

**Amendment #003**  
**Request for Proposal (RFP) – CIC 146327**

**Model Projects and Research Studies – Syrian Refugees Integration**

Amendment 002 is raised to:

- revise the due date specified in Appendix “D”, Statement of Work for the Detailed Report Outline for all streams;
- amend Section 02 of CIC-SI-001 (2016-05-26) Standard Instructions – Goods or Services Competitive Requirements;
- Answer questions # 29 to 45 received from potential bidders as part of the solicitation process.

**1. Appendix “D”, STATEMENT OF WORK is deleted in its entirety and replaced by:**

**APPENDIX “D”, STATEMENT OF WORK**

**1. Title**

Model projects and research studies to identify, test, analyse and compare innovative approaches that show potential to improve integration outcomes for Syrian refugees that have been resettled to Canada.

**2. Objective**

The overarching goal is to study and test new and alternative ways of supporting the integration of Syrian refugees in Canada. These innovative interventions must target Syrian refugee families, women, men, youth or children or some combination thereof; or other stakeholders that are currently involved in or could support the settlement process for Syrian refugees (e.g. employers). The interventions should include one or more of the social innovation approaches listed below.

**3. Background**

Citizenship and Immigration Canada (CIC) supports the economic and social integration of newcomers to Canada, including refugees, primarily through resettlement and settlement programming that operates in all provinces/territories. The Request for proposals does not apply to Quebec<sup>1</sup>.

As part of its ongoing development of settlement policies and programming, CIC tests innovative tools and techniques and conducts studies to seek improvements, engage new partners, and develop forward-looking strategies to improve program efficiency and newcomer outcomes.

The contracts awarded under this process will specifically target Syrian refugees in Canada and/or support systems for Syrian refugees in Canada. The Government of Canada settled approximately 30,000 Syrian refugees by the end of July 2016. The Government will admit additional Syrian Refugees in the coming months. These refugees are primarily arriving as family units with a relatively high proportion of youth.

The proposed activities and/or studies should include testing of these social innovation approaches:

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<sup>1</sup> Under the *Canada-Quebec Accord*, Quebec fully assumes responsibility for establishing immigration levels, and for the selection, francisation and integration of immigrants in the province. In areas under its responsibility, Quebec develops its own immigration programs, legislation and administration of its own immigrant integration policies.

- **Innovative delivery mechanisms** for information and services offered at the local or community level (e.g. sport activities, community events, employer information sessions, use of technology, etc.) to help refugees settle and make community connections; and/or
- **New locations** for service delivery (e.g. community libraries, hospital/community health centres, banks, stores, etc.) ; and/or
- **New partnerships** and/or **institutional arrangements** to support the settlement of refugees in host communities (e.g. private sector working together to provide services, use of social finance instruments); and/or
- **Alternative ways** of providing services, such as informal language learning in French or English (e.g. mentoring, conversation circles etc.); and/or
- **New approaches** regarding the **timing** for service delivery and/or the sequencing of services or information offered; and/or
- **New approaches** for delivery or understanding challenges and opportunities from the client's (refugees') perspective and engaging clients in problem definition, conducting research, analysis and designing and testing solutions focused on their own settlement and integration (e.g. participatory research and action).

#### 4. Scope

CIC requires the services of a Contractor to design, plan, implement, analyse, and report on innovative activities to test a new approaches to supporting the settlement process of Syrian refugees. Activities must be applied to the Syrian refugee population in Canada. Where possible, Syrian refugees living in Francophone Minority Communities (FMC) should be considered in your project. Where possible, the contractor is strongly encouraged to contact an equal number of male and female participants which includes designing the scope, nature, timing and accessibility of initiatives to specifically facilitate women's participation and interest. The findings may also be applied to other newcomer populations, including other refugees.

If applicable, events and sessions should be held in accessible locations for public transit and for persons with disabilities, and at times that maximize their accessibility and convenience to members of the target group who may have school, work, language training and/or care giving responsibilities.

#### 5. Streams

The models testing and research priorities that CIC aims to enhance through this process (2016-2017) fall under eight streams. Stream details are described below and each stream requires its own proposal. Contractors may bid on multiple streams.

##### Models:

Stream I: Employment models/approaches for connecting unemployed Syrian refugees with employment

Stream II: Workplace Based Language Training (Informal language training)

##### Research and Studies:

Stream III: Study of pay-for-performance models to achieve better employment outcomes for Syrian refugees

Stream IV: Participatory research study with Syrian refugee youth on various topics

Stream V: Participatory research study to how to reduce social isolation for parents and caregivers who stay at home with their children as well as isolated seniors

Stream VI: Research study on existing innovative practices to initiate discussions with Syrian families on issues including family violence and rights, women's rights, acceptance of Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ), and community supports

Stream VII: Research study of mobilization of volunteers to support refugees

## Stream VIII: Research and prototype model of a mobile digital tool to support Syrian refugee settlement

### **Description of Models Stream:**

Proposed projects under the Models Stream must design and deliver models that test new and innovative ways to integrate Syrian refugees by using the research methodology of prototyping.

