

One Nation, Different Journeys

A Strategic Response to the Resettlement of Yemeni Refugees



Task Force

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The Yemen Crisis (2011-Present)



HUMAN TOLL OF THE CONFLICT

5,900+

Civilians
Killed

3 MILLION

Displaced

22.2 MILLION

Need of basic
Necessities

2.5 MILLION

Out of School

Challenge

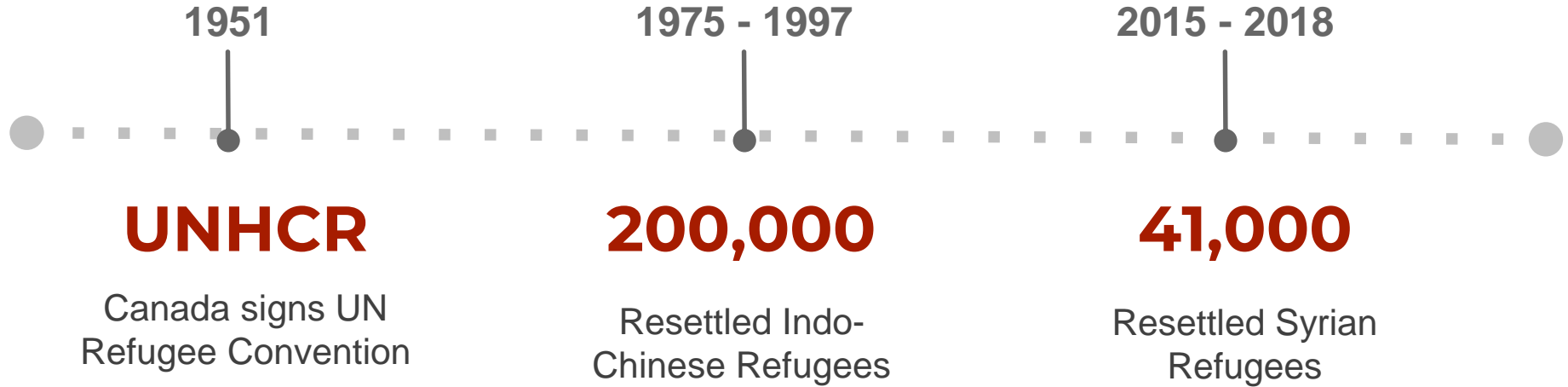
UNHCR has requested the Government of Canada to take the lead in resettling a large portion of 75,000 Yemeni refugees.

Without a strategic plan, we risk the successful integration of Yemeni refugees into the fabric of Canadian society.

Recommendation: 30,000 Refugees



Context: Historical

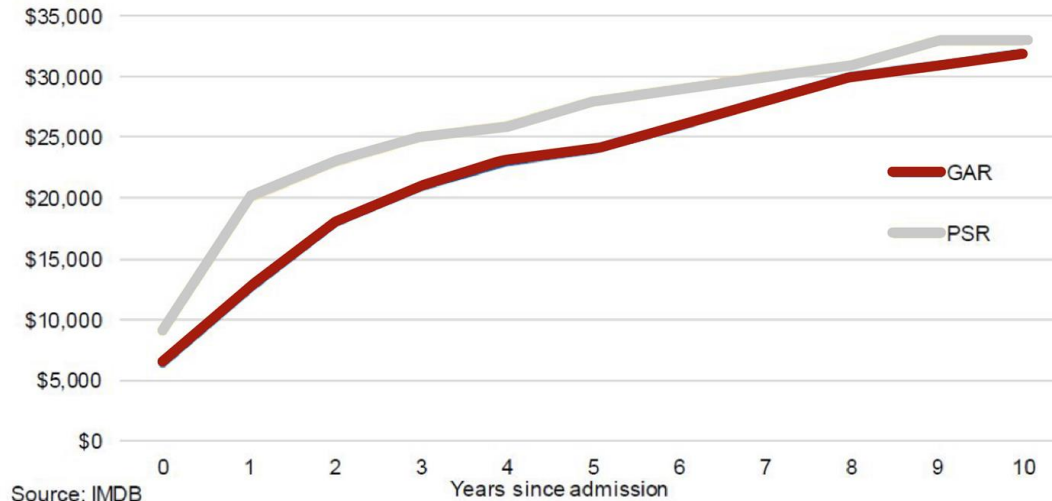


Context: Political Landscape



Context: Socio-Economic

Average employment earnings from entry date to Canada (2002-2012)



Context: Syrian Refugee Initiative

Lessons Learned

1

Settlement
Services

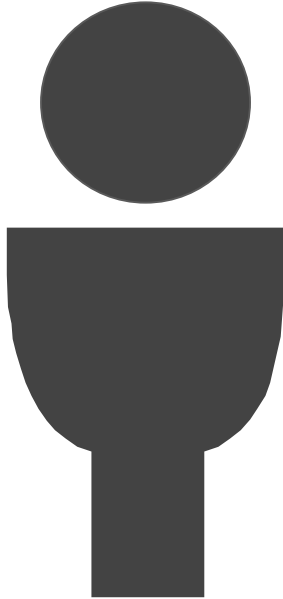
2

Decision
Making

3

Measuring
Outcomes

Context: Syrian Refugee Initiative Cost



\$727M over three years

÷ 41K refugees

= **\$18K** per refugee

Context: Ontario

"Ottawa has created a mess which threatens Ontario's public services."



