

A Strategic Response: *Resettlement of Yemeni Refugees*

February 2019



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Introductions

Kyler Woodmass - ADM FIN

Mona Awwad - ADM IRCC

Monica Smith - ADM PCO

Andrea Garland - ADM ISED



Objective of Briefing and Outline

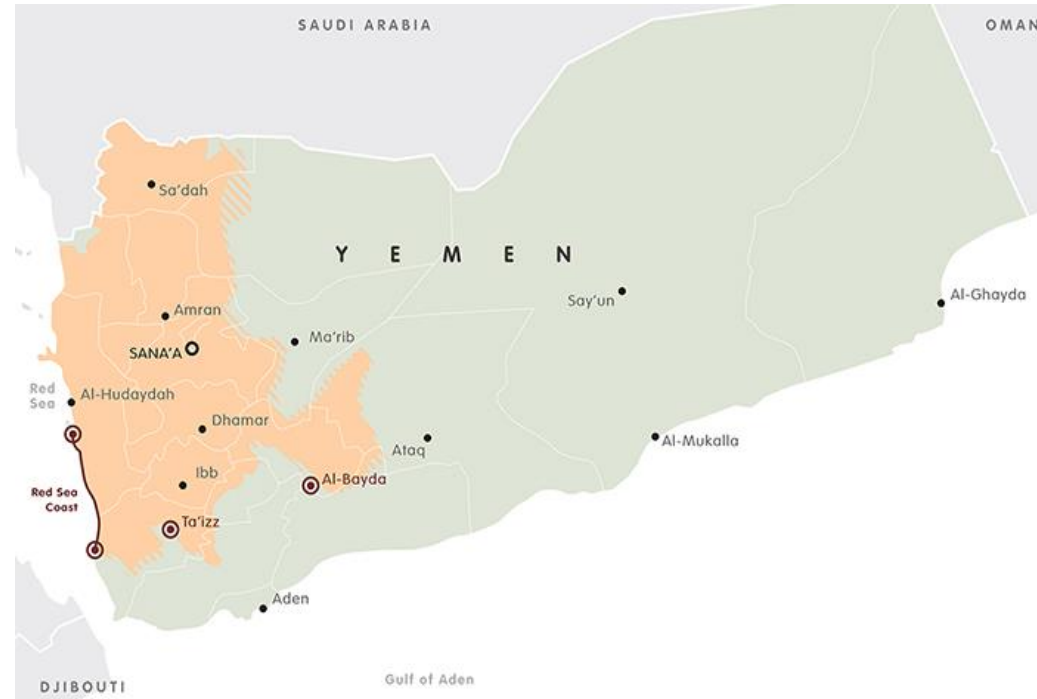
- Background
- Options & Recommendation
- Implementation Phases
- Cost Breakdown
- Communications Plan



Background – International Context

Civil War in Yemen

- No end in sight
- Millions in need of aid
- 75,000 identified for resettlement



Background – Mandates and Previous Policies

	Mandate
IRCC	<ul style="list-style-type: none">• High-quality resettlement services• Reduce processing times
ISED	<ul style="list-style-type: none">• Foster economic development
FIN	<ul style="list-style-type: none">• Manage costs



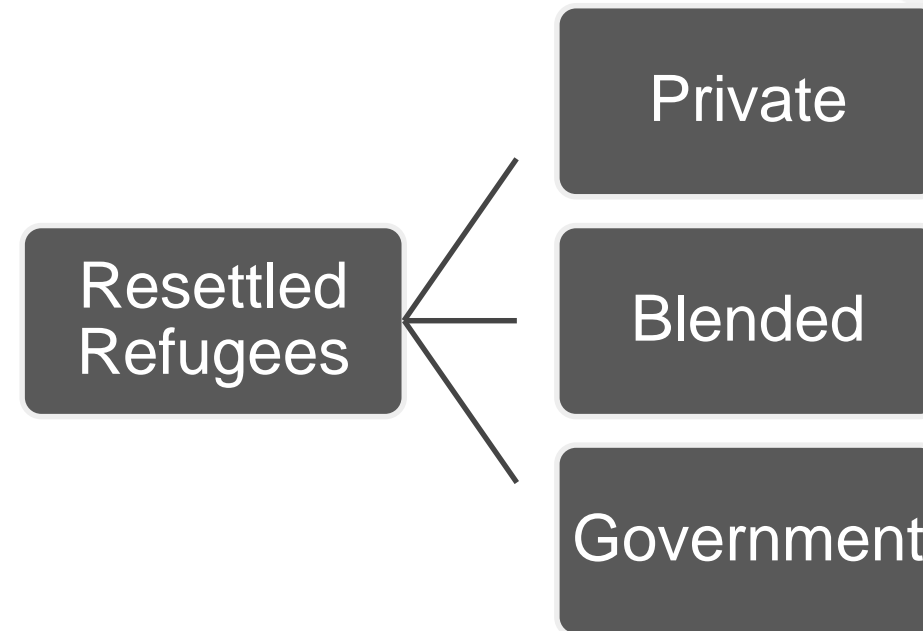
Background – Immigration System and Targets

Canadian Immigration System:

- Shared jurisdiction (FPT agreement)
- Provincial Nominee Program
- Minister: Ceiling of 25,000

Refugee / Protected Persons:

- 2019 target: 46,450
- 2020 target: 49,700



Options

Available Response Options	
OPTION 1	Accept fewer than the 25,000 ceiling
OPTION 2	Decline to accept Yemeni refugees
OPTION 3	Accept the full 25,000 IRCC cap