**Prototyping** tests a product or service that maybe be replicated or modified based on results of the tests. Rapid prototyping is a type of research that serves as a means to increasing confidence levels before making bigger investments.

### **5.1 Stream I: Employment models/approaches for connecting unemployed Syrian refugees with employment**

#### **5.1.1 Description**

The objective of this stream is to develop, test and compare two new employment models/approaches for connecting unemployed Syrian refugees with employment.

#### **5.1.2 Context**

It is well documented that newcomers face a number of barriers in finding employment that is commensurate with their skills and experience. Refugees, in particular, may have more difficulty integrating into the Canadian labour market when compared to other categories of immigrants. Refugees generally have lower employment rates, take longer to find a job, have greater language difficulties, and have the lowest initial earnings of all categories of immigrants. Refugees face many employment barriers such as lack of Canadian or other relevant work experience, lack of professional networks and unfamiliarity with Canadian workplace culture.

#### **5.1.3 Scope**

The contractor, in consultation with employers and the settlement sector, must develop and test two new employer-centric interventions to support employment opportunities for Syrian refugees. These two new interventions may support employers to adjust hiring practices or make changes in the work place that lead to more employment opportunities and improved labour market integration for Syrian refugees in sectors such as manufacturing, hospitality, agriculture and/or food processing sectors. The employment model/approach must run a minimum of eight weeks. Where possible, the contractor is strongly encouraged to contact an equal number of male and female participants which includes designing the scope, nature, timing and accessibility of initiatives to specifically facilitate women's participation and interest (minimum of 100 Syrian refugee participants must be contacted and a minimum of 10-12 Syrian refugees must participate in each model/approach). If paid employment/internships are part of the model/approach then the employer must pay the wages and expenses<sup>2</sup>. If employment/internships are offered as one of the models/approaches it may be part-time or full-time with a minimum of 20 hours offered for combined employment and training. The contractor will not profit from the labour of the refugees or receive payment from employers. The contractor is encouraged to partner with Immigrant/Refugee Service Provider Organizations to develop and deliver the innovative models. The final report must include a comparative analysis of the models, identify lessons learned (challenges), best practices, costs and implementation recommendations for replication.

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<sup>2</sup> Employers may apply for wage subsidies through federal or provincial programs and use that for employees of the models. Funds from the contract cannot be used to provide employers with wage subsidies. Where the employer receives a wage subsidy the contractor must document the level (percentage) of subsidy received and the percentage the employer paid directly.

The structure of this project must follow an experimentation format. The contractor must work with partners to identify two groups to act as a control group and as a group of newcomers receiving traditional programming aimed at supporting employment opportunities for Syrian refugees.

- 1) **Control Group:** A group of Syrian refugees who are not receiving programming aimed at improving their employment outcomes. This control group must have a language level, education level and work experience background that is comparable to all other project participants. The contractor is responsible for studying and documenting the progress of the group in comparison to the other three groups.
- 2) **Traditional Group:** A group of Syrian refugees who are receiving traditional programming aimed at improving their employment outcomes. This control group must have a language level, education level and work experience background that is comparable to all other project participants. The contractor is responsible for studying and documenting the progress of the group in comparison to the other three groups.
- 3) **New Intervention 1:** A group of Syrian refugees who will participate in and receive support under the first new intervention. This control group must have a language level, education level and work experience background that is comparable to all other project participants. The contractor must design and delivery this training, and is also responsible for studying and documenting the progress of the group in comparison to other three groups.
- 4) **New Intervention 2:** A group of Syrian refugees who will participate in and receive support under the second new intervention. This control group must have a language level, education level and work experience background that is comparable to all other project participants. The contractor must design and delivery this training, and is also responsible for studying and documenting the progress of the group in comparison to other three groups.

Performance measures for the initiative must be outlined in the project proposal and approved by CIC prior to the start of the project. These measures should engage both the employer and employee in an assessment of the initiative. The performance measures should allow for comparison across all four groups.

#### **5.1.4 Deliverables**

Deliverables include but are not limited to:

- 1) Workplan and Critical Path (due within 15 calendar days of Contract award)
  - a. Workplan must include outline of the activities, resources, and timelines
  - b. Critical path must include activities, dates, and partners (if applicable).
- 2) Post activity reports and summaries-must include summary of the activity, results, and outcomes (deliverable date to be included in critical path);
- 3) Detailed Report Outline- must include a comparative analysis of the models, identify lessons learned, challenges, research methodology, performance measurement approach, best practices, costs and implementation recommendations for replication (due on or before January 31st, 2017);
- 4) Draft report (due March 10th, 2017); and
- 5) Final report (minimum 30 pages and maximum 40 pages) (Due March 31st, 2017).

### **5.2 Stream II: Workplace Based Language Training (Informal language training)**

#### **5.2.1 Description**

The objective of this stream is to create innovative models to help Syrian refugees develop their language skills in a workplace setting.

#### **5.2.2 Context**

Language skills are recognized as a fundamental component of meaningful employment and economic integration in Canada. As the Government of Canada has worked to fulfill its commitment to resettle Syrian refugees, increased attention has been directed towards programs that target newcomers' language skills and their economic integration, particularly for those with limited official language proficiency.

### **5.2.3 Scope**

The contractor, in consultation with employers, must develop and deliver an informal language training initiative targeting Syrian employees. These informal language training initiatives may include language classes, tutoring and/or mentoring approaches and may involve a variety of occupational sectors. Syrian clients should already be employed by the employer and the training may be delivered in a variety of formats (e.g. face-to-face classes, online language lessons, conversation circles or tutoring initiatives). While reference to the Canadian Language Benchmarks (CLBs) is encouraged, language training initiatives funded through this process, due to their informal nature, are not required to follow the LINC Curriculum Guidelines nor do learners require a language placement assessment. However, the course content must include topics that are derived from an assessment of both the learners' and employers' needs. Thus, settlement information (including connections to outside community supports, formal language training classes and services) as well as workplace safety information should be included.

Performance measures for the initiative must be outlined in the project proposal and approved by CIC prior to the start of the project. These measures should engage both the employer and employee in an assessment of the initiative. Such measures may include (but are not limited to): employer feedback on workplace productivity or communication in the workplace, as well as employee's perception of their own language skills, awareness of community supports and workplace safety.

The final report must include a description of the training content (including any materials developed) as well as provide an assessment of the initiative against the established performance measures. The report should also document any challenges and best practices evident in the initiative that may be of relevance if the initiative were to be replicated.

### **5.2.4 Deliverables**

Deliverables include but are not limited to:

- 1) Workplan and Critical Path (due within 15 calendar days of Contract award)
  - a. Workplan must include outline of the activities, resources, and timelines
  - b. Critical path must include activities, dates, and partners (if applicable).
- 2) Post activity reports and summaries-must include summary of the activity, results, and outcomes (deliverable date to be included in critical path);
- 3) Detailed Report Outline- must include a comparative analysis of the models, identify lessons learned, challenges, research methodology, performance measurement approach, best practices, costs and implementation recommendations for replication (due on or before January 31st, 2017);
- 4) Draft report (due March 10th, 2017); and
- 5) Final report (minimum 30 pages and maximum 40 pages) (Due March 31st, 2017).

### **Description of Research and Studies Stream:**

Proposed projects under the Research and Studies stream must propose a research methodology rooted in action research methods. These include, but are not limited to:

- Prototyping
- Participatory Research
- Journey Mapping
- Ethnographic Research, including Participatory Ethnographic Evaluation and Research (PEER)

**Prototyping** tests a product or service that maybe be replicated or modified based on results of the tests. Rapid prototyping is a type of research that serves as a means to increasing confidence levels before making bigger investments.

**Participatory Research** includes the active involvement of those who are the subject of the research. Participatory research is usually action-oriented, where those involved in the research process collaborate to define the research project, collect and analyze the data, produce a final product and act on the results. See “Community-based research” and “Collaborative research”

(source: <http://www.pre.ethics.gc.ca/eng/policy-politique/initiatives/tcps2-eptc2/glossary-glossaire/#p>).

**Journey Mapping** is a research tool to help see and understand what clients or end users truly want and the ways in which they go about achieving their needs.

**Ethnographic Research** is the systematic study of people and cultures. It is designed to explore cultural phenomena where the researcher observes society from the point of view of the subject of the study.

*In all research dealing with human subjects and where informed consent is required, the researchers should clearly indicate which Ethical guidelines will be used. (e.g. Tri-Council Policy Statement: Ethical Conduct for Research Involving*

*Humans.* [http://www.pre.ethics.gc.ca/pdf/eng/tcps2/TCPS\\_2\\_FINAL\\_Web.pdf](http://www.pre.ethics.gc.ca/pdf/eng/tcps2/TCPS_2_FINAL_Web.pdf)

### **5.3 Stream III: Study of pay-for-performance models to achieve better employment outcomes for Syrian refugees**

#### **5.3.1 Description**

The objective of this stream is to study pay-for-performance models to achieve better employment outcomes for Syrian refugees

Research will focus on design options for a pay-for-performance model<sup>3</sup> that aims to better achieve employment outcomes for Syrian refugees. Design elements could include but are not limited to: participants, pre-determined milestones, performance payment amounts, potential intermediaries, and others. This study will also highlight what the social finance/settlement sectors need to undertake and/or explore in order to implement this model. The study would also identify potential partners and capacity building support requirements for both the settlement and social finance sectors and highlight the best role for federal government and other levels of government as necessary.

#### **5.3.2 Context**

Testing social finance, including pay-for-performance models aligns with the Government of Canada’s interest in encouraging innovation, experimenting with new approaches, and increasing settlement capacity. CIC seeks to leverage the benefits of social finance models to enhance the impact of the Settlement Program. While many settlement needs are being well addressed, challenges persist. There are opportunities for improvement using social finance models that could further engage new partners, including the private sector, leverage new resources, and enhance program innovation and efficiency.

#### **5.3.3 Scope**

The contractor must conduct research and analysis and produce reports that provides detailed design criteria for a pay-for-performance model for Syrian refugee employment outcomes. The research would also highlight potential partners and capacity building support for both settlement and social finance and highlight the best role for the federal government and other levels of government as necessary. The settlement sector should be consulted as part of the research/project.

#### **5.3.4 Priority research themes for Stream 3:**

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<sup>3</sup> A **pay-for-performance** is an agreement between a government and external organizations in which the government identifies pre-determined performance expectations or milestones and commits to pay the external organizations an agreed upon amount of money once these results are achieved.

- a. Information to support the social finance sector and intermediaries to implement a pay-for-performance model would include:
  - Timing and amount of payments under such a model (i.e. when would a social finance intermediary pay a service provider for achievement of outcomes and for what amount)
  - Potential employment sectors that would match an employment pay-for-performance model for Syrian refugees;
  - Intermediaries that have the capacity and/or are most ready to take on a pay-for-performance model;
  - Evaluation of outcomes (i.e. how would a pay-for-performance model be measured and evaluated including identification of indicators);
  - Potential investors for such a model (i.e. foundations, private investors, philanthropists).
- b. Information to support the settlement sector to implement a pay-for-performance model would include:
  - Potential partner organizations to implement a pay-for-performance model (e.g. developing linkages and partnerships between the sectors);
  - Client selection process requirements (eligibility for pay-for-performance).
  - Capacity building (i.e. knowledge of pay-for-performance and social finance broadly);
  - Movement towards outcomes funding as opposed to outputs.
  - Potential outcome indicators for selected clients.
- c. Information to support the federal government and/or public sectors implement a pay-for-performance model would include:
  - Types and amount of funding required for a pilot project;
  - Best ways to disburse funding (e.g. sub-granting, third-party funding etc.) and;
  - Potential indicators and evaluation/monitoring methodology.

### **5.3.5 Deliverables**

Deliverables include but are not limited to:

- 1) Workplan and Critical Path (due within 15 calendar days of Contract award)
  - a. Workplan must include outline of the activities, resources, and timelines
  - b. Critical path must include activities, dates, and partners (if applicable).
- 2) Post activity reports and summaries-must include summary of the activity, results, and outcomes (deliverable date to be included in critical path);
- 3) Detailed Report Outline- must include a comparative analysis of the models, identify lessons learned, challenges, research methodology, performance measurement approach, best practices, costs and implementation recommendations for replication (due on or before January 31st, 2017);
- 4) Draft report (due March 10th, 2017);
- 5) Final report (minimum 30 pages and maximum 40 pages) (due March 31st, 2017); and
- 6) In-person presentation(s) to CIC (TBD).

## **5.4 Stream IV: Participatory research study with Syrian refugee youth on various topics**

### **5.4.1 Description**

The objective of this stream is to engage a contractor to develop and conduct action-oriented, user driven, participatory research and solutions testing with Syrian refugee youth on issues and challenges that are emerging as priority concerns. In addition to the immediate benefits of participation in sessions this research will be used to inform settlement and integration policy.

### **5.4.2 Issue Statement**

Syrian refugee youth are well positioned to identify research priorities related to their situations, conducting and analysing research with and about peers, and develop and test possible solutions to key challenges such as:

- *Family responsibilities*- These responsibilities affect Syrian refugee youth to integrate socially with their peers (compared to Canadian born youth);
- *Small Centres Integration*- Small Centres face additional integration challenges compared with Syrian refugee youth in Census Metropolitan Areas due to the limited number of services available in Small Centres; and
- *School Integration* - Visible, linguistic and/or religious minorities experience reception and social integration challenges at school.

#### **5.4.3 Scope**

The contractor must develop the methodology and research plan to work with groups of Syrian refugee youth (ages 15-20), and support them to define the research priorities, analyze the data, produce a final report. When selecting participants the contractor must target an equal number of male and female participants (a minimum of 40 youth must participate, in small groups, in the research). The contractor must produce a report on the key findings (e.g. identified barriers, proposed solutions, and themes) of the research, what substantively emerged from the research as well as best practices/lessons learned and potential of the research approach and recommendations on how settlement and integration services can be tailored to the family as a unit to better support Syrian refugee youth.

#### **5.4.4 Deliverables**

Deliverables include but are not limited to (to be finalized after the contract is awarded):

- 1) Workplan and Critical Path (due within 15 calendar days of Contract award)
  - a. Workplan must include outline of the activities, resources, and timelines
  - b. Critical path must include activities, dates, and partners.
- 2) If applicable delivery of post activity reports and summaries-must include summary of the activity, results, and outcomes (deliverable date to be included in critical path);
- 3) Outline of the research methodology youth (deliverable date to be included in critical path);
- 4) Detailed Report Outline- must include research methodology, key findings (e.g. identified barriers, proposed solutions, and themes) of the research, what substantively emerged from the research as well as best practices/lessons learned and potential of the research approach and recommendations on how settlement and integration services can be tailored to the family as a unit to better support Syrian refugee youth (due on or before January 31st, 2017);
- 5) Draft report (due March 10th, 2017); and
- 6) Final report (minimum 20 pages and maximum 30 pages) (due March 31st, 2017).

### **5.5 Stream V: Participatory research to study how to reduce social isolation for parents and caregivers who stay at home with their children, as well as isolated seniors**

#### **5.5.1 Description**

The objective of this stream is to engage a contractor to develop and conduct action-oriented, user driven, participatory research with Syrian refugee seniors, parents, caregivers and service provider organizations about reducing social isolation for parents who stay at home with their children, as well as isolated seniors. In addition to the immediate benefits of participation in sessions this research will be used to inform settlement and integration policy.

#### **5.5.2 Issue Statement**

Syrian refugee parents and caregivers who stay at home with their children, as well as isolated seniors are well positioned to identify research priorities related to how to reduce social isolation and help develop and test possible solutions since they are more likely to experience social isolation.



### **5.5.3 Scope**

The contractor must design a research methodology and process that includes the active involvement and collaboration of Syrian refugee parents and caregivers who stay at home with their children, as well as isolated seniors (a minimum of 40 Syrian refugees must participate, in small groups, in the research). The contractor must enable the parents and seniors to define the research priorities, analyze the data, produce a final product. The contractor must produce a report on the key findings (e.g. identified barriers, proposed solutions, and themes) of the research and recommendations on models to reduce social isolation for parents and caregivers who stay at home with their children, as well as isolated seniors.

### **5.5.4 Deliverables**

Deliverables include but are not limited to:

- 1) Workplan and Critical Path (due within 15 calendar days of Contract award)
  - a. Workplan must include outline of the activities, resources, and timelines
  - b. Critical path must include activities, dates, and partners.
- 2) If applicable delivery of post activity reports and summaries-must include summary of the activity, results, and outcomes (deliverable date to be included in critical path);
- 3) Outline of the research methodology (deliverable date to be included in critical path);
- 4) Detailed Report Outline- must include research methodology, key findings (e.g. identified barriers, proposed solutions, and themes) of the research and recommendations on models to reduce social isolation for parents and caregivers who stay at home with their children, as well as isolated seniors (due on or before January 31st, 2017);
- 5) Draft report (due on or before March 10th, 2017); and
- 6) Final report (minimum 20 pages and maximum 30 pages) (due on or before March 31<sup>st</sup>, 2017).

## **5.6 Stream VI: Research study on existing innovative practices to initiate discussions with Syrian families on issues including family violence and rights, gender equality, and sexual and gender diversity (LGBTQ)**

### **5.6.1 Description**

The objective of this stream is to conduct a scan, research and analyse of emerging and existing practices that initiate discussions with Syrian families on family issues including family violence and rights, gender equality, sexual and gender diversity (LGBTQ), and community supports

### **5.6.2 Issue Statement**

There are a variety of approaches to initiating discussions with newly arrived Syrian refugee families about potentially sensitive issues (e.g., family violence and rights, acceptance of LGBTQ, etc.) and community supports when they arrive in Canada and this effects their integration into the community.

### **5.6.3 Scope**

The contractor must design a research methodology process, define the research project, collect and analyze the data and produce a final product. The contractor must produce a report on the key findings (e.g. identified barriers, proposed solutions, and themes) of the research and recommendations on promising models e.g. scan of existing practices or consultations with immigrant and refugee service provider that help to inform Syrian Refugees on family violence and rights, gender equality, sexual and gender diversity (LGBTQ) and community supports organizations (minimum of six models from across Canada).

### **5.6.4 Deliverables**

Deliverables include but not limited to:

- 1) Workplan and Critical Path (due within 15 calendar days of Contract award)
  - a. Workplan must include outline of the activities, resources, and timelines
  - b. Critical path must include activities, dates, and partners.
- 2) If applicable delivery of post activity reports and summaries-must include summary of the activity, results, and outcomes (deliverable date to be included in critical path);
- 3) Outline of the research methodology (deliverable date to be included in critical path);
- 4) Detailed Report Outline- must include research methodology, key findings (e.g. identified barriers, proposed solutions, and themes) of the research and recommendations on promising models that help to inform Syrian Refugees on family violence and rights, gender equality, sexual and gender diversity (LGBTQ) and community supports organizations (due on or before January 31st, 2017);
- 5) Draft report (due on or before March 10th, 2017); and
- 6) Final report (minimum 20 pages and maximum 25 pages) (due on or before March 31<sup>st</sup>, 2017).

## **5.7 Stream VII: Research study of mobilization of volunteers to support refugees**

### **5.7.1 Description**

The objective of this stream is to analyse recent community practices of volunteer intake, screening, matching and management in support of the resettlement efforts for the initial cohort of Syrian refugees (fall 2015 - winter 2016), in order to determine how the volunteer efforts can be most effective and efficient in the future.

### **5.7.2 Issue Statement**

Many Syrian refugees arrived in a short period of time (fall 2015 - winter 2016), there were significant challenges with respect to the coordination of willing volunteers across Canada.

### **5.7.3 Scope**

The contractor must design a research methodology process, define the research project, collect and analyze the data and produce a final report. The contractor must produce a report on the key findings (e.g. identified barriers, proposed solutions, and themes) of the research and recommendations with at least 20 examples of coordinated volunteer models/ approaches, with examples of distribution between regions and urban/rural environments.

### **5.7.4 Deliverables**

Deliverables include but not limited to:

- 1) Workplan and Critical Path (due within 15 calendar days of Contract award)
  - a. Workplan must include outline of the activities, resources, and timelines
  - b. Critical path must include activities, dates, and partners.
- 2) If applicable: post activity reports and summaries-must include summary of the activity, results, and outcomes (deliverable date to be included in critical path);
- 3) Outline of the research methodology (due one month after the contract is awarded);
- 4) Detailed Report Outline- must include research methodology, key findings (e.g. identified barriers, proposed solutions, and themes) of the research and recommendations (due on or before January 31st, 2017);
- 5) Draft report (due on or before March 10th, 2017); and
- 6) Final report (minimum 20 pages and maximum 25 pages) (due on or before March 31<sup>st</sup>, 2017).

## **5.8 Stream VIII: Research and prototype model of a mobile digital tool to support Syrian refugee settlement**

### **5.8.1 Description**

The objective of this stream is to fund the research and prototype development and testing of a accessible mobile digital tool (e.g. app, short message service, chatbot service) to provide Syrian refugees in Canada with the right information at the right time during their settlement process on a mobile device. The research phase should aim to inform what functionalities would be ideal for a mobile digital tool; and the prototype phase should test different models of the digital tool to inform an implementation phase. The digital tool model should allow for location-based information, the possibility [function on multiple platforms (e.g. mobile phone, website)] to allow for human-to-human communication and potential to extend functionality to other platforms (e.g. websites, laptops, etc.).

### **5.8.2 Issue Statement**

Syrian refugees, like many newcomers to Canada, experience barriers to information, services and supports to help with their settlement process, and a lower-barrier, mobile digital tool is an effective solution. Furthermore, established newcomers and Canadians are an important source of information about local services and supports, and can offer helpful information via a mobile digital tool.

### **5.8.3 Scope**

The contractor must design a research methodology and prototype process that includes gathering data and insights from Syrian refugees, settlement service provider organizations, human and social service providers, and other key informants. The contractor must design and test a prototype of a digital mobile tool. The contractor must produce a report on the key research findings and prototype results, and recommendations on an implementation phase.

### **5.8.4 Deliverables**

Deliverables include but not limited to:

- 1) Workplan and Critical Path (due within 15 calendar days of Contract award)
  - a. Workplan must include outline of the activities, resources, and timelines
  - b. Critical path must include activities, dates, and partners.
- 2) If applicable delivery of post activity reports and summaries-Must include summary of the activity, results, and outcomes (deliverable date to be included in critical path);
- 3) Outline of the research methodology (deliverable date to be included in critical path);
- 4) Detailed Report Outline- must include research methodology, key research findings and prototype results, and recommendations on an implementation phase, key findings (e.g. identified barriers, proposed solutions, and themes) of the research and recommendations on an implementation phase (due on or before January 31st, 2017);
- 5) Delivery of a draft report (due on or before March 10th, 2017); and
- 6) Final report (minimum 20 pages and maximum 30 pages) (due on or before March 31<sup>st</sup>, 2017).

## **6. MEETINGS**

Meetings to discuss project direction and progress will take place as needed and requested by either by CIC or the Contractor. Meetings can be in person or via teleconference.

## **7. CLIENT SUPPORT**

CIC representatives will be available to collaborate with the Contractor and to refine concepts, as well as to make referrals to local organizations that have expertise in working with refugees or in the settlement landscape more generally.

## **8. TRAVEL**

Any travel expenses will be the responsibility of the Contractor.

## 9. LANGUAGE REQUIREMENTS

The Contractor must have the capacity to deliver the activity in either or both official languages of Canada (English and French), as determined by the preferred language<sup>s</sup> of the activity participants.

2. Section 02 of CIC-SI-001 (2016-05-26) Standard Instructions – Goods or Services Competitive Requirements is deleted in its entirety and replace by:

### 02 Procurement Business Number

Suppliers should have a Procurement Business Number (PBN) before contract award. Suppliers may register for a PBN online at **Supplier Registration Information**. For non-Internet registration, suppliers may contact the InfoLine at 1-800-811-1148 to obtain the telephone number of the nearest Supplier Registration Agent. If a supplier does not have a PBN, it will be required to provide CIC with additional information for identification and administrative purposes (e.g. Social Insurance Number).

### 3. Questions and Answers (#29 to #45)

**Q29.** With regard to a Procurement Business Number (PBN), I do not have a PBN. Can a PBN from an organization partnered with my work or I work through be used on the bid? What kind of documentation would I need to provide in the bid to approve this agreement between the individual (myself) and the organization?

**A29.** Given the nature of the requirement. A PBN is not mandatory to submit a proposal against this RFP. As part of this Amendment, CIC is adjusting the related section of CIC-SI-001 (2016-05-26) Standard Instructions – Goods or Services Competitive Requirements.

**Q30.** For Stream VII - Research study of mobilization of volunteers to support refugees, we have the following questions:

- a) In regards to MT1: Should each member of the research team be listed, including research assistants, or merely the principle investigator?
- b) If the project will be undertaken as part of a new initiative, should the principle investigator list their other institutional affiliation (i.e. the bidder is an NGO but the PI hold and academic position at a university)?

**A30.**

- a) **The bidder must demonstrate that they have the required experience for MT1. It is up to the discretion of the bidder to list each member of the research team or just the principle investigator.**
- b) **The principle investigator should list all their past experience and occupations that are relevant to the stream.**

**Q31.** For Stream VIII - Research and prototype of a mobile digital tool to support Syrian refugees settlement, we have the following question:

- a) In regards to MT1, the team will be comprised of social scientists with significant experience with vulnerable populations, specifically refugees, professional engineers, and UX/UI designers. In what format should we list the collaborators for the data tool? This question is also relevant to RT4.
- b) In regards to MT2, what is meant by "the performance management approach"? Does it refer to a set of evaluation criteria and goals for people working on the project or the tool itself?
- c) In regards to RT5, focus groups will be conducted in different locations and with multiple stakeholder groups - should incentives for participation be listed in the tender application?
- d) Does the application require a wire-frame of the data tool? If so, should the application include static images of wire frames or links to hosted wire frames?
- e) Is a responsive web site surface acceptable in order to ensure cross-platform applicability or does the tool have to be a true mobile app?

**A31.**

- a) **It is to the discretion of the bidder to choose the format to list the collaborators for the data tool.**
- b) **The performance management approach refers to measuring the tool, service, activity, etc. being proposed in the proposal.**
- c) **Incentives for participation is to the discretion of the bidder and can be included in the proposal.**
- d) **The application does not require a wire-frame, however it to the discretion of the bidder if wire frames should be included.**
- e) **The research and prototype development and testing of a digital tool is not limited to that for and of a "true mobile app." The mobile digital tool could express itself in different forms (e.g. app, short message service, chatbot service).**

**Q32.** Does CIC intend to release a follow-up RFP to continue Stream III beyond the activities requested in this RFP? If there is a follow-up RFP to this RFP for Stream III, will the purpose be to implement the social finance models / employment programs recommended in the work set out in this RFP?

**A32. A follow-up RFP has not been planned or confirmed at this time.**

**Q33.** To develop an informal language training initiative for Syrian employees, is the proponent required to specifically identify potential employer partners and scenarios **in the proposal**?

**A33. The identification of potential employers and partners is encouraged, however is not required at the proposal stage.**

**Q34.** I have looked at the pdf related to this call and have a few questions. I noted a minimum time for the actual supports/intervention for example 20 hrs per week and for minimum of 8 weeks to qualify for this call. Is there a time line for the execution of the project? Can the funding be for a one or two year program?

**A.34. All projects have to be completed by March 31, 2017 and cannot be extended.**

**Q35.** Is there a limit to the amount of funding that may be requested?

**A35. There is a maximum budget applicable to each stream, please refer to APPENDIX “E”, BASIS OF PAYMENT. All cost/price proposals exceeding the maximum price specified for each stream in Appendix “E”, Basis of Payment will render the bidder’s cost/price proposal non-responsive, and eliminated from the competition.**

**Q36.** The instructions list requirements regarding the total duration of the project: "The bidder must clearly demonstrate that the organization(s) and/or individual(s) proposed to implement the contract have at least one (1) year of research or project implementation experience in the past five (5) years focusing on vulnerable populations (e.g. immigrants, refugees, youth, women, etc.), independently or as part of a team."

Our program with Syrian women was started in April, 2016. This means that we have been in operation for less than one year. Would we still qualify for this grant?

**A36. The bidder must clearly demonstrate that they have at least one (1) year of research or project implementation experience in the past five (5) years focusing on vulnerable populations (e.g. immigrants, refugees, youth, women, etc.), independently or as part of a team. If a bidder only demonstrate 6 month of experience for this evaluation criteria, its proposal would be deemed non-compliant.**

**Please note that no Grant/Contributions Agreement will result from this Request for Proposal. It is anticipated that the RFP will result in the award of up to 8 contracts. All contract(s) resulting from this bid solicitation will be governed by the terms and conditions identified in the RFP.**

**Q37.** I’m trying to confirm eligibility for applying for the RFP. My boss who is a researcher would like to consider applying, is she eligible to apply for the RFP regarding “Model projects and research studies – Syrian Refugees Integration” or would the organization where we work have to be the interested party bidder? And therefore the Vendor information and all certifications would be directly related to the full organization, correct?

**A37. This is an open bidding process and any organization or individual is eligible as long they meet the requirements specified in the RFP and any clause incorporated by reference (e.g . Standard Instructions). The vendor information and all certifications can be related to an organization or to an individual. The bidder (the entity submitting the bid) must be clearly identify on the proposal.**

**Q38.** What level of market-sounding is expected for a model pay-for-performance project prior to the final report? For example, a project constructed through consultations with experts in settlement and integration may not have been co-designed with potential investors.

**A38. It is up to the discretion of the contractor to determine the level of market-sounding for the project.**

**Q39.** What depth of evaluation design for potential P4P project(s) is expected as part of the final report? Would an overall evaluation strategy suffice, or do specific methodologies have to be fully developed? (i.e, the power and sample sizes to be used, any specific sampling protocols, etc.)

**A39. It is up to the discretion of the contractor to determine what depth of evaluation design is required for potential P4P project(s).**

**Q40.** Can you please clarify who is the intended audience for the final report? We assume that the final report will be an internal document for IRCC, with recommendations and next steps focused on the government/public sector, though some areas of the RFP ask for detailed information to support the social finance and S&I sector to implement the P4P model. Is it anticipated that the final report would also be made available to the general public?

**A40. The final report will be for IRCC internal purposes and for the general public.**

**Q41.** I've noticed a slight discrepancy in the dates for the deliverable "Detailed Report Outline": In Appendix C, Terms of Payment - it states that the delivery date for the detailed report outline is "on or before January 31st" whereas in the Appendix D, Statement of Work - Section 5.4.4 Deliverables (and subsequent streams) states the detailed report outline is due on January 1st, 2017. My inclination would be that the detailed report outline should be due on January 31st to allow enough time for research and preliminary findings to guide the creation of the detailed outline. Is January 31st acceptable for this deliverable?

**A41. The detailed report outline is due on January 31st, 2017. The Statement of Work has been amended accordingly.**

**Q42. Research to be conducted in arabic or english?** In conducting research with refugees - Is it possible to recruit participants that speak English conversationally in order to conduct the research? Are bidders expected to include translation services?

**A42.** The research can be conducted in Arabic and/or English, however the products submitted to IRCC (e.g. draft outline, draft report, final report etc.) must be in English or French. It is up to the discretion of the bidder to include translation services in their budget.

**Q43.** If a bidder is awarded multiple streams, can timelines be adjusted? (with the intention of delivering everything before the final deadline of March 31, 2017)

**A43. Unfortunately, the contracts cannot be extended for any streams. All contracts must be completed by March 31st, 2017.**

**Q44.** My question is related to the proposed sample size for the RFP. Currently, we are testing with 10 participants and 10 interpreters. What is a suitable sample size to propose for the RFP (ex. 100 participants and 20 interpreters)?

**A44. Please refer to the stream you would be submitting your proposal under because there is minimum number of Syrian refugee participants required. If there is no minimum and maximum it is to the discretion of the contractor to select the number of participants.**

**Q45.** The Bidder's firm price in response to this RFP and resulting contract(s) must include all overhead, general & administrative costs and profit. Included are the following costs that may be incurred in providing the required services: office space, computer hardware and software, word processing, preparation of reports, photocopying, courier services, facsimile services, telephone services, and all travel expense

Does the CIC have a maximum overhead rate that it will allow as part of this RFP?

**A45.** There is no maximum overhead rate applicable for this RFP. The bidders are required to submit an all-inclusive firm price for the delivery of the research or model project. Please refer to Section II of PART 3 – BID PREPARATION INSTRUCTION, Section 4.1.2 of PART 4 –EVALUATION PROCEDURES AND BASIS OF SELECTION, APPENDIX “C”, TERMS OF PAYMENT and ANNEX “E”, BASIS OF PAYMENT for more details.

**ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED**