermediate	Clients use Canada's official languages to function and participate in Canadian society	20% pursue further training	Evaluation at 3 and 6 months	If no: Have you gone back to school?	1x per intake (3 or 4 times annually)	43
Intermediate	Clients participate in local labour markets, broader communities and social networks	60% of clients are successfully employed after completion of training	Service Type Report	Count # of clients with Employment Placement	1x per intake (3 or 4 times annually)	43
			Evaluation at 3 and 6 months	Are you currently employed?	1x per intake (3 or 4 times annually)	43
		20% will receive further referrals to relevant supportive services	Evaluation at 3 and 6 months	Are you happy with support you received?	1x per intake (3 or 4 times annually)	43

EVALUATION TOOLS

CIWA evaluation tools include:

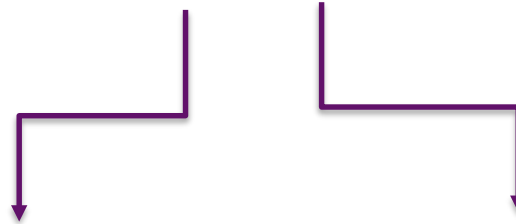
- Client surveys (pre and post, initial/intermediate)
- Focus group discussions
- Client assessments
- Three & six month follow ups
- Partner feedback

REPORTING ON OUTCOMES

CLIENT OUTPUTS AND OUTCOMES

Client information, activities and outcomes are entered into CIWA's database (CMS) and funder database (eg. IRCC database (iCARE)).

Client intake information
Client services
Client evaluations



**Calgary Immigrant Women's Association
Case Management System**

User Login

User Name:

Pass word:

iCARE Login

i Required fields are marked with an asterisk (*).

* **Username:**

* **Password:**

PROGRAM ACTIVITY REPORTS

Program outputs and outcomes are reported to FUNDERS in line with reporting requirements. Activities for all programs at CIWA are reported monthly by all staff in line with CIWA's Strategic Plan. The flow of communication as follows:



All program staff have a role in reporting outcomes to funder/CIWA Strategic Plan.

FRONT LINE STAFF REPORT

Family Services Department
Family Conflict Program
COUNSELLOR MONTHLY REPORTS
Reporting Period: Oct 20 – Nov 20, 2018

Name of Counsellor: Laura Simonsen

Program Highlights:

- Working on anger management with two male mandated clients
- Working with two couples with CS involvement
- Provided crisis counselling re abuse to a non-registered client (over the phone)
- One case working in collaboration with Aspen Family Support Worker Yolanda
- Working in collaboration with Cultural Broker Yakelin in two cases

Significant Issues faced:

- Multiple trauma (6 different clients)
- Two female clients with tree / 4 children with disabilities
- Working on anger management with two different male clients court mandated
- 7 cases of domestic violence
- One female teen with learning disabilities and anxiety disorder
- One male teen victim of violence by his step-father
- Anxiety disorders
- Reactive depression
- Difficulty adjusting to new country's expectations

# of New clients	# of Return clients (count only once for the entire fiscal year)	# of clients seen this month	# of CORS (Client Outcome Rating Scale) completed	# of male clients served	# of Female served	# of contacts	# of risk and protective factors	# of safety plans made for the month
12	1	34	15	4	30	16	12	7

Meetings attended this month (including staff, collaborations, partnerships, and committees)

Date	Time of meeting & duration in hours	Location of Meeting	Person/Event	Company	Objective	Outcome
Oct 22	1:00-2:00	Room 208	Team Debriefing Meeting	CIWA – FCP	Share updates pertaining the FCP	Bela delivered information on new services available for clients. The team brainstormed on ideas for Laura to bring up to the ESVI/W Project coordinator.
Oct 25	9:30-12:30	CFN	COSECO Workshop	COSECO	Help in organizing the workshop	Workshop on Triple P Program was facilitated to the Spanish community by Yolanda, Aspen Family Support Worker. Laura helped organizing it and brought coffee for the attendees.
Nov 3	11:00am – 1:00pm	Meeting Room 2 nd Floor	WSVI/W Project /Carolina Feliu, Rekha G. and Brigitte B.	CIWA	Act as a stand by support counsellor for the participants to the project	Conducted a group grounding and relaxation exercise.
Nov 9	3:30-4:30	5 th Floor Meeting Room	ESVI/W Project Subcommittee Meeting	CIWA	For Carolina to present updates on the project	Updates and results of the focus group were presented. It was decided that the subcommittee will continue meeting next year, as opposed to only for this year as originally was estimated.
Nov 20	4:30-6:30	CS McKnight office	Sumon Mamun, Case Worker, Yakelin, Cultural Broker, Jose C., Counsellor	CS	Case management of a family	Work done with clients so far was discussed. Future service plan was discussed and outlined.