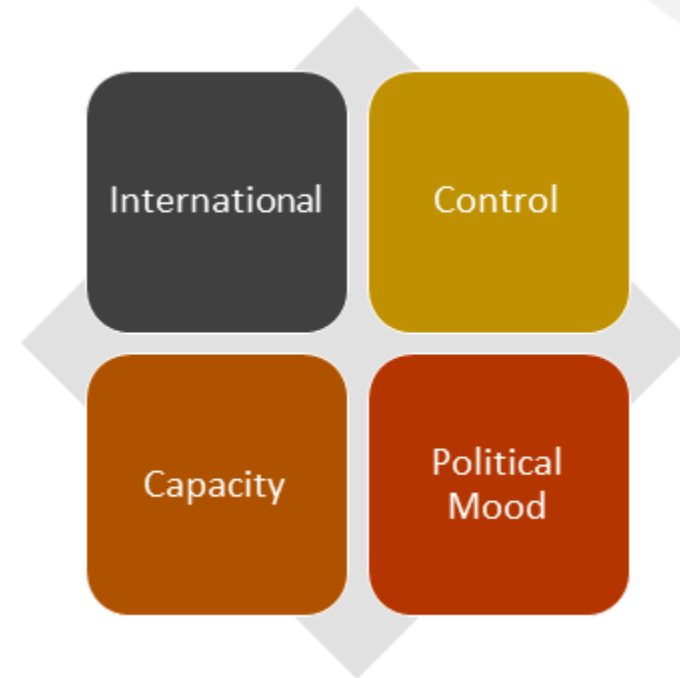
Option 1 - Recommended

Target: 15,000 - 18,800

- (33% Government, 67% Private)
- \$15M for IRB

Three Phases:

1. Coordination
2. Screening
3. Resettlement



Key Considerations: International

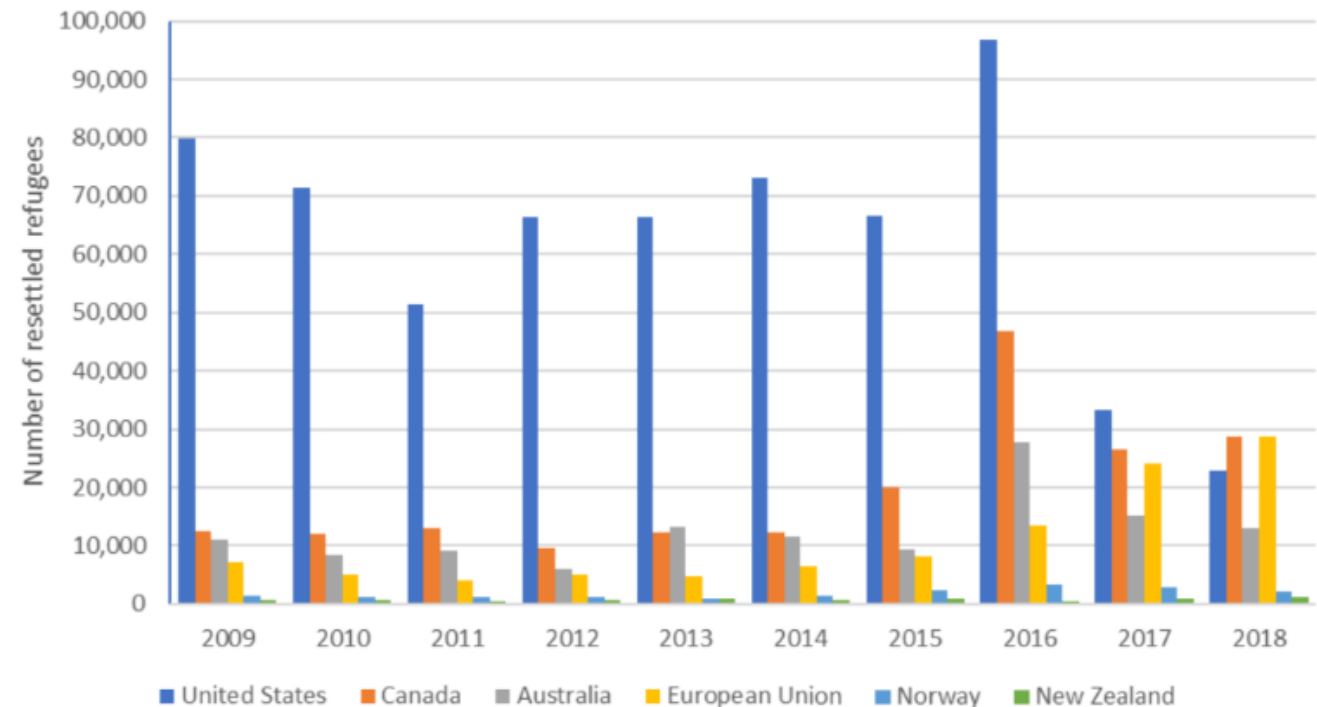
Expectations:

- Highest receiver
- All UNHCR groups

Middle East:

- Saudi Arabia
- Risk or Opportunity?