Premier Doug Ford

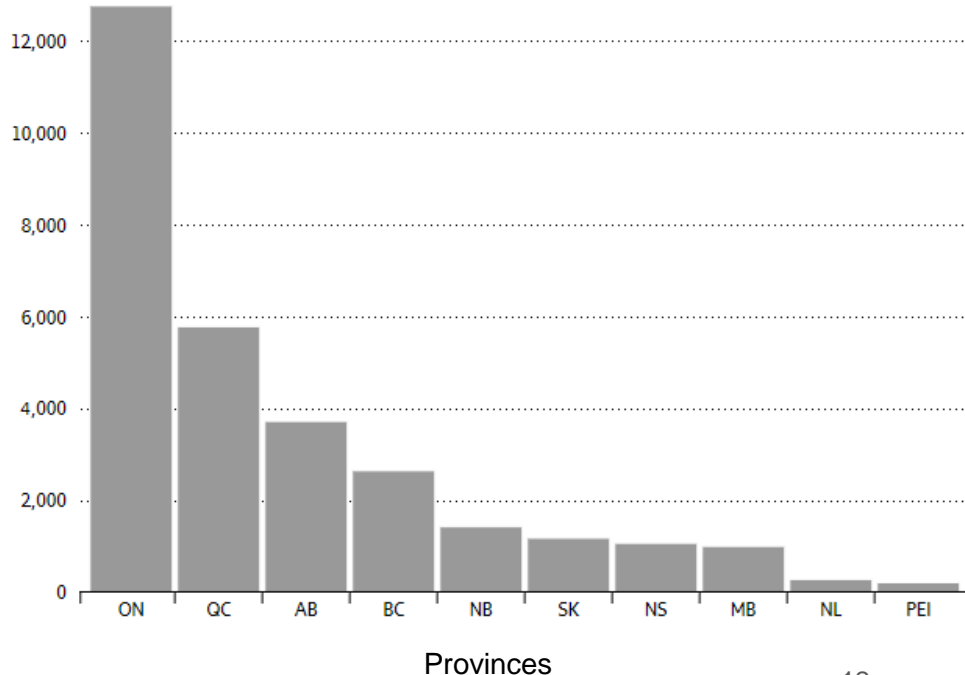
"Our budget was \$8M; it's now \$5.5M because the federal government decided to invest less."