FCP Presentations: outreach/workshops/seminars & support groups

Date	Time of presentation & duration in hours	Location of presentation	Person/Event	# of participants	Company	Objective	Outcome
Nov 7	5:15-7:15pm	Room 234	Workshop on Stress Management	3	CIWA Pebbles in the Sand	To identify the difference between healthy and toxic stress. To learn the effects of toxic stress. To learn some stress management skills	According to the surveys, the participants enjoyed the workshop and found it very useful. They liked the relaxation exercises done in the workshop.
Nov 18	1:00-4:00pm	Carriage House Inn 9030 Macleod Trail South	Sagesse Eat, Play, Love Fundraiser Event	Around 100 people	Sagesse	Fundraiser Event	Participated in activities, did networking, and the speeches were very good.

Professional development: Conference/workshop/training attended this month

Date	Time of training & duration in hours	Location of professional development	Person	Company	Objective	Outcome
Nov 12-12	8:30am-5:00pm	2828 23 St NE	Darren Wilk and Lawrence Stoyanowski	The Gottman Institute	To learn the Gottman Method for Couples Therapy, Level 1	The training was awesome, very useful for my work with couples. Learned some simple exercises that I can use with my clients to improve their communication skills.

Number supports/in kind donations/other used this month:

Numbers of bus tickets:	Number of taxi vouchers:	Number of gift cards:	Number of parents using childcare:	Numbers of children accessing childcare:	Number of volunteers/ interpreters used:	Languages used:	Hours offsite location:	Other:
8	0	0	2	2	0	0	42	

SUPPORT GROUP	Strongly agree	Agree	Neutral	Disagree	N/A
I have gained good understanding related to domestic violence issues					
My safety and support network has improved					
I have better problem-solving skills					
I am aware of services in the community and am comfortable in accessing them independently					
I am satisfied with childcare services provided					

COORDINATOR REPORT

Youth Program

Reporting Period: May 22nd – June 22nd

Priority 1: Build Human and Social Capital for successful settlement of immigrant women

Goal: Enhance holistic approach to client services through a spectrum of social and economic settlement and integration supports.

Building Human Capital of Immigrant Women

Reference: not applicable to youth program

- *Economic integration and employment supports (low; mid; professional)*
- *Family violence support*

Enhancing Social Capital of Immigrant Women

Engagement in Social Networks

Reference: Report program activity as it relates to the bullet points below. Information can be found in the program excel sheets.

- **Workplace mentoring opportunities:**
 - Not applicable for Youth Program
- **engagement with alumnae or business partner:**
 - 4 members of the Youth Alumnae met on May 25th; this meeting focused on sports participation
- **Access to field trips and experiential learning opportunities that enhance social networks (arts, cultural, sports, employment related):**
 - A total of 130 youth attended a field trip on May 18th to the Calgary Zoo
- **Connecting youth with clubs in schools, after school programs, BGCC, AB mentorship:**
 - School and community based programming came to an end for the school year; FCSS post surveys were collected
 - Year-end mentoring project was hosted by Wilderness Club participants at Falconridge School; the project focused on upcycling clothes and were presented back to school participants in a fashion show
 - 21 youth participated in a Youth Standing Committee hosted at Bob Edwards Junior High; the committee focused on developing leadership skills and contributing to the Grade 9 Farewell at the school
 - A total of 25 clients completed intake and registration for summer camp

Evaluation

Evaluations conducted:

Reference: Report FCSS, focus group, etc count for this month and year to date

- # of FCSS pre conducted this reporting period: 321
- # of FCSS post conducted this reporting period: 338
- # of focus groups conducted this reporting period: 16
- 4 surveys were not found in FSII; FSII was contacted and informed
- 8 surveys were discontinued in FSII; participants were not able to complete post due to recollection

Priority 5: Responsive Community Leader

Goal: Contribute to the community as a responsive community leader.