Destinations for resettled refugees, 2009-2018



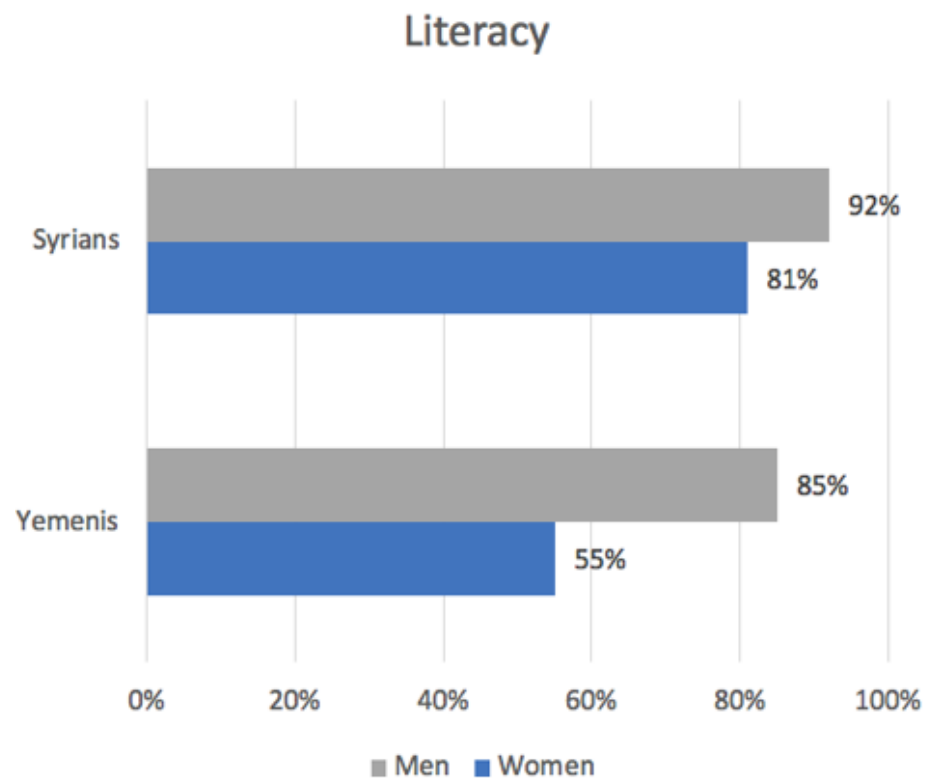
Key Considerations: Control

Screening

- Processed overseas
- Saudi Arabia or Djibouti
- De-escalation zone

Resettlement

- Literacy
- Education

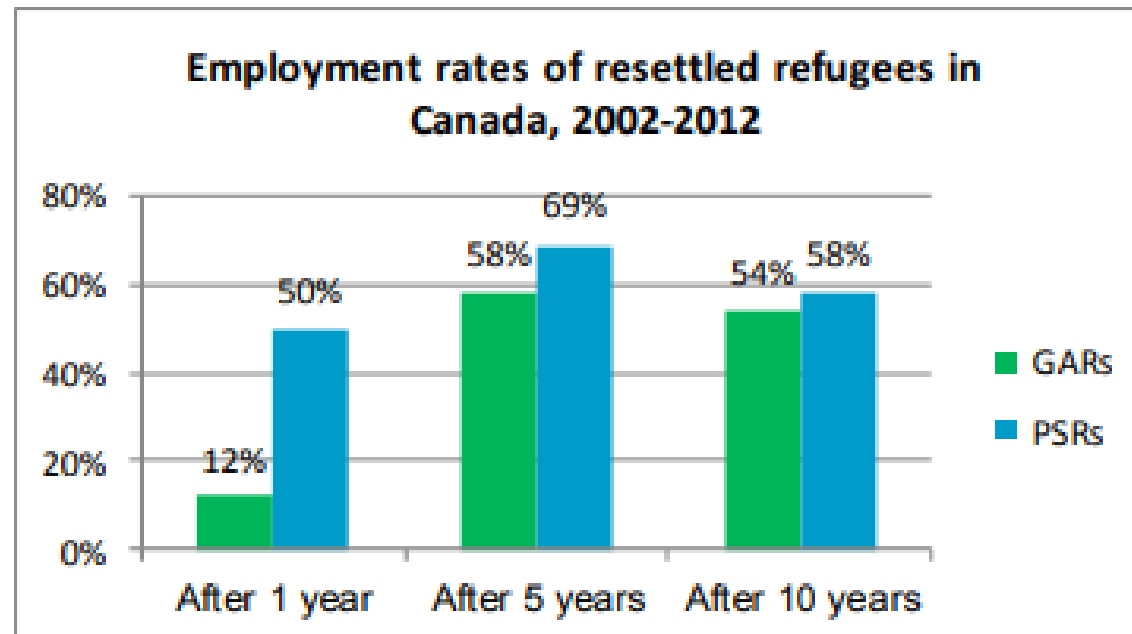


Key Considerations: Capacity

Organizational Capacity

- 25,000 IRCC max
- Rate of entry
 - Speed of Syrian case

Financial Capacity



Source: IRCC (2016). Evaluation of the Resettlement Programs.



Key Considerations: Public Mood

Federal Politics:

- Election Year
- UN Compact
- FPT agreements

Provinces:

- Different needs
- Different priorities

Public Opinion

- 67%: irregular crossings is a crisis (ARI, 2018)
- 49% decrease immigration levels (ARI, 2017)
- 60%: disagree immigration is too high (Env, 2018)



Key Regions: Central Canada Ontario and Quebec

Background:

- Ontario: 70% economic immigrants
- Quebec: 20% less immigrants

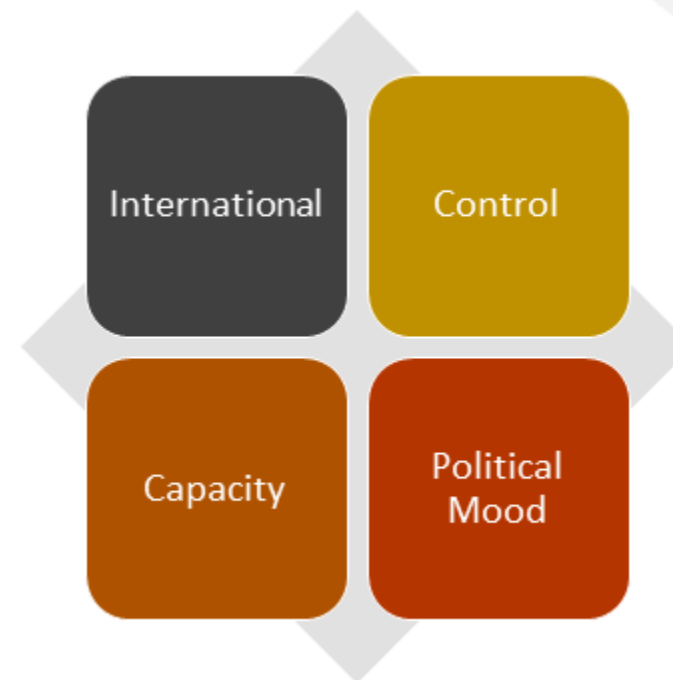
Considerations:

- Backlog is a strain on resources
(PBO: \$14,000 / person)
- Ontario and Quebec request: \$500M
(Offered: \$164.7M + \$26M to Toronto)