Carl Nicholson
*ED, Ottawa Catholic
Centre for Immigrants*

Context: Ontario's Cost

Settlement of Refugees by Province in 2016



Federal Government
Transfer Payment to ON

\$115M

Province Expenditures

\$110M

National Strategy

Policy Options



Option 1
Maintaining
Status Quo



Recommended
Option
3C Initiative



Option 2
G7 Partnership

Option 1: Maintaining Status Quo

Driving Forces

UN Refugee Convention

Lessons Learned

Global Affairs

Restraining Forces

Resources

Political Support

Public Perception

Political Agenda

Option 2: G7 Partnership

Driving Forces

G7 Relations

Refugee Intake

UN Refugee Convention

Global Affairs

Restraining Forces

Opposing Priorities

Political and Economic Capacity

Integration Limitations

Recommendation: 3C Initiative

Commitment
Ongoing responsibility
to support UNHCR



Capacity
Fiscally responsible plan

Collaboration
Enhance communication and
cooperation with stakeholders

3C Initiative

Driving Forces

Sustainable Approach

Global Commitment

Intergovernmental

Needs based

Restraining Forces

Current Refugees

Political & Public Support

Reliance on Private Sponsors

Commitment: 30,000 Refugees

Yemeni Refugee Intake Per Year



Capacity: Budget Request

\$540M
over 3 years

Breakdown

2019/2020: **\$144M**

2020/2021: **\$180M**

2021/2022: **\$216M**

Capacity: Cost Breakdown

Allocation of Federal Funding

Contribution

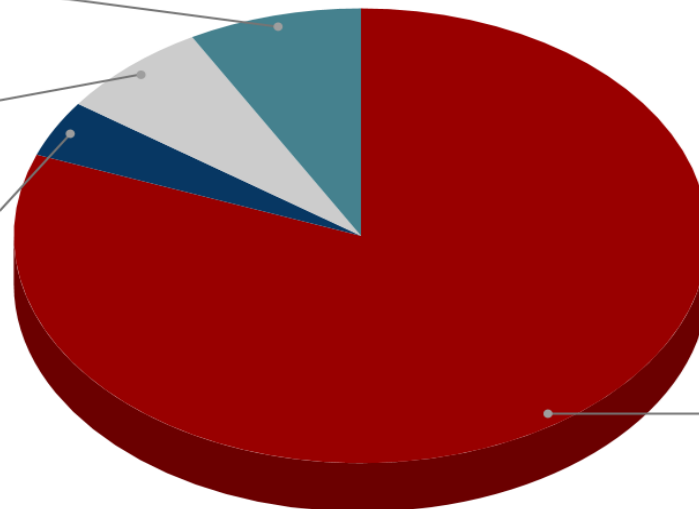
8.1%

Immigration

7.1%

Operating

4.0%

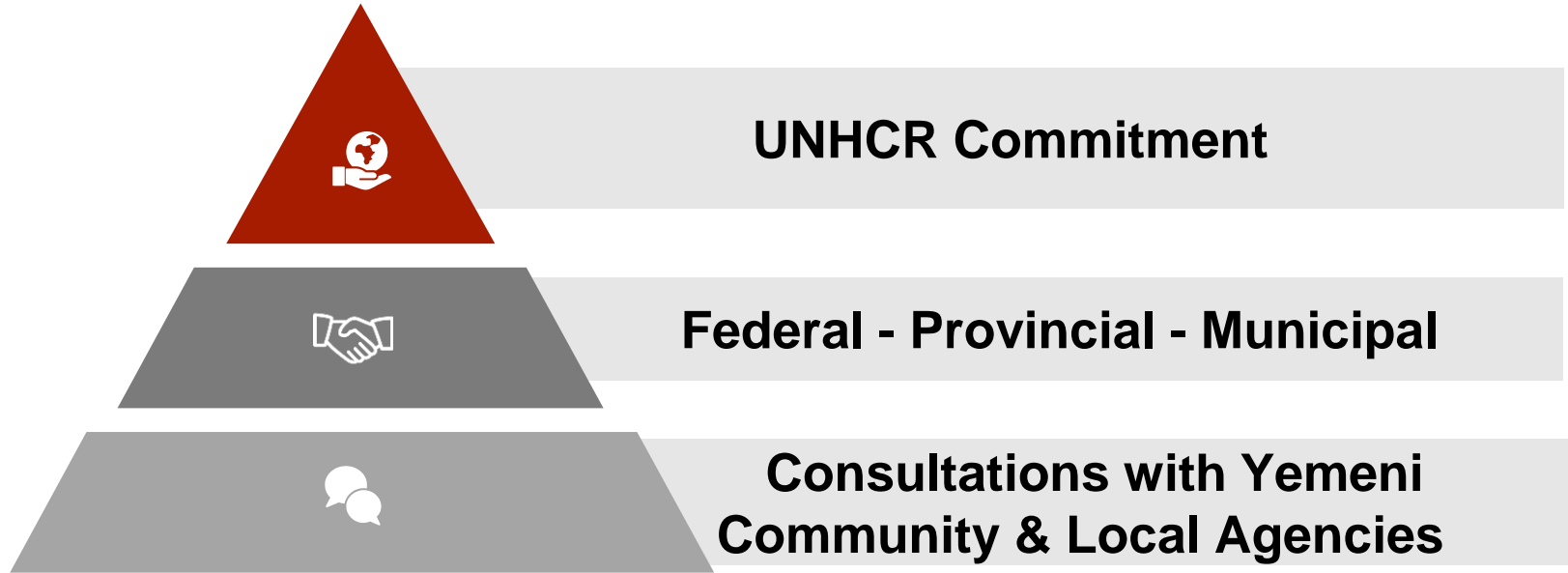


Resettlement

80.8%

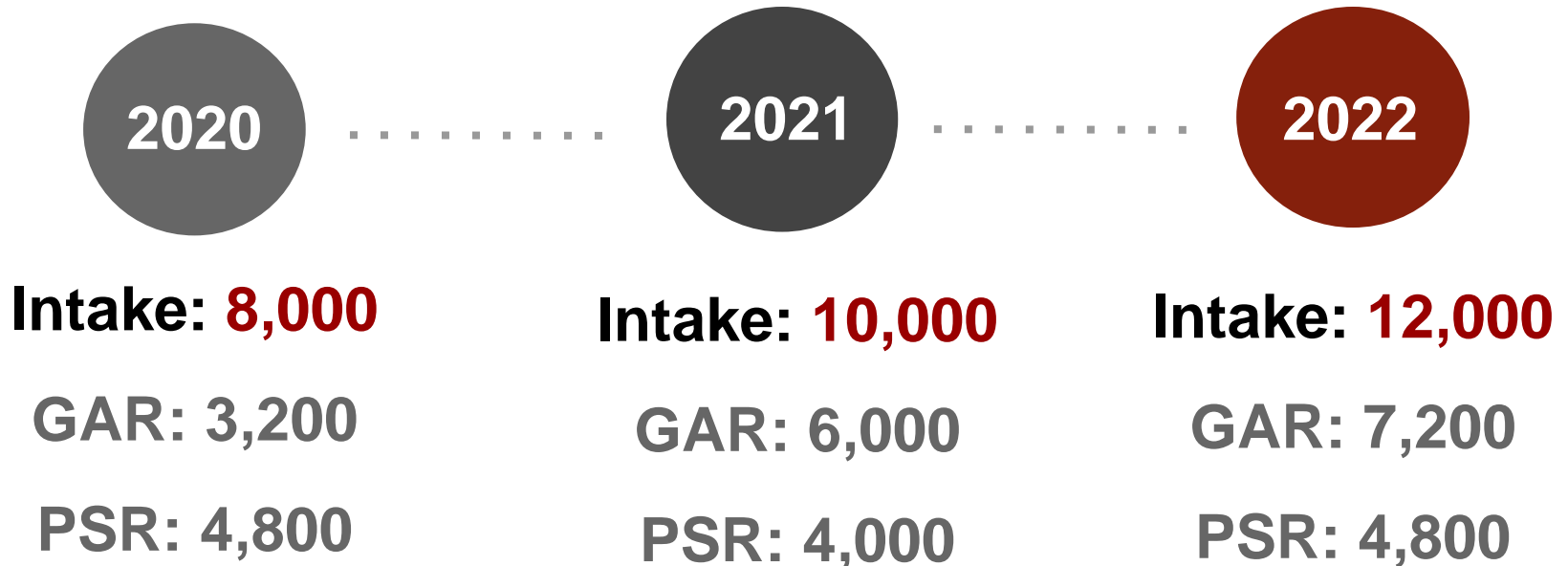
Source: IRCC

Collaboration



Implementation Strategy

Yemeni Refugee Intake Per Year



Implementation Strategy

Short - Medium Term (1 - 2 years)

Capacity

- Submit 3C Initiative Budget Request
- Establish Privy Council Coordinating Committee
- Leverage RAP open proposal

Commitment

- Intergovernmental Meetings
- External Consultations
- Ongoing international Cooperation with UNHCR, IOM

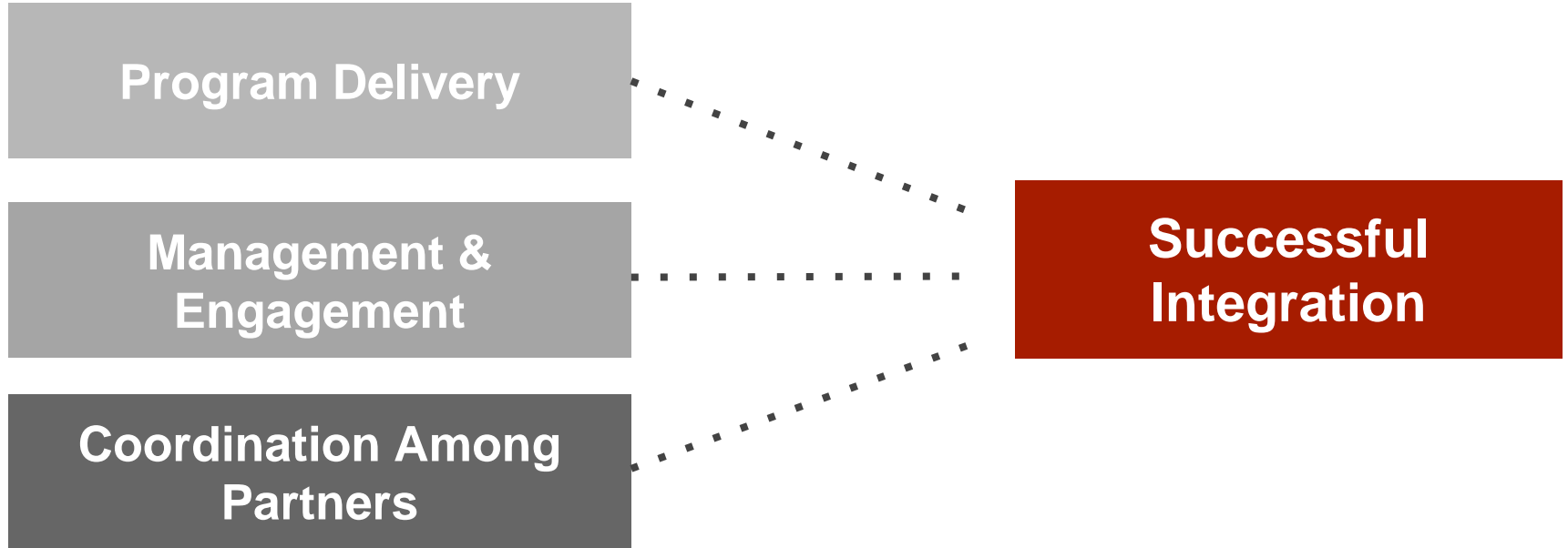
Implementation Strategy

Long Term (3 years)

Collaboration

- Program Evaluation by IRCC
- Ongoing Consultations (Internal & External)
- Ongoing Intergovernmental Participation & Commitment

Evaluation Approach



Expected Outcomes

Short - Medium: 1+Year



Yemeni-Canadian &
Local Agency
Participation



Increase Number of
Resettlement Services



8,000 Arrival &
Resettlement

Long-term: 3+ Years



Provided Tools & Resources
to Live Independently



30,000 Successful
Resettlement

Risk Management



Political

Risks:

- Public Perception
- Stakeholder Engagement

Mitigation:

- Transparency
- Open Dialogue



Financial

Risks:

- Lack of Funding
- Budget Approval

Mitigation:

- Evaluate Spending
- Open Dialogue



Social

Risks:

- Service Delivery
- Integration

Mitigation:

- Needs Assessment
- Training

Communications Strategy

Key Messages

1.

Canada has a global reputation of providing safety, security and peace of mind for refugees.

2.

By resettling Yemeni refugees, we are fulfilling our global commitment and enhancing our reputation as a country where refugees can rebuild their lives.

3.

Arriving in Canada is not the last leg of the journey for Yemeni refugees, we are committed to providing them with the tools to help ensure their long-term success.