Advocating for Immigrant Women and Their Needs

Conferences/presentations:

Reference: Report any training hosted by the team to education other community service providers about immigrant Youth

- NA

Giving Back to the Community

Subject area expertise/training:

Reference: Report any PD offered as community leaders or opportunities provided for others to grow (scholarships, daughters day) and meetings attended with external partners.

- **Meetings hosted with external partners (SLP meeting; CARE, CLIP, Wellness Meetings)**
 - N/A
- **Professional development delivered at CIWA (lunch and learn, speakers bureau):**
 - NA
- **Professional development delivered outside of CIWA (presentations at conferences, agencies etc)**
 - NA
- **Resource sharing – resources shared outside of CIWA with other organizations (scholarships, daughters day, etc):**
 - Staff are currently identifying participants who are eligible for Gerda Scholarship

MANAGER REPORT

JUNE 2018 FSD REPORT ON STRATEGIC PRIORITIES

The following actions have been addressed in this reporting period relating to strategic priorities and Business Plan deliverables for 2017-2022 strategic period:

Priority 1: Build Human and Social Capital for successful settlement of immigrant women

Goal: Enhance holistic approach to client services through a spectrum of social and economic settlement and integration supports.

Building human capital of immigrant women

Economic integration and employment supports (low; mid; professional)

- 7 P2S mentees received economic integration and employment supports through information/orientation, assessment of career interests and an interview
- 7 P2S mentors received mentoring training
- 8 P2S mentees participated in the Youth Summer Employment Workshop

Family violence supports

- Offered emotional support and information about FCP services to a woman living in Ghana and safety planning for a woman living in British Columbia
- Offered crisis counseling support to a woman on visitor visa and connected her with relevant resources
- Offered crisis counselling support to a professional woman struggling to work on her pharmacy exams due family conflict and a controlling husband
- Offered safety planning and information on resources available to 2 women over the phone; arranged shelter for one of them
- FCP offered three presentations: Foundations for the Future Charter Academy (FFCA) school, Calgary Vietnamese Canada Association and COSECO
- FCP worked with FFCA school to support a family in crisis
- FCP completed two men's support group at Genesis Centre for 10 mandated clients
- FCP started a support group for 7 Spanish women and another support group open to all women
- FCP offered a presentation on "De-escalating Potentially violent situation" for 8 participants at Brenda Strafford shelter
- FCP offered a presentation on CIWA services to 9 staff at Sheriff King Shelter
- FCP staff continued to offer support to East Calgary Family Violence Collective for the planning of upcoming mini conference
- Served a total of 103 clients through FCP and VSO and created 35 safety plans for clients served this month; 2 safety plans by In Home Support program
- VSO Counsellors offered 33.5 hours of support service to CS staff in triage, consultations and brief services
- CCPP Offered parenting support after domestic violence to 3 families referred by Children's Services
- CCPP completed a parents support group at Brenda Strafford Shelter for mothers fleeing domestic violence
- In Home Support program offered three case consultations with Children's Services

Miscellaneous

- Funder monitors this month:
 - None
- Evaluations:
 - One on One conducted 29 individual and workshop evaluations
 - VSO completed 2 initial and 1 intermediate evaluations
 - CE conducted 65 adult evaluations

Youth Program completed 321 pre surveys and

Priority 5: Responsive Community Leader

Goal: Contribute to the community as a responsive community leader.

Advocating for immigrant women and their needs

Conferences/presentations

- FCP staff represented CIWA in the Experiencing Masculinities Symposium at the U of C
- FCP staff offered presentations to Consulate of Columbia in Calgary (Consulado Colombiano), COSECO (for 80 community members) and FFCA school
- ESAVIW project offered a presentation at CDVC meeting

Develop innovative partnerships that support the participation of immigrant women in Calgary

- In the month of March, FSD staff reached out to 12 new community partners:
 - Boys and Girls Clubs of Calgary
 - Calgary Region Immigrant Employment Council (CRIEC)
 - Centre for Newcomers
 - Clarion Hotel
 - Consulate of Columbia in Calgary (Consulado Colombiano)
 - FFCA
 - Making Changes Association
 - Nisa Homes
 - Tim Hortons
 - University of Calgary - Career Services
 - Youth Central
 - YW of Calgary (DCRT)