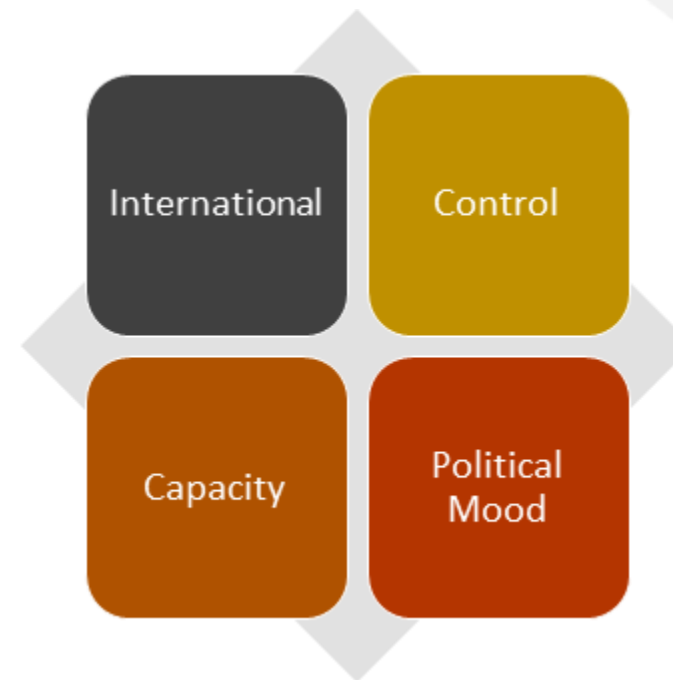
Option 2: Decline to Resettle

Strengths	Weaknesses
<ul style="list-style-type: none">• Lower cost• No risks to security• May satisfy some groups	<ul style="list-style-type: none">• Inconsistent• Negative publicity• Loss of credibility















Option 3: Accept 25,000

Strengths	Weaknesses
<ul style="list-style-type: none">• Credibility• Meets need• Leading role	<ul style="list-style-type: none">• Stretched public resources• Inconsistent• Harder to sell• Less room to manoeuvre














Evaluation Matrix

	INTERNATIONAL RELATIONS	CAPACITY	CONTROL	POLITICAL MOOD
15,000 – 18,800				
INACTION				
25,000				

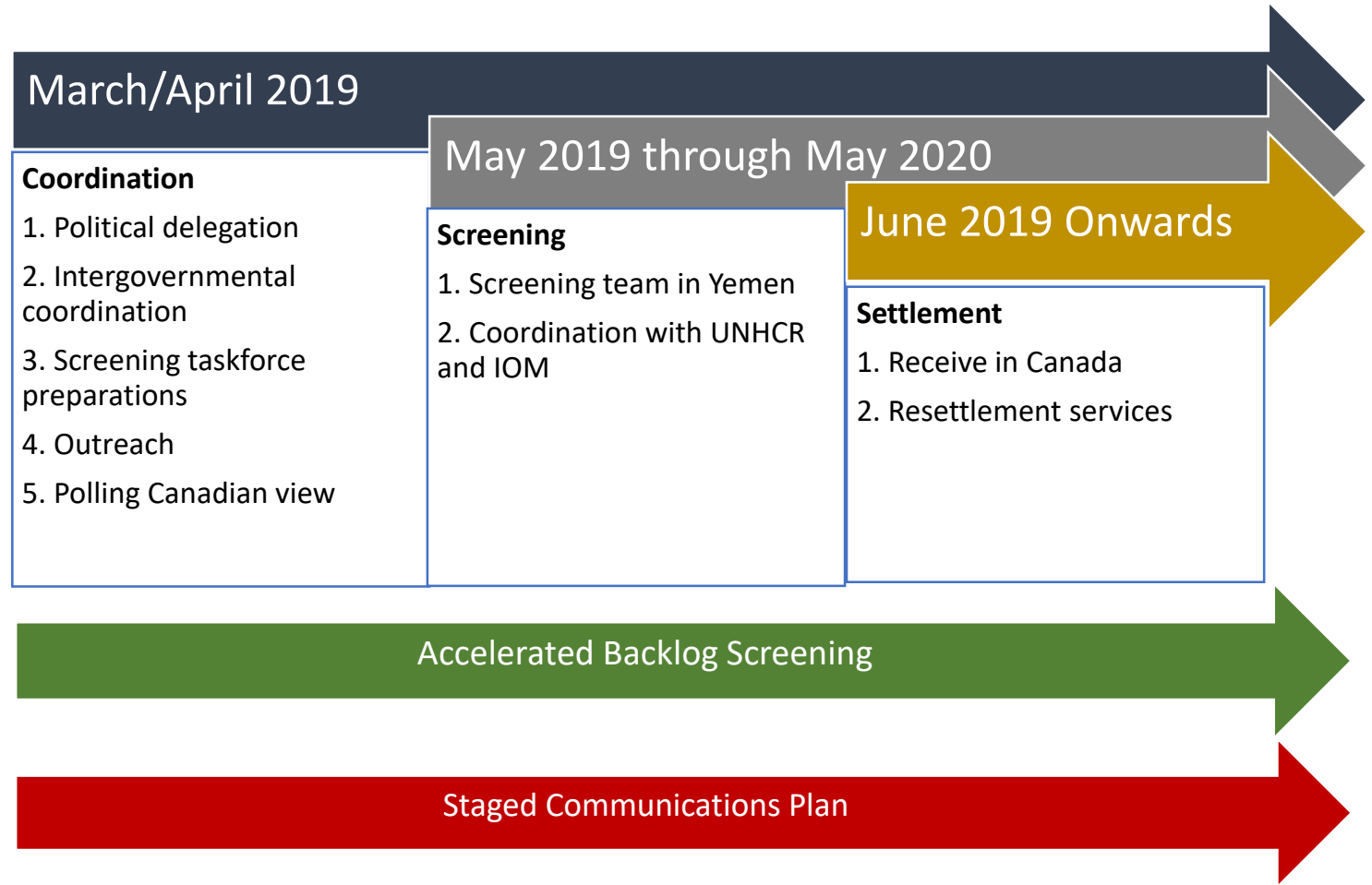


Risks and Mitigation Strategies

RISK	PROBABILITY	IMPACT ON STRATEGY	MITIGATION
A PROVINCE REFUSES			Leverage private support
NON-GEN REFUGEE REMOVAL			Monitor the situation
DEMAND SHORTAGE			Outreach strategy
CONFLICT ESCALATES			Scrap envoy, screen in neighbouring nations
ALL PROVINCES REFUSE			Contribute equivalent funds for humanitarian aid
EXCESS DEMAND			Look into extensions after election



Timeline



Implementation Phase 1 Coordination

19

March/April 2019

May 2019 through May 2020

June 2019 Onwards

1. Political delegation / committee report
2. Intergovernmental coordination
3. Security delegation preparations
4. Outreach to NGOs / networks (OCASI / TCRI)
5. Funding for IRB
6. Polling Canadian views on Yemen



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Implementation Phase 1 UN Coordination

March/April 2019

May 2019 through May 2020

June 2019 Onwards



Additional activities may be required to assemble the group in a secure zone, in coordination with Saudi Arabia, UNHCR and IOM

- De-escalation
- Transport
- Housing



Implementation Phase 2 Screening

21

March/April 2019

May 2019 through May 2020

June 2019 Onwards

1. Screening team in Yemen or Regional Office
2. Coordination with UN and IOM
3. Coordination, outreach, and communications continue



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Implementation Phase 3 Settlement

March/April 2019

May 2019 through May 2020

June 2019 Onwards

1. Start receiving refugees in Canada
2. Resettlement services begin
3. All other activities continue



Cost Breakdown

Estimate from Syrian horizontal initiative

- \$168M - \$212M (\$11,000 / person)

Plus \$15M for IRB

- Backlog screened 1 year early
- Estimate: 50% reduction of pending irregular asylum claims
- Positive return on investment (\$14,000 / person)

In addition to existing plans (e.g. capping total applications)



Communications Strategy: Approach and Message

Strategic Approach: Past **Successes**, Proactive **Mitigation**, **Leverage** Private Actors

AUDIENCE	KEY MESSAGES
GENERAL PUBLIC	“immigration helps the economy” / “screen overseas” / “the war has disrupted lives...”
PUBLIC - REGIONAL	“sponsored by local company / church / friends”
PROVINCES	“relatively small amount” / “sponsored by local company / groups”
INTERNATIONAL COMMUNITY	“encourage all nations to engage with the UNHCR and pledge to receive a portion of those in need”
POTENTIAL SPONSORS	“make a difference” / “streamlines process, building on success and remedying delays”



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Communications Strategy: Management/Tactics

Issue Management:

- Anticipating
- Correcting

Tactics:

- Websites
- Social Media
- Announcements
- Collaboration
- Preconditioning
- Success Stories



In Summary

There is a target we can accept in a way that is:

- Controlled
- Safe
- Welcoming





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Thank you - Merci
Questions?

Appendices

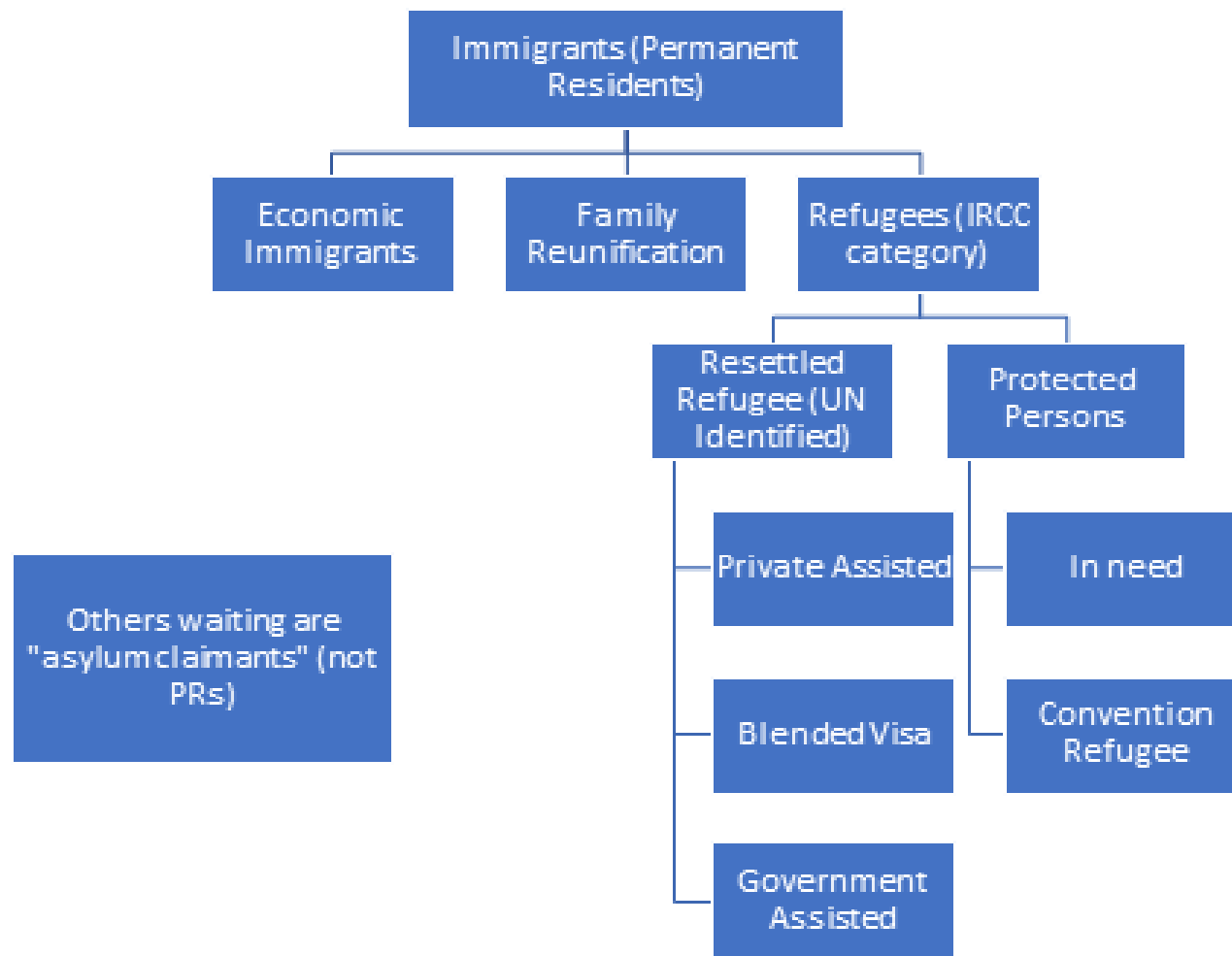
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A – Immigration Hierarchy



B – Detailed Resettlement Schedule

Yemeni Resettlement Plan - Extended

	2019										2020						Cont'd
	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Assess	X	X															X
Outreach	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Coordinate	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Reply to UN		UN (May 1)															
Screen			X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Receive				900	1125	1350	1350	1350	1350	1350	1350	1350	1350	1350	1350	900	
Integrate				X	X	X	X	X	X	X	X	X	X	X	X	X	X