Tactics



A Plan For the People of Ontario



3 out of 4 people
support taking in refugees

Recommendations for Ontario

1

Establish Yemeni Refugee Settlement Secretariat

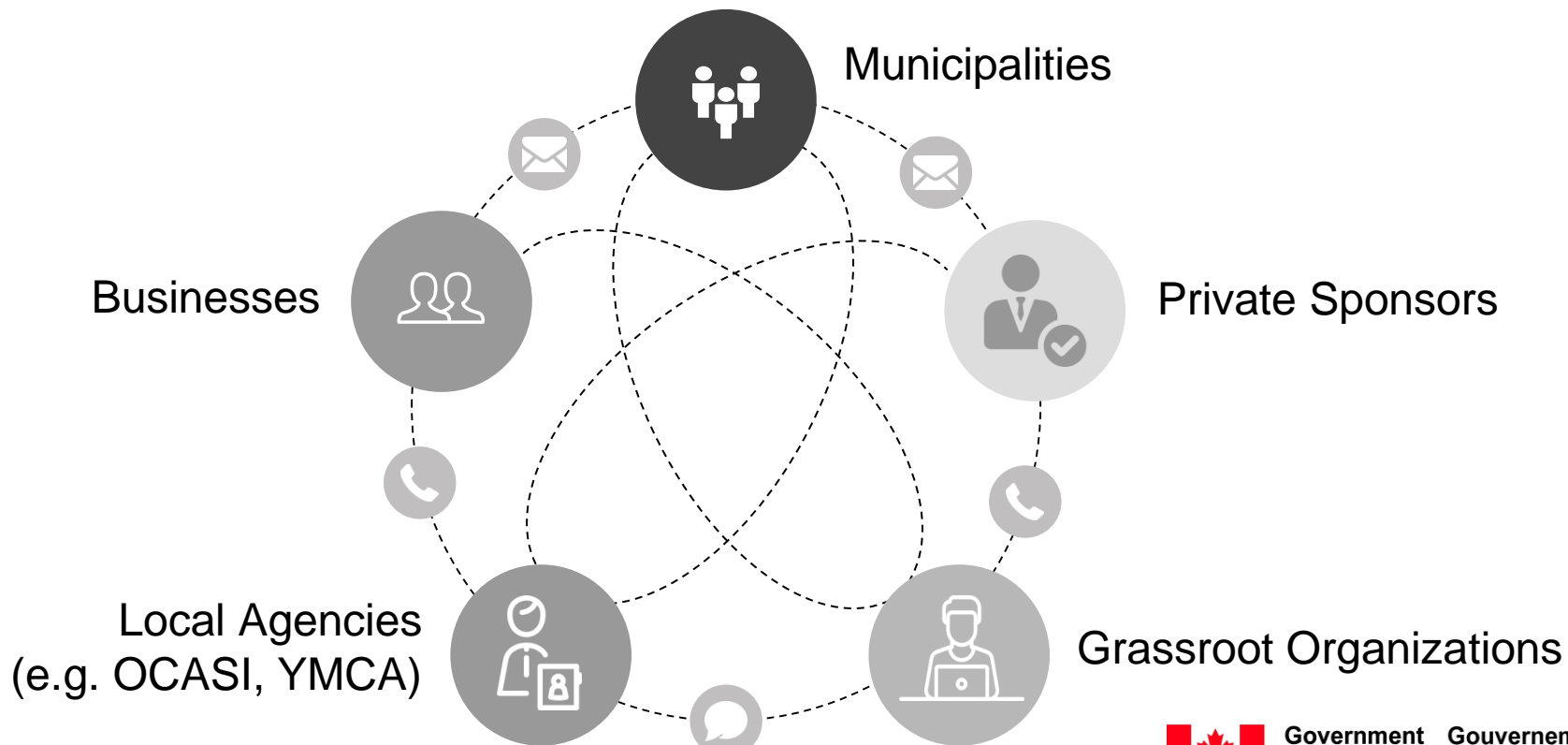
2

Create Economic Development Opportunities

3

Develop Yemeni Refugee Resettlement Fund

Community Stakeholders in Ontario



Communications Strategy for Ontario

Key Messages

1.

Ontario continues to be the leader in seamlessly coordinating the needs of the thousands of refugees resettling in Ontario.

2.

The province will work with the federal government to address gaps in resettlement services such as housing, education, language and employment opportunities.

3.

Generations of people have made Ontario their first stop to rebuilding their lives and we know that they successfully integrate and contribute to the economy.