Giving back to the community

Provide opportunities for staff, volunteers and clients to actively participate and positively contribute to the community

- Clients' participation in the community
- Awards:
 - None
- Scholarships: Gerda R. Bloemraad, Daughters Day, U of C Contemporary Women's Award, St. Mary's University Humanities 101
- External resource committees – attended this month
 - CDVC
 - City of Calgary Neighbour Day Committee
 - East Calgary Family Violence Collective
 - Ethno cultural Diverse Committee (ECDC)
 - COSECO
 - Edgemont Networking Group

Resource sharing

- Resource manuals produced and distributed
 - CE distributed 44 manuals for adults (English)
 - CCPP shared parenting manuals in six languages with CAIWA in Red Deer
 - 338 post surveys through 16 focus groups

DIRECTOR OF PROGRAMS REPORT

NOVEMBER 2018 REPORT ON STRATEGIC PRIORITIES

The following actions have been addressed in this reporting period relating to strategic priorities and Business Plan deliverables for 2017-2022 strategic period:

Priority 1: Build Human and Social Capital for successful settlement of immigrant women

Goal: Enhance holistic approach to client services through a spectrum of social and economic settlement and integration supports.

Focus: Building human capital of immigrant women

Enhance knowledge and build competencies

Financial Literacy

- 75 unique clients served of which 141 opened RESP accounts
- 2 RESP presentations to Pebbles in the Sand classes

Interpretation and Translation Certification

- 5 LMB graduates applied for ATIA and other certifications
- 6 LMB graduates applied for Translation Identification Number

Occupational Specific Certification

- 3 Alberta Basic Security Training
- 11 Standard First Aid & CPR/AED
- 7 Basic Food Safety
- 12 WHMIS

Employment Related Competencies

- 21 clients received computer training through Employment Skills Program
- 46 clients graduated from professional bridging programs
- 26 clients employed from professional bridging programs
- 169 ESP clients served through 524 employment services; 18 clients employed
- 99 low to mid literacy immigrant women received computer training
- 38 clients graduated from low literacy bridging programs

Offer customized employment supports

Customized long term employment interventions (bridging programs)

- 231 clients served in professional bridging programs
- 26 clients employed from professional bridging programs
- 224 clients served in low literacy bridging programs
- 33 clients employed from low literacy bridging programs

Customized approaches to employment supports for unique client populations

- 21 youth clients/mentees received employment support training through Pathways to Success project
- 5 P2S mentees received 20 hours job shadowing opportunity with their mentors
- 5 mentees started job shadowing in their respective schools

Priority 5: Responsive Community Leader

Goal: Contribute to the community as a responsive community leader.

Advocating for immigrant women and their needs

Conferences/consultations

- Rekha Gadhia delivered a panel presentation at Bow Valley College entitled **Differences that matter: Reflections on participatory research with immigrant retirees**; this presentation concludes two year SSHRC funded research project that CIWA participated in with BVC
- In total, 10 Language Training department staff (Wahiba Benani, Anna Ermakova, Jenifer Soto, Yelena Sidorova, Naomi Robins, Golshid Pourviseh, Zhen He, Tulasa Gimire and Liette Wilson) as well 2 Workplace Services department staff (Loveleen Mahal and Susan Milford) attended the ATESL 2018 Conference in Edmonton from October 11-13, 2018. The conference provided professional development opportunities to learn more about principles of adult learning as well as the principles of second language learning and teaching. Several networking opportunities presented themselves which further added to the usefulness of the opportunity. Additionally, Liette Wilson delivered a presentation on **Teaching for Settlement with ESL-Literacy Refugee Learners**. There were approximately 50 people in attendance at the one-hour presentation. The participants were highly engaged, asking questions and participating in discussion. There was a lot of interest in accessing the Passport to Canada curriculum and several people have already contacted CIWA asking for the presentation as soon as it is available.