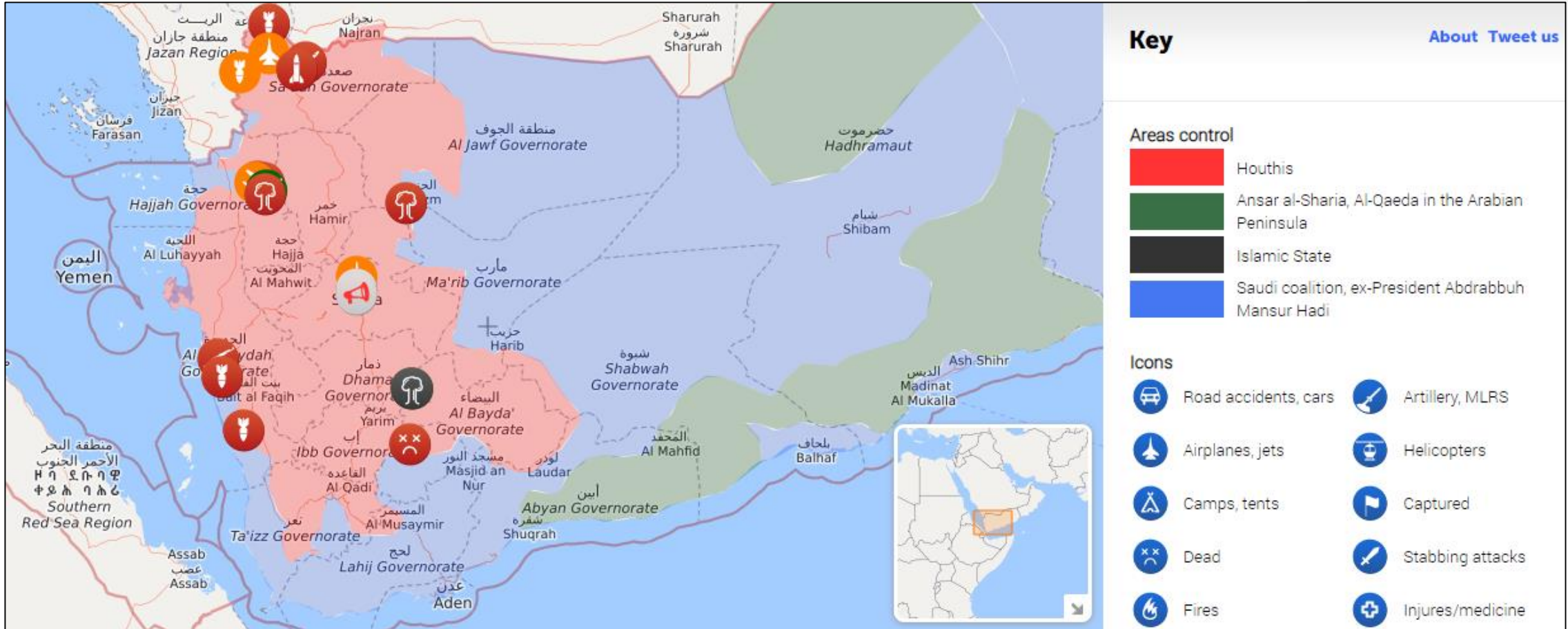
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2019 target	46,450	8775 in 2019	(18.9% up)
2020 target	49,700	7650 in 2020	(15.4% up)

Total Screened	16425
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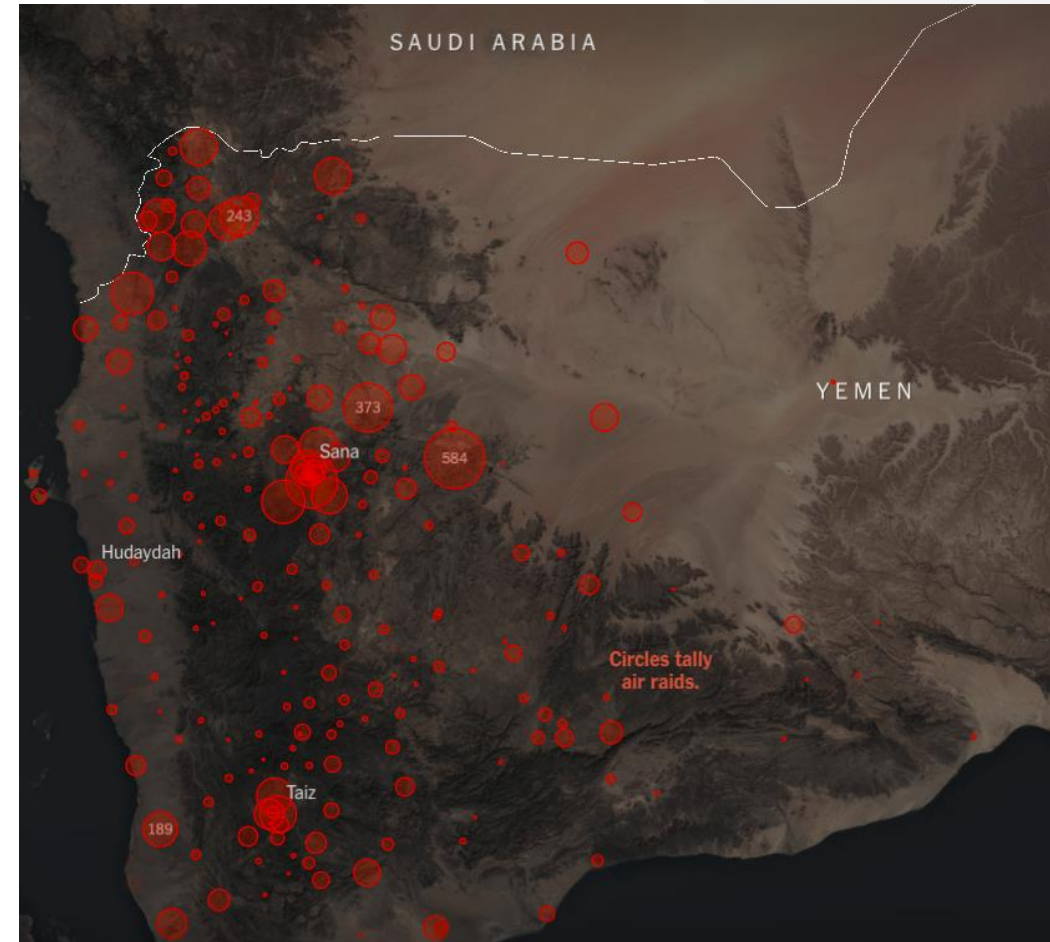
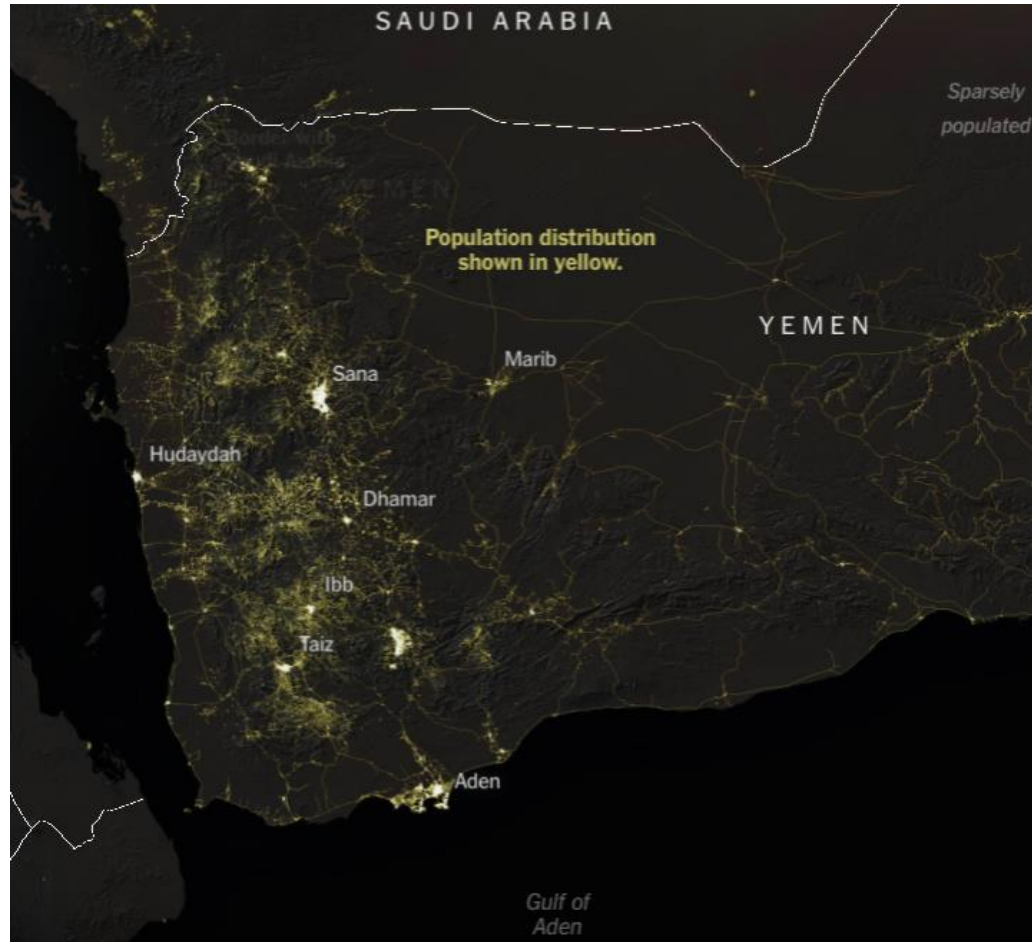
C – Current Conflict Map



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D – Yemen Population/Air Raid Maps



E – Pledge Share 2016

Resettlement and Other Forms of Legal Admission for Syrian Refugees

Confirmed pledges (persons) since 2013:	130,955
Additional places/visas granted under Other Legal Forms of Admission:*	15,823
Resettlement submissions to the USA:	32,369
TOTAL places made available to date:	179,147

Country	Confirmed pledges for Resettlement and Other Forms of Legal Admission since 2013	
Argentina		Humanitarian Visa Programme
Australia**	5,800	Resettlement and Special Humanitarian Programme
Austria	1,900	Humanitarian Admission
Belarus	20	Resettlement
Belgium	475	Resettlement
Brazil**		open-ended Humanitarian Visa Programme
Canada**	38,089	Resettlement

<https://web.archive.org/web/20160404042206/http://www.unhcr.org/52b2febafc5.html>



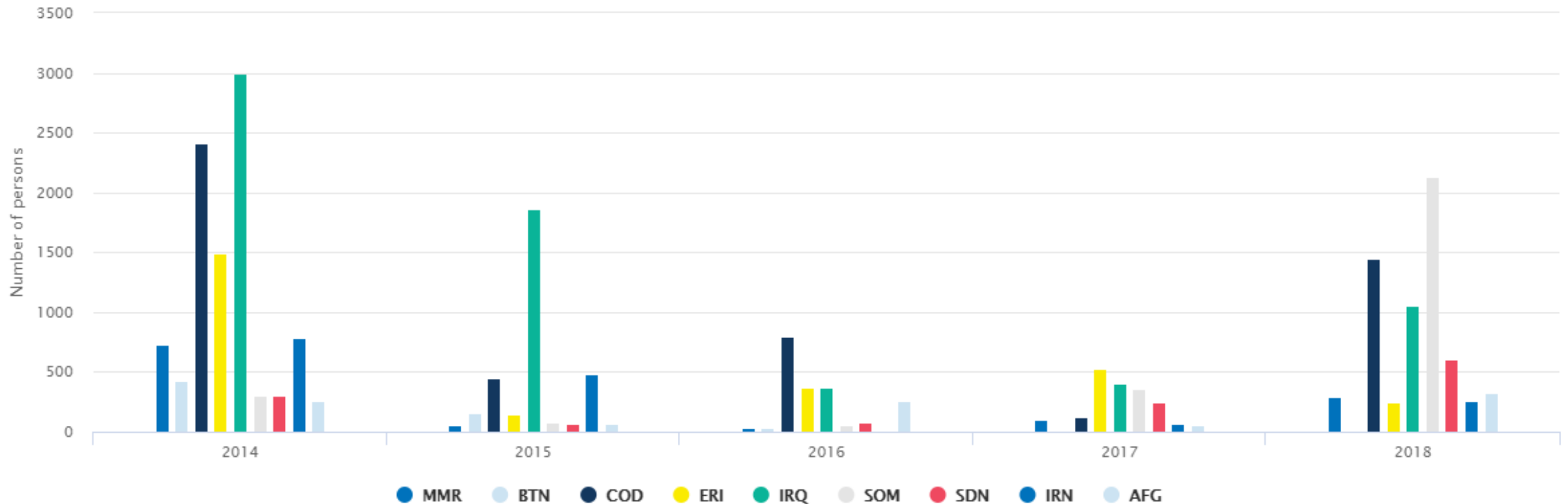
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F - Canada UNHCR Resettlement

Resettlement Statistics Query - Bar chart

UNHCR resettlement submissions



G – Canada UNHCR Resettlement 2018

Year ↓ ¹	Country of Origin ↓ ²	Country of Asylum ↓ ²	Country of Resettlement ↓ ²	Persons ↓ ³
2018	Somalia (SOM)	-	Canada (CAN)	2,130
2018	Afghanistan (AFG)	-	Canada (CAN)	325
2018	Syrian Arab Rep. (SYR)	-	Canada (CAN)	5,508
2018	Dem. Rep. of the Congo (COD)	-	Canada (CAN)	1,450
2018	All others (All others)	-	Canada (CAN)	2,402
2018	Eritrea (ERI)	-	Canada (CAN)	249
2018	Iran (Islamic Rep. of) (IRN)	-	Canada (CAN)	253
2018	Iraq (IRQ)	-	Canada (CAN)	1,049

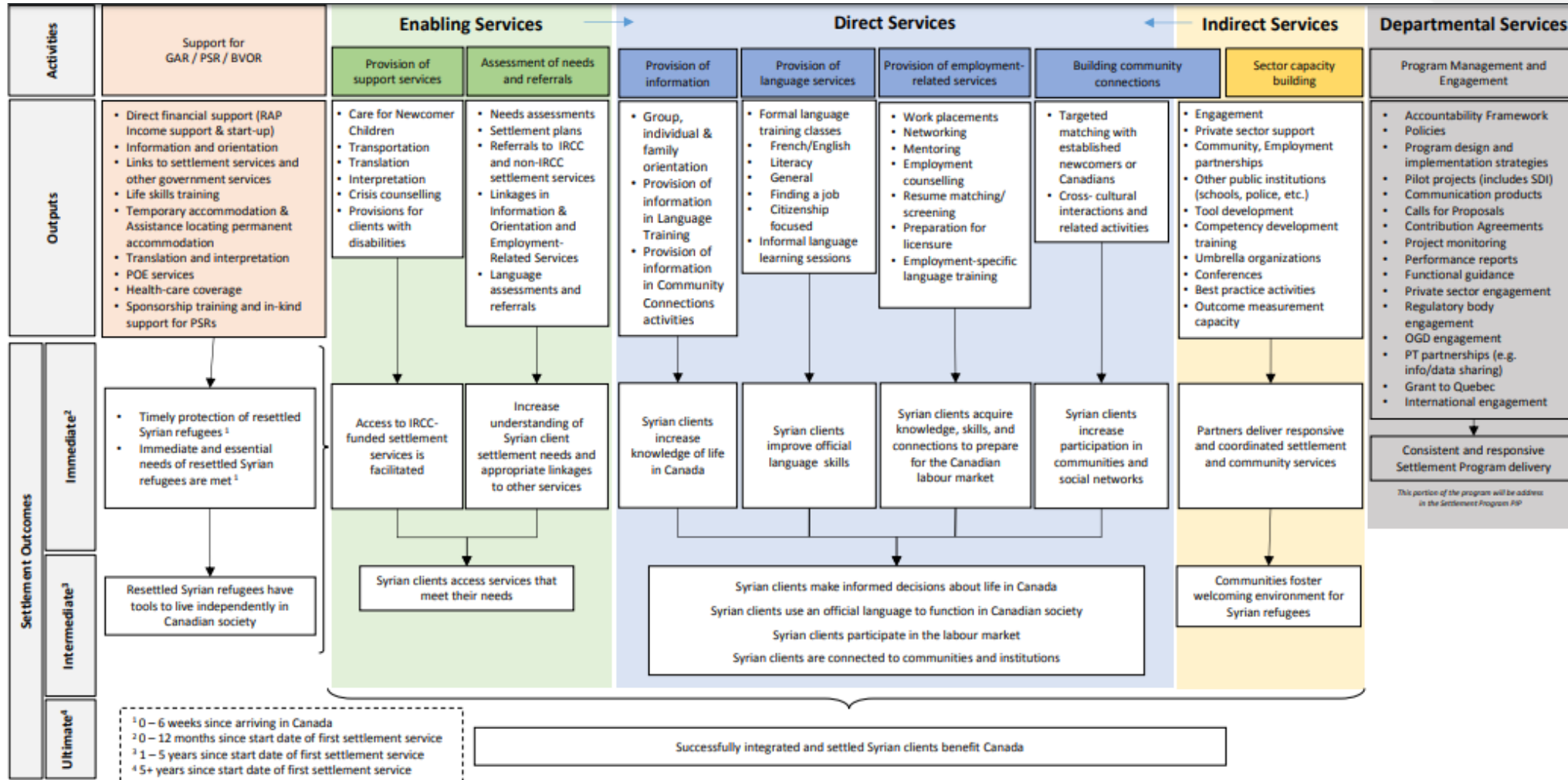


H – Revised Level Targets

	2019	(low)	(high)	2020	(low)	(high)	2021	(low)	(high)
Protected Persons	16,500	14,000	20,000	18,000	16,000	20,000	20,000	17,000	22,000
Government Assisted	9,300	7,500	9,500	10,700	9,000	11,000	10,700	9,000	11,000
Blended Visa	1,650	1,000	3,000	1,000	500	2,500	1,000	500	2,500
Privately Sponsored	19,000	17,000	21,000	20,000	18,000	23,000	20,000	18,000	23,000
Total Refugees	46,450	39,500	53,500	49,700	43,500	56,500	51,700	44,500	58,500



I – Syrian Resettlement Chart



J – IRB Planned Spending

Budget 2018 allocated an additional \$72M over 2 years

We're suggesting an additional \$15M in 2019

ORGANIZATIONAL SPENDING TREND GRAPH