Tactics



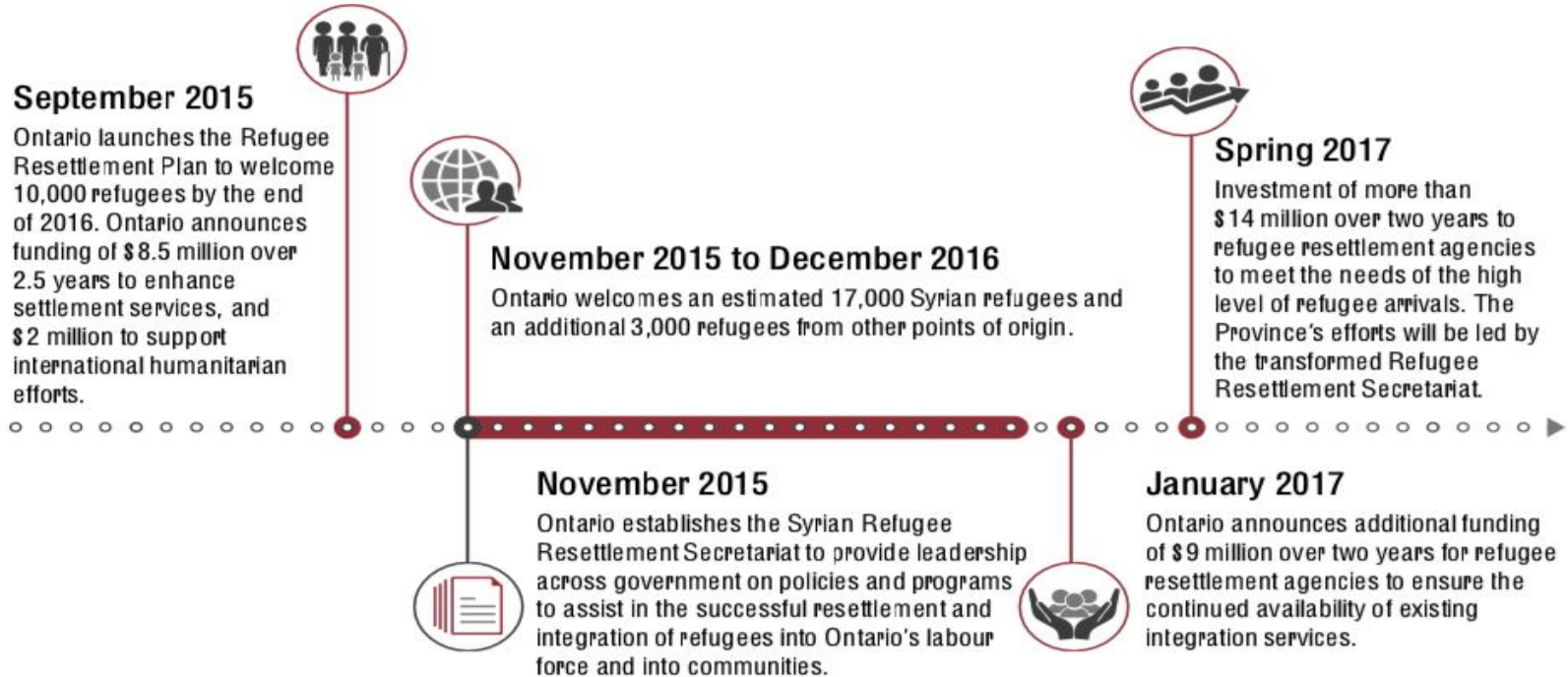
Recommendation: 3C Initiative



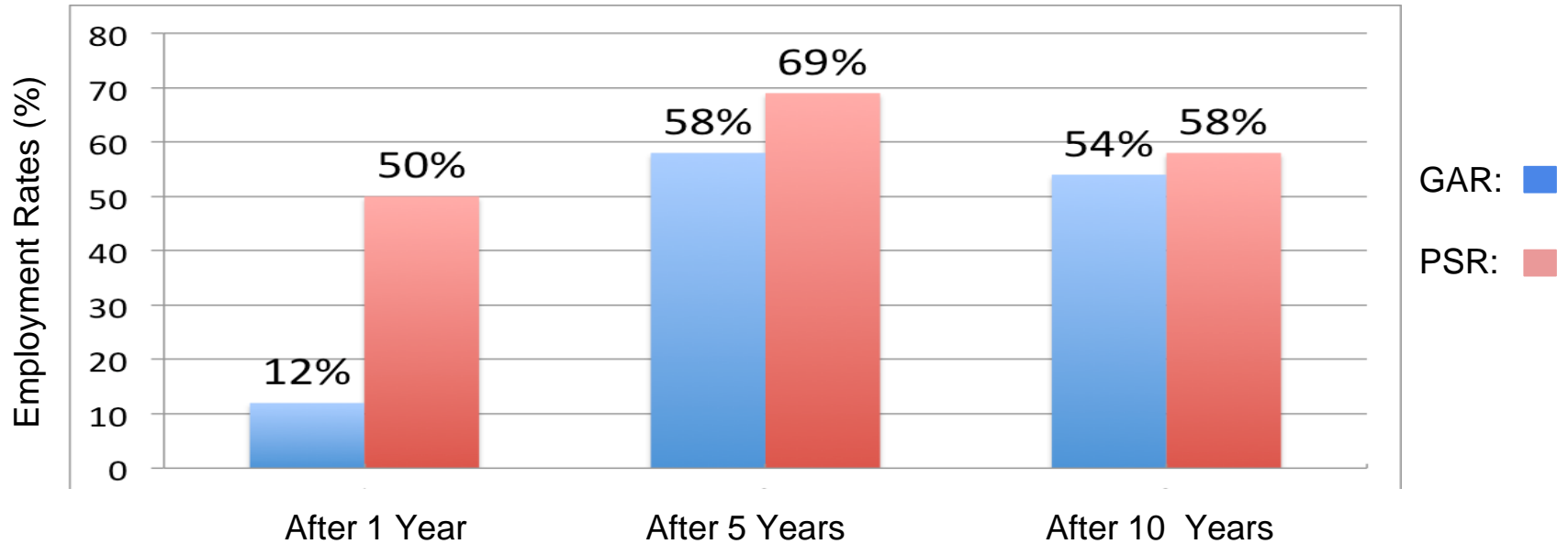
Appendix

- A. Syrian refugee crisis timeline
- B. Employment rates of resettled refugees
- C. Age of Arrival 2004-2016, Syrian refugees
- D. Jurisdictional scan
- E. RAPS and location in Ontario
- F. Employment rates of refugees
- G. Sponsorship cost table for privately-sponsored refugees
- H. Citizenship status of refugees after 10 years, 2013
- I. Yemen regional migration

Appendix A: Syrian Refugee Crisis Timeline



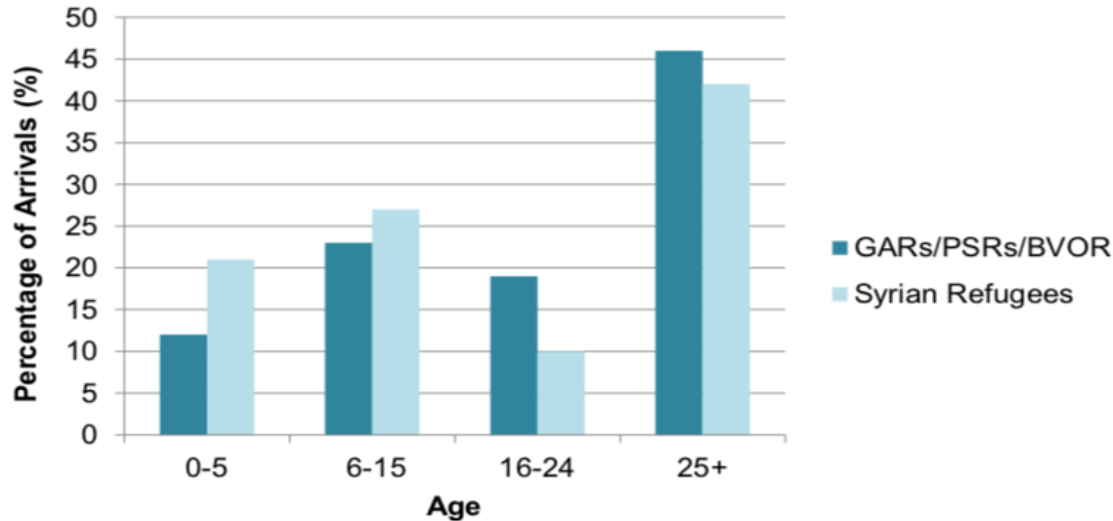
Appendix B: Employment rates of resettled refugees in Canada (2002-2012)



Source: IRCC (2016)

Appendix C: Age of Arrival 2004-2016

Figure 2. Refugee Age at Arrival, Syrians and GARs/PSRs/BVORs, Various Years*



GARs = Government Assisted Refugees; PSR = Privately Sponsored Refugees; BVOR = Blended Visa Office-Referred.

Note:* Data for Syrian refugees represent the average ages for arrivals between November 4, 2015 and March 1, 2016.

Data for GARs/PSRs/BVORs represent the average for arrivals between 2004 and 2015.

Source: IRCC, "Immigrant Landing File."

Appendix D: Jurisdictional Scan

Country	2018 Intake	Country	2018 Intake
Canada	14,265	Italy	540
Australia	4,221	Japan	37
France	4,926	UK	6,272
Germany	4,277	US	29,026

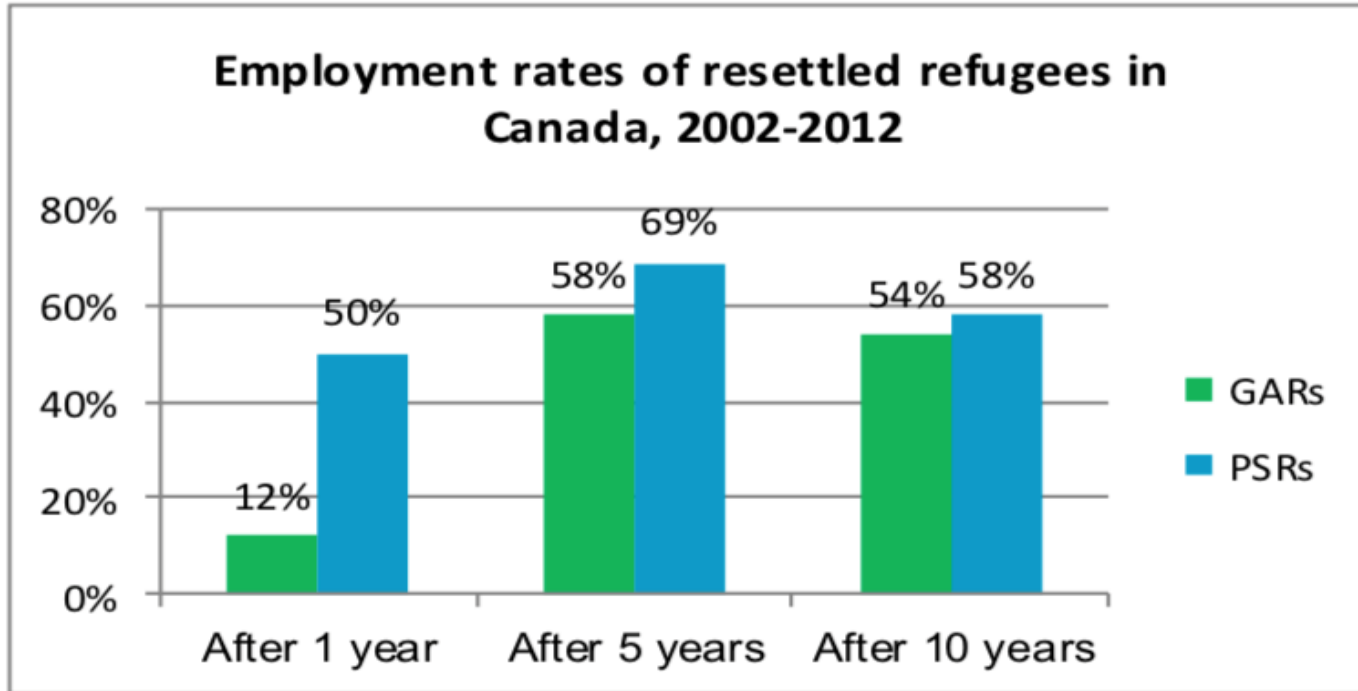
UNHCR Resettlement Data, updated December 2018

Appendix E: RAPS and location in Ontario

Image 1: Resettlement Assistance Program Agency Locations in Ontario



Appendix F: Employment Rates of Refugees



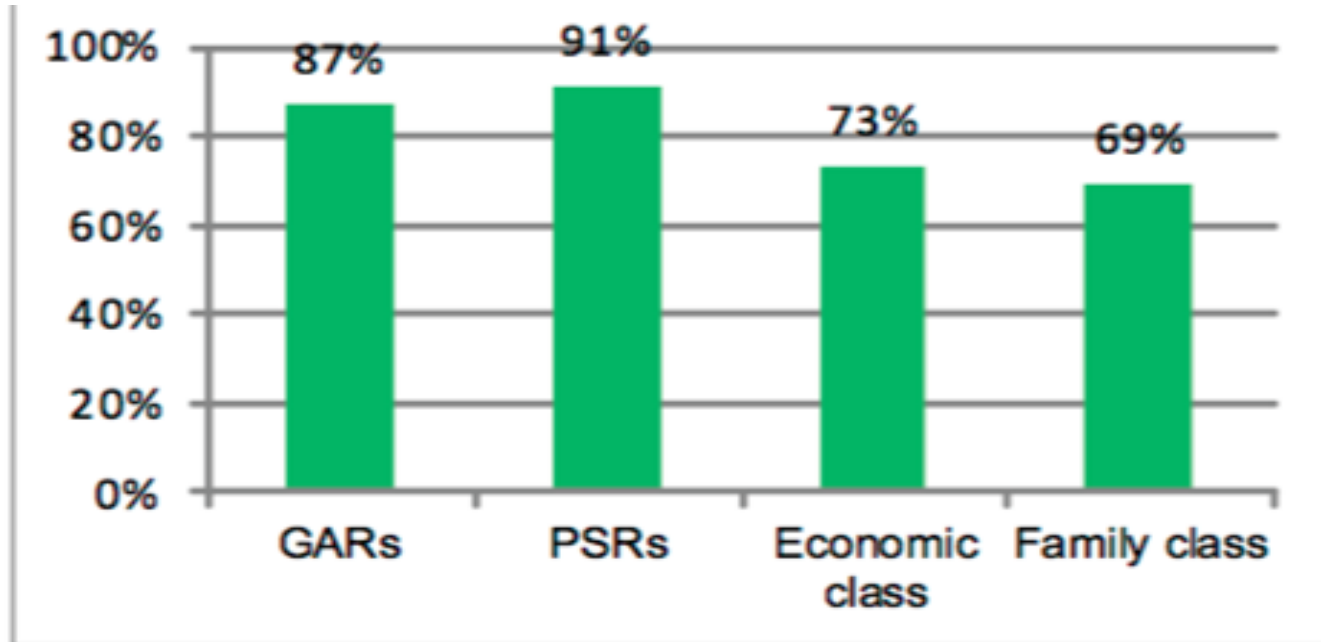
Source: IRCC (2016). Evaluation of the Resettlement Programs.

Appendix G: Sponsorship Cost Table for Privately-sponsored Refugees

Sponsorship Cost Table for Privately-sponsored Refugees

Family Size	12 Months of Income Support	Start-up Costs	Estimated Total Annual Settlement Cost (\$)
1	13,200 (12 x 1100)	3300	16,500
2	19,700 (12 x 1642)	5100	24,800
3	20,400 (12 x 1700)	6300	26,700
4	21,200 (12 x 1767)	7500	28,700
5	23,700 (12 x 1975)	8,600	32,300
6	25,700 (12 x 2142)	9800	35,500
7 or more (for each additional member)	1,600 (12 x 133)	1,100	2,700

Appendix H: Citizenship 10 years after Landing, 2013



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

Appendix I: Yemen Regional Migration