Develop innovative partnerships that support the participation of immigrant women in Calgary

- In October, CIWA reached out to the following new community partners:
 - Calgary Board of Education (Peter Loughheed School, Sir Winston Churchill High School, William Aberhart High School)
 - Chic Geek
 - DRCT 2.0
 - FOCUS on Seniors
 - HireUp
 - International Talent Acquisition Centre (In-Tac)
 - Nigerian Canadian Muslims Congregation of Calgary
 - NStep
 - SAMRU (Students Association at Mount Royal University)
 - Up Skills for Work

Partnership with Up Skills for Work (a subsidiary of ABC Life Literacy Canada)

Programs in Workplace Services Department partnered with Up Skills for Work to pilot workshops on the themes of accountability, attitude, and motivation for clients. Materials received from Up Skills will be incorporated into multiple programs.

CEO REPORT



MONTHLY REPORT FOR THE BOARD OF DIRECTORS

, 2018

From: Beba Svigir, Chief Executive Officer

PROGRESS ON STRATEGIC PRIORITIES

The following actions have been addressed in this reporting period relating to strategic priorities and Business Plan deliverables for 2017-2022 strategic period:

Priority 1: Build Human and Social Capital for successful settlement of immigrant women

Goal: Enhance holistic approach to client services through a spectrum of social and economic settlement and integration supports.

1. Building human capital of immigrant women

a) Enhance knowledge and build competencies

Financial Literacy
Interpretation and Translation Certification
Occupational Specific Certification
Employment Related Competencies

b) Offer customized employment supports

Customized long term employment interventions (bridging programs)
Customized short term employment interventions

c) Family violence supports

Prevention supports
Intervention supports

2. Enhancing social capital of immigrant women

a) Engagement in social networks

Engaging immigrant women, youth and seniors
Engaging CIWA alumnae

Engaging volunteers (internally at CIWA)

Connecting DV clients with support groups and social networks

b) Active contribution to the community

Connecting youth with clubs in schools, after school programs, BGCC, AB Mentorship

Connecting seniors with senior networks

Connecting home visitation supports for isolated immigrant women

Connecting/Access to field trips and external learning opportunities to enhance social networks (arts, cultural, sports, employment related)

Connecting to interpretation and translation services

Volunteer support outside of CIWA

Community development activities/civic engagement activities

c) Engaging business partners to support the participation of immigrant women

3. Delivering innovative services to address current gaps

a) Delivering innovative services irrespective of eligibility criteria

b) Providing services for clients and families with disabilities

Services for struggling learners and women with disabilities

c) Innovative responses to changing immigration patterns and social challenges to integration

Influx of refugees

Services for men

LGBTQ

d) Culturally sensitive supports for women's physical and mental health

Physical and mental health of immigrant women

Physical and mental health of immigrant youth

Physical and mental health of immigrant seniors

4. Providing access to support services

a) Innovative options for childcare

b) Community based programming that increase accessibility

c) Access to first language support

d) Access to transportation support

e) Supports for all family members affected by family conflict

f) Financial, housing, basic needs, in-kind

Housing support

Food needs

Other basic needs

Christmas support

Recreation

Resources for clients

Referrals to other services to expand access to supports for immigrant women

Priority 2: Financial Stability

Goal: Ensure financial stability to manage growth

Diversifying funding opportunities

Access funding through community and family foundations

Building agency response to unforeseen funding needs

Exploring avenues related to self-generated funds

Priority 3: Risk Management

Goal: Manage risk in all aspects of organizational structure and business.

Sustaining our ability to maintain agency impact and leadership capacity

Managing risk related to agency growth and positioning for future

Priority 4: Capacity Building

Goal: Build capacity to sustain and enhance the impact and value of our work.

Strengthening agency infrastructure

IT update

Increasing human capital (staff)

Develop On-Boarding approach to HR

Provide continuous learning and skills development for staff

Competitive benefits for staff/ New Benefit Provider

Increasing Brand Awareness

Promotion in the community

Promotion to Corporate Partners

Extending marketing and social media initiatives

Priority 5: Responsive Community Leader

Goal: Contribute to the community as a responsive community leader.

Advocating for immigrant women and their needs

Influence government to increase their investment in gender specific supports

Work with provincial and national organizations to raise awareness about gender issues

Conferences/consultations

Develop innovative partnerships that support the participation of immigrant women in Calgary

Giving back to the community

a) Resource Sharing/diversity training

b) Mentor businesses/non-profits and provide training

Provide opportunities for practicum students

Participate in community initiatives that enhance benefits of immigration

Participation in research initiatives with partners

External committees

Outreach initiative

Miscellaneous

Funder monitors

ANNUAL AGENCY REPORT ON OUTCOMES

Annual agency outcome report captures the following components:

1. Program outcome reports to all funders
2. Annual outcomes on all other priorities for the agency (funding, capacity, risk management)

LOGIC MODEL

PRIORITY 1: BUILD HUMAN AND SOCIAL CAPITAL FOR SUCCESSFUL SETTLEMENT OF IMMIGRANT WOMEN		
STRATEGIC GOAL	ACTION/IMPLEMENTATION PLAN	OUTCOMES/OUTPUTS
Enhance holistic approach to client services through a spectrum of social and economic settlement and integration supports Person(s) Responsible: CEO/ Management	Sustain and build upon the existing client service capacity to offer a full range of programs and services for all immigrant women and their families. 1. <u>Building human capital of immigrant women</u> a. Enhance knowledge and build clients' competencies and qualifications/ability to compete and achieve economic integration b. Offer customized employment supports for professional, mid-level, and low literacy immigrant women c. Provide effective supports for immigrant women experiencing family violence to improve their overall health (emotional, physical, financial) to achieve positive outcomes for themselves and their children	
	2. <u>Enhancing social capital of immigrant women</u> a. Facilitate effective engagement and participation of immigrant women in a wide range of social networks b. Achieve high participation and active contribution to the community for immigrant women c. Capitalize on the value of existing partnerships to provide opportunities for positive relationships that add value to the fabric of the community	
	3. <u>Delivering innovative services to address current gaps</u> a. Provide services to <u>all</u> immigrant women irrespective of eligibility criteria b. Provide services for immigrant women and families with disabilities c. Create innovative responses to addressing changing immigration patterns and social challenges to integration d. Provide collaborative culturally sensitive supports in the area of women's physical and mental health	
	4. <u>Providing access to support services</u> a. Develop innovative solutions to meet childcare needs of immigrant women b. Deliver community-based programs to increase accessibility c. Provide access to first language and translation/interpretation support d. Provide access to transportation support e. Provide supports for all family members affected by family conflict (grandparents, men/boys and children) f. Provide financial, emergency housing, in-kind support and basic need supports	

CUMMULATIVE FIVE YEAR REPORT ON STRATEGIC PRIORITIES

This report is a summary of all outcomes achieved in relation to all strategic priorities over a period of five years.

This report is used to identify **community impact** that CIWA produced over the five year strategic plan.

COMMUNITY IMPACT

EXAMPLE OF HOW WE MEASURE IMPACT

PROFESSIONAL IMMIGRANT WOMEN

Between 2012-2017:

- **1016** clients served; majority are recently arrived newcomers
- **\$6.7M** in funding received
- **87%** clients secured employment; average salary is **\$47K**

Prior to enrolling in a program:

- **40%** of clients worked in a survival job
- **60%** of clients were unemployed
- **100%** of clients had professional knowledge and experience but lacked Canadian experience and labour market connections

As a result, clients and their families experienced:

- Increased individual and family wellbeing
- Increased economic prosperity
- Increased social and professional connectivity
- Job advancement (many of our clients moved into managerial positions)

Over the five years, social return on investment is approximately **\$20** for each dollar of investment.

LOW LITERACY IMMIGRANT WOMEN

Between 2012-2017:

- **2146** clients served; majority have lived in Canada for more than 3 years
- **\$5.6M** in funding received
- **76%** of clients found employment

Prior to enrolling in a program:

- **75%** of clients were unemployed
- **25%** of clients were underemployed
- **20%** of clients were supported financially through government assistance or by a relative
- **80%** of clients were financially dependent on their spouse or prior savings
- **100%** of clients lacked the basic language, literacy and skills to find and sustain employment

As a result, clients and their families experienced:

- Decreased dependency on social assistance programs
- Increased individual and family wellbeing
- Increased economic security
- Increased connections to social networks and service industries

Over the five years, social return on investment is approximately **\$6** for each dollar of investment

NEW INNOVATIVE IDEAS TO SUPPORT CLIENTS



Questions?

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C I W A

Calgary Immigrant Women's Association