2007-2008 Hope Rally Program Handbook

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for
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Funded by:

The Salvation Army Canada and Bermuda Territory

Administrated and supervised by:

The Salvation Army Canada and Bermuda Territory
Ontario Central Division
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This handbook is for the Salvation Army internal use only. Copies or further information may also be obtained from:

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Abbreviations and Acronyms

CCR:	Canadian Council for Refugees
CMS:	Client Management System
DHQ:	The Salvation Army Ontario Central Division Headquarters
HRPC:	the Hope Rally Program Committee
IRS:	The Salvation Army Immigrant and Refugee Services
MoU:	Memorandum of Understanding
OCASI:	Ontario Council of Agencies Serving Immigrants
SAMIS:	Service and Ministry Information System
SSA:	Special Service Agreement
TBD:	To be determined
TDSB:	Toronto District School Board
THQ:	The Salvation Army Canada and Bermuda Territory Headquarters
TOR:	Terms of Reference
TRAC:	Toronto Refugee Affairs Council

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Foreword

We are dedicated to: supporting immigrants and refugees in their journey towards full participation in Canadian society; advocating for newcomers to live in an inclusive community that is enriched by cultural diversity; serving all newcomers with the unconditional love and compassion of Jesus Christ.

The Salvation Army Immigrant and Refugee Services

Community

Job 11:16: You will forget your misery; you will remember it as waters that have passed away.

Genesis 11:6 And the LORD said, Behold, the **people** is one, and they have all one language; and this they begin to do: and now nothing will be restrained from them, which they have imagined to do.

NIV 2 Chronicles 31:18 They included all the little ones, the wives, and the sons and daughters of the whole **community** listed in these genealogical records. For they were faithful in consecrating themselves.

The Message **Isaiah 58:12** You'll use the old rubble of past lives to build anew, rebuild the foundations from out of your past. You'll be known as those who can fix anything, restore old ruins, rebuild and renovate, make the **community** livable again.

The Message **1 Corinthians 5:4** Assemble the **community**—I'll be present in spirit with you and our Master Jesus will be present in power.

The Message **James 3:18** You can develop a healthy, robust **community** that lives right with God and enjoy its results only if you do the hard work of getting along with each other, treating each other with dignity and honour.

Hope

Psalm 9:9-10 The LORD is a refuge for the oppressed, a **stronghold** in times of trouble.

The Message **Proverb 29:14** **Leadership** gains authority and respect when the voiceless poor are treated fairly.

NIV Jeremiah 29:11 "For I know the plans I have fore you," declares the LORD, "plans to prosper you and not to harm you, plans to give you **hope** and a future".

Acknowledgement

The Hope Rally Program is the result of a collaboration of staff, volunteers, clients, and community council members of the Salvation Army Immigrant and Refugee Services. We would also like to express our gratitude to all those involved in fund raising and program implementation. They have been instrumental to our continued success.
First and foremost, the program would not have been possible without the support from the leadership of the Salvation Army, volunteers, and community council members. Their dedication and tireless work has been invaluable both in preparing this handbook and in connecting strategic goals of IRS with frontline work in the communities we serve.

IRS
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Julia Corpeno (ESL Coordinator)
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Community Council Members
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Maureen Ringlein Wyatt (Vice Chair)
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About this handbook

Purpose of the handbook:

The supreme goal of this handbook is to provide complete guidance for the Hope Rally Program. The intended impacts of the program are three-fold: to share the love of Jesus Christ with the newcomer community, to achieve excellence in program implementation, and to play a piloting role in the ministries of the Salvation Army. By achieving this, we would empower the lives of more than 800 newcomers in two years' time.

This section covers procedures related to program operation, service contracts, and procurement. The content of each sub-section and process of the handbook incorporates all past documents and reports issued over the years of 2005 and 2006. In case of any errors or omissions; to provide feedback; or ask questions, please contact Major Holly Patterson, director of IRS, at holly_patterson@can.salvationarmy.org

The handbook provides some guiding principles and approaches to manage the complexity of preparing integrated and client-specific strategies for achieving the goals of the Hope Rally Program. We hope that everyone will find this general guidance useful and will adjust and adapt it to meet particular circumstances and aims.

The handbook does NOT advocate new community engagement processes. Instead, it focuses on aligning and expanding existing service instruments and processes, such as Settlement, ESL, and Spiritual Care. What is new is the focus on client-based and outcome-oriented strategies that are clearly linked to budget processes. To ensure alignment with the goals, the proposed approach begins with an estimate of the practical investments and resources needed to achieve the goals and then translates them into short- and medium-term plans as well as budget frameworks. IRS recommends that this handbook be used alongside other community outreach and engagement documents, policies, and procedures.

Some important characteristics of this handbook:

- Shares lessons learned—client-based strategies need to be tailored to IRS on-site conditions, priorities, and operational needs. Instead of one-size-fits-all solutions, this handbook provides guidance on preparing client-based strategies, drawing on the experiences of mandated services of IRS, engaging committed volunteers, community council, partner organizations, THQ, and DHQ.

- Offers hands-on tools and examples—this handbook provides tools that all program stakeholders may find useful while preparing, such as: client case establishment, terms of reference, course/service calendars, and budgets. And it provides case examples and answers to frequently asked questions.

- Is part of a broader set of resources—this handbook should be used in conjunction with other resources, such as needs assessment tools and strategic plan, program evaluation and logic model, background papers, and other documents of IRS, which are available at http://www.salvos.com/irstoronto and included on the accompanying CDROM.

Who is this handbook for?

This handbook has been written primarily for:

- IRS staff, volunteers, community council members, and other stakeholders who are critical participants in supporting the program process and in lending support for community engagement activities.
- Partners, including volunteers and other newcomer-community agencies, can participate in the action groups thereby ensuring that the needs of newcomer groups are embedded in the client-based strategy.
- Client representatives who have extensive experience in their professional areas of activity and can contribute much to the relevant thematic groups of the planning process. It is crucial that IRS's community partners contribute their expertise to the planning process and fund the expanded services to meet the goals.

What is not covered in this handbook?
This handbook does not:
• Give an intensive structural review of IRS;
• Explain the importance of preparing an client-based program. It starts with the assumption that anyone picking up this handbook already understands this and wants suggestions on how to begin.
• Provide evidence of the effectiveness of program approaches and services. For a partial description of this evidence, please see the final reports of the HRPC as well as the background paper for the needs assessment methodology (available at IRS's website www.salvos.com/irstoronto).
• Provide detailed guidance on using the needs assessment tools and other program planning tools i.e. the logic model. Instead, the handbook gives an overview of the needs assessment approach and the tools (quantitative models) for mapping resource needs.

This handbook has been reviewed and validated by respected HRPC. A listing of their names can be found on the acknowledgement page.

What is Hope Rally?
The Hope Rally Program is a cluster of expanded and piloting community activities based on specific aspects of newcomer community (economic, social, spiritual and cultural). This program is a vehicle whereby 800 newcomers come together to take action and generate solutions to overcome barriers of their integration into Canadian society.

Leadership is required, long-range thinking and strategic plans are needed, skills must be developed, attitudes often have to change and resources must be acquired. It is important that a strategic planning session and alignment among staff be built before the program can take place.

The primary outcome of the program is improved integration of newcomers' life in GTA. The effectiveness of the program will result in mutual benefit and shared responsibilities among newcomer community and recognizes—engagement requires mutual helps to build capacity, to address challenging issues, to take advantage of opportunities, and to re-establish hope to fulfill life mission. It does not just happen — it requires both a conscious and a conscientious effort to walk an extra mile with our clients to achieve our shared goals.

Community
Our newcomer community exists in the locations (i.e. Regent Park, Scarborough, North York, and Mississauga) where the majority of clients live. However, our program activities do not draw a strict geographical boundary not only because of our mission but also the mobility of the community.

Resources
Resources include things such as:
• Skills, capacities, education and training Career plans
• Financial Resources, fundraising and grant-seeking skills
• Partners and community agencies
• Community and private foundations
• Government program funds
• Volunteers
• Private in-kind donations

Infrastructure is part of the resources needed to be effective in the program and includes such obvious things as:

- Physical class room and meeting venues: 7 Labatt Ave. – Jarvis Street (in 2008)
- Office equipment and furniture
- Communication systems: computer lab, high-speed internet, copier, telephone, fax, printer, Hydro and heating

To conclude, the Hope Rally Program is not a quick-fix for the chronic problems existing in the newcomers' community but is envisioned to be an effective vehicle that assists newcomers to engage themselves by utilizing their talents to achieve a shared goal—fulfill the journey toward full participation in Canadian Society.

Summary

To achieve, or exceed, the Hope Rally Program goals, the central recommendation—to engage 400 newcomer clients in each year— is that all stakeholders should prepare and implement ambitious goal-based workplan anchored in the 2007 and 2008 targets and time horizon. Needs assessment, client groups, workplan, and services under the coordination of HRPC shall form the main frame of the program. Community partners and volunteers need to match their efforts with available budget in financial and technical support.

Step 1 Launch an effective and client-based needs assessment
Step 2 Build an effective implementation mechanism—review existing strategies, establish a program operation baseline, setup client groups, and workout annual workplan
Step 3 Conduct program administrative activities

This introduction briefly outlines these four steps and discusses the core features of a client-based strategy. It then describes the roles of clients, volunteers, and partners in this partnership to achieve shared goals. At the end of this section, we answer frequently asked questions about client based program strategies.

Guiding Principles

Principles and values of The Salvation Army are a key part of the program, particular when it is being considered as participatory and ethno-cultural inclusive processes.

- Use value-added participatory approach for motivating and mobilizing targeted clients (400/year) to rediscover their talents and potential in capacity-building and assist them in fulfilling their life mission in Canada
- Reach out and encourage clients to become overcomers of deeply-rooted obstacles through a two-way mechanism—individual and collective while addressing socio-economic, emotional, and spiritual factors
- Help clients to achieve a positive mindset and attitude through gaining meaningful and gainful language and job-search skill, volunteering, and community engagement activities (fostering innovations among focus mentor groups, advocate effective practices and connectivity in the newcomers community)
- Help clients discover, voice, and satisfy their hidden needs; evolve from basic and immediate needs satisfaction to community leadership development

Integration with existing services and programs

The Hope Rally Program provides both a platform and an opportunity to integrate settlement counseling, ESL courses with language advancement programs, and spiritual care. Based on the mission statement and guiding principles, IRS has envisioned in the strategic plan (2005) that to effectively address clients' needs, the organization must evolve to changes as well as to bridge the service gaps in the newcomers' community.

Inclusiveness

An inclusive process—open, participatory, and including all stakeholders—is an essential part of client-based programming. In the strategic plan (2005), IRS has identified its stakeholders (please see details in Appendix.) To be sure, engaging such a wide range of stakeholders in the planning process is no easy task and requires careful process management. But including volunteers and partners is critical, because they often bring broad expertise and on-the-ground insights to planning and implementation and can share best practices from their experiences for the client-based strategy. The Hope Rally Program, as any other service or program in the Salvation Army, applies a non-discrimination policy, which any client from any ethnic group shall enjoy, participate, and engage in our program and services.

Core features

1. ***Oriented to outcomes***
   To effectively chart the course and to meet goals, IRS started the Hope Rally Program preparation based on a continuous examination of clients' needs and challenges. Key points, listed above in guiding principles, are the fulcrum of the program that directs both the IRS team and client groups.

2. ***Based on Hidden Needs Assessment approach***
   The hidden needs assessment was completed in the first quarter of 2006. The suggestive findings re-energize the process of augmenting ESL afternoon program and piloting community engagement in a holistic dimension. Hidden needs assessment approach becomes the first step in launching client-based activities; example would be the establishment of client groups.

3. ***Broad but integrated***
   Admittedly, there is no single "magic bullet" to tackle the deeply rooted and complicated problems that impede newcomers' settlement and life journey in Canada. For example, at the grassroots level, the conventional services alone in IRS have played an effective role in distribution of information, referral, counseling, language training, job search, etc. But, recent demographic and needs changes in the targeted community (Regent Park), reveals that an integrated or "one-stop-shopping" service package is greatly needed to accommodate those emerging and evolving needs. (Please see details in the attached needs assessment, accomplished in 2005.)
   An integrated program addressing those chronic problems and issues can help the newcomer community to galvanize to take actions from individuals to groups and subsequent at community level.

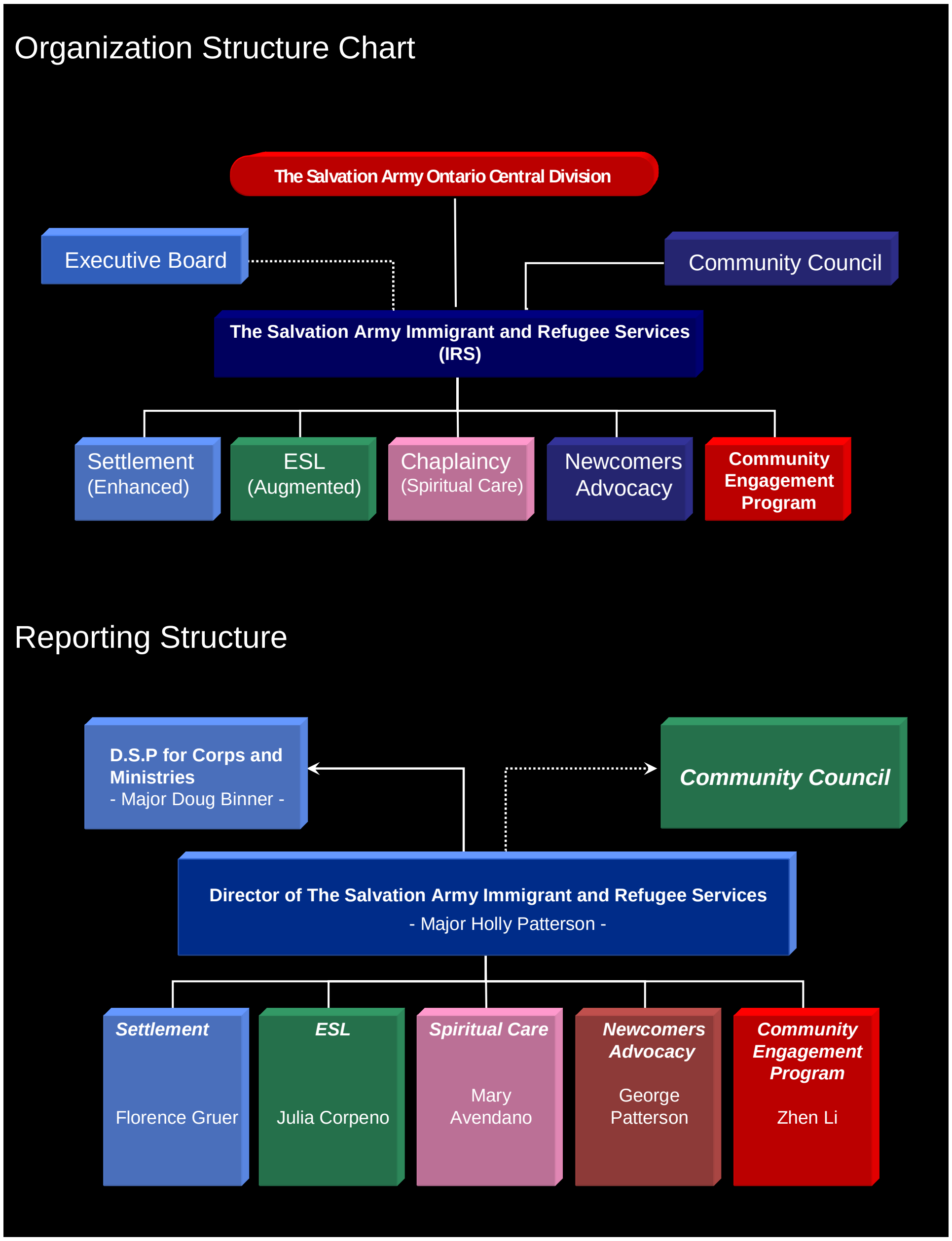
4. ***Piloting links to limited source of funding***
   The program shall play a piloting role for other ministries and corps in the Salvation Army Ontario Central Division but not limit itself in pursuing alternative funding sources. Limited funding resources can be a real constraint to sustain the momentum of augmented services in the long term.
   It is, however, important to carefully analyze where such constraints exist and how they can be transformed over time. To clearly distinguish financial constraints from piloting capacity constraints is one of the objective and core features in the program. IRS is not always constrained by limited capacity in mobilizing donations and develops potential donors such as corporate funds, community foundations, and three levels of government newcomer's settlement funding programs.

A partnership to achieve shared goals

To effectively and innovatively address the complex needs emerging in the newcomer community, it is imperative for IRS to simultaneously strengthen the existing co-sponsors and/or umbrella organizations (external: TDSB, OCASI, CCR, TRAC, etc. internal: 614 corps, Scarborough Citadel, Family Service, DHQ/THQ,) and develop new partnership (with agreement) from the Regent Park community to broader GTA.

This program offers an opportunity for IRS to construct new program models of neighborhood responsiveness and community engagement. In this program, a solid forefront client-group establishment and integrated service packages are the advantages that can play complementary role in seeking and fostering partnership as well as leveraging capacities.

Organizing the process
While there are many ways of structuring an effective process, client-based program needs to be underpinned by the principles outlined in the previous section. Typically, the process is guided by a designated DHQ or an IRS settlement counselor, ESL coordinator, chaplain, or program researcher who puts together the HRPC to oversee and coordinate the services and activities. (Please see organization structure and reporting charts).



Assigning responsibilities:

- Hidden Needs Assessment: Program researcher, ESL coordinator, Chaplain, and Settlement counselor will assemble the frontline team to identify, introduce, and assist clients to complete the following questionnaires as well as consultative interviews. When the first hand information has been collected, the program researcher shall synthesize, analyze, and generate an independent report to the HPRC. This process is not overlapping or redundant to the existing CMS operation, because the clients identified come from the same clientele. However, the needs assessment remains its distinctive feature in order to distinguish the program targeted clients from others.

- Program Implementation: All staff
- Financial Management: Business Manager
- Administrative Management: Director of IRS
- Evaluation: All staff

Working with primary data and data analysis

Data analysis: By using CMS and SAMIS daily statistics, IRS gains the fundamental information about clients.

- Surveys: developing and applying questionnaire method with targeted clients and volunteers, the core team shall obtain quantitative results and present it to the HRPC. Volunteers of the program will adjust their curriculum or preliminary plan with these updated results.
- Interviews: by applying semi-conductive (one-on-one) and participatory approach in forming client groups shift the conventional interviewing process. By combing basic CMS information and results from interviews, the team and clients themselves shall be enabled to conduct in-depth analysis. The process incorporates existing consultation policies and procedures.
- Consultations: both in a one-on-one and in a group setting, the aim of this consultation shall learn and analyze client's needs, produce program workplan, propose program activities, and advocate clients immediate and chronic challenges

Frequently Asked Questions:

Here are some frequently asked questions and answers about the Hope Rally Program, pulled together as a convenient reference for readers.

1. *How might the Hope Rally Program produce beneficial effects?*

   This program will benefit 400 clients each year by providing them in groups with service packages tailored strictly with their needs. Volunteers and partner organization will achieve goals with clients envisioned as integrated re-settlement, enhanced English language training, spiritual care for a healthy life in Canada. The program also subsidizes group activities as well as services provided by partner community agencies.

2. *What's the difference between the Hope Rally Program and the current ESL afternoon program?*

   The major difference is that the Hope Rally Program is an integrated program while current afternoon program is an augmented ESL program. The program incorporates the afternoon program on the basis that both clients and volunteers who are willing to participate and achieve specific development goals. The goals to be set collectively within groups shall not limit themselves in language advancement but in addressing broader and hidden needs such as job searching, spiritual care and counseling, re-settlement information, connection with community service agencies, etc.

3. *Will this program create a greater workload than the staff usually does on a day-to-day basis?*
   No. The program aims to "walk an extra mile" with the targeted clients; it creates effectiveness in delivering services and program outcomes rather than burn out volunteers and staff. However, to be identical from IRS's ordinary work, staff is required to encourage, out-reach, consult, plan, and deliver program activities.

4. *What does explain the client consultation based on hidden needs assessment when the current services have already established consultative process?*
   In this program, the consultation is furthered and enhanced that lead to program activities. In other words, the hidden needs or talents of clients are the focus of consultation whereby the core team and volunteers are suggested to facilitate clients to find the path in their brand new journeys. This approach deepens the existing services to plan and act creatively and realistically.

5. *How can we ensure that vision and goals set by the targeted client groups will be achieved through this program?*
   Fostering client groups is one the priorities of this program with the purpose to encourage newcomers to expose to a multicultural environment and then learn how to break culture shocks through working together with community. Therefore, within client groups, concepts such as vision, plan, goals, and team building shall be introduced and facilitated by either staff or volunteers. The key outcome of the groups is workplan. To measure group effectiveness, it is suggested to use the attached evaluation questionnaire to produce quantitative results.

6. *Is the Hope Rally Program a service-delivery-oriented or community development? Or both?*
   Both.

7. *How does the Hope Rally Program fit in the updated strategic plan of IRS?*
   This program does fit in to the updated strategic plan and shall bridge the gaps of shifting needs of clients and existing services.

SECTION I – Conduct a Needs Assessment

Step 1

Before beginning the needs assessment
The issue of who will take on the role of the needs assessment is usually determined by the nature of the Hope Rally Program activity. To be operational, strategies to reach the goals and the underlying hidden needs assessments should be grouped around core areas of work of settlement counselor, ESL coordinator, chaplain, and program researcher who will implement this task.

Effective needs assessment have (checklist):

- credibility within and knowledge of the newcomer community
- a long-term vision, or recognition that goal setting is needed, and awareness that the vision can be created by the newcomers' community itself
- a belief in the ability of the newcomer community to act
- the ability to communicate and an openness to the ideas of clients and partners
- the ability to motivate others and share program resources
- the energy and commitment to initiate and sustain actions
- an openness to learning and leading
- the ability to identify and connect with other related activities

Launching the consultation
The following questionnaires are ideal to utilize as activities as listed in the program implementation section as *during* consultation process. It is highly recommended that after completion, each interviewer (staff and/or volunteer) ask clients to score and interpret their results. Then have them compare the expected outcomes of the program with other program participants, either in pairs or in larger groupings. Here is a sample of introductory assessment:

We are planning to get together soon to identify issues that need to be worked through in order to assist your settlement/language advancement/spiritual health. An excellent way to begin doing some of this work is to collect information through a questionnaire and to feed back that information for group discussion. I would like you to join with others in filling out the attached questionnaire. Your honest responses will enable us to have a clear, objective view of the situation. Your participation will be totally anonymous. My job will be to summarize the results and report them to HRPC and IRS for reaction.

Newcomer volunteer development:

- Talent mapping: within the existing ESL, settlement, and spiritual care services assessment process, talents mapping shall be introduced and encouraged. Be a "talent agent" is the key to promote newcomers to get involved. Be a role model is the key to assist clients to discover their potent drivers and unleashed power.

- Recognition: discussing and coaching client group members while assisting them with development guidance of their career plan

- Getting Involved: to engage newcomers into program activities creates a platform for unleash enthusiasms and leadership, therefore, in this program we recommend that after mapping talents from the targeted clients, one key activity is to get them involved into mutual help and accountability group activities to develop job skills, earning Canadian, local and community working experiences

Newcomer career development

The method IRS recommends the following principles:

a) assessing clients' own skills, values, interests, and development needs,
b) determining long term and short-term career goals,
c) introducing and creating workplan in client groups,

d) introduction of relevant networking skills and community connection

- Dream-Job Express Workshop: mindset, attitude, strategy changing workshop, career development motivation series, resume and cover letter writing tutoring,
- Job Career Planning Mentorship: networking workshop and partner,
- Small business initiatives: small business start-up, taxation, self-employment, information sessions
- Entry level job information and training
- Job searching and mentoring
- Small Business consultation
- Winning networking and interview strategy

Newcomer re-settlement needs

- Small group based information sessions on housing, child care, health, recreation
- Commonly asked questions and answers posting

Newcomer spiritual care

- Small group based and individual assessment and counseling
- Pastoral Care

Newcomer hidden needs consultation

- Small group based consultation (integrated with client group planning activity)

Developing Buy-in

The Hope Rally Program initiatives can fail because of a lack of support or buy-in from our stakeholders, staff, and partner organizations. When a participatory process is sincerely designed, and individuals and organizations believe they are being listened to and included, IRS has gone a long way to building newcomer community reputation, leadership, and support. Although there is no doubt that developing this support or buy-in can be time intensive and involve hard work, developing and maintaining all program participants' interest and engagement is an integral part of the process.

- Developing buy-in among the targeted clients: informed—interested—involved—engaged
- Developing buy-in among staff: this program provides an opportune to strengthen and deepen the relationship with clients and newcomer's community we mandated to serve; it leverages current services to a new level of engagement. Through implementing the program, IRS shall gain value-added outcomes from team building, planning, and evaluation, in which, the current service and ministry framework will be augmented and strengthened. It is highly recommended that before the official inception of the program, all staff needs to join the brainstorming, strategic planning, and HPRC workshops to access all necessary information and to be part of the program participatory decision-making process. To do this, it is highly recommended that the Strategic Planning Session scheduled in January 2007 include this topic in consideration.
- Developing buy-in among volunteers: volunteers' contribution is a vitally important part of the program as well as of IRS. The program provides an opportunity that helps both IRS and volunteers achieve excellence in delivering all forms of services to clients. In addition, volunteers who participate in the program shall receive specific subsidies such as transportation, program recognition and program administrative support. In addition, volunteers who engage with the program activities play a key role in leadership.

- Developing buy-in among partner organizations and/or organizations in collaboration with IRS: continuous pursuit and achieve excellence in partnership is the key to effectively deliver service and engage newcomers in building healthy and thriving community.

Regular Check

The first step of the program is not a one-time practice. Rather, it should be reviewed regularly (possible every 6 months). Since the demographic changes, mobility, and many other factors that create discrepancies in forming and directing the clients groups decision making as well as HRPC to monitor the program, a half-year needs assessment review conducted by the program researcher is needed to guarantee accuracy and relevance of the expected program outcomes.

Synthesizing needs assessment results with IRS logic model practice

(Please review the logic model outcomes in the Appendix before complete the following practice)

Completing the needs assessment – consolidating results and leads to program interventions; all staff shall schedule a monthly meeting (February to May) to review the needs assessment, identify and analyze, and complete the scorings and comparisons with historic data. Recommendations that lead to program intervention shall be ready by the end of May. Program researcher shall gather and summarize all needs assessments together with recommendations and report to HPRC and director for endorsement.

SECTION II – Program Implementation

Step 2

Focus Group setup

1. **Group Identification:** based on the results from needs assessment, it is core group's responsibility to put from 3-5 clients (in some cases such as language advancement course, the amount of each group could be more) into a group that would after pre-qualification scanning directly receive the Hope Rally Program support. All candidates (program participants) MUST voluntarily join the program. IRS core team shall encourage and motivate targeted clients to participate in the program; however, every client must make his or her decision to engage into the program. (Please see details in the terms of service agreement in Appendix.)
2. **Client-group pre-qualification:** by reviewing the results of needs assessment reports, the HPRC shall review the group proposal. The following are the fundamental criteria of screening the request for establishment of client support group
   - All clients have participated consultation session(s) and completed needs assessment process
   - Individually, they clearly stated (registered by IRS staff for the Hope Rally, with signature) their willingness, interest, and commitment into the program
   - Their stated goals and action plan are in line with the mission of the program
   - Individually, they agree with the terms of the program
   - Collectively, they agree to give mutual help within the group (see details in the service agreement in Appendix
   - Clearly show their intent of volunteering within and over the legitimate duration of the program; agree with volunteer policies and procedures of IRS
   - Clearly demonstrate their individual or collective leadership in their group and/or broader community

3. **Group activity documentation:** for each group, the program researcher shall establish an individual case folder (confidential/including hard copies of CMS). Each group member has right to access to the general information such as goal setting, action plan, group progress reports, and evaluation results (in some groups, with consent of all members may contain photos). The program researcher shall synthesis all group activities documents and circulates among all staff in IRS.
4. **Group facilitation:** HRPC shall review and determine financial, human resource, and infrastructural supports to each group upon written requests. The director of IRS will give a final approval to each support from the program.

Program interventions

1. Program interventions and service package identification: to achieve the goals identified, both the core team and client group shall work together to finalize action plan that will receive financial, human, and infrastructural support from the program. To translate effectively the program interventions, we recommend service packages based on clients' needs and program priorities.
2. Package description:
   - **Beginner:** Clients, who eventually accomplished group setting, needs assessment, and group goal setting sessions, will have the access in choosing program service package. By choosing "beginner package", clients will receive augmented language-intensive training, one-on-one conversation partner(s), writing class, settlement information session in small group
   - **Intermediate:** this package consists of group-based information session on settlement, workshops on job search skills (resume, cover letter, interview, networking), work place language and culture, Bible study, writing class, learning English in movies, spiritual care, choir
   - **Advanced:** this package consists of services of career planning, interview strategy, networking,), spiritual care, accounting, community engagement
3. Timeline: (see Annual workplan on page 15 for details)

Program Objectives, Outputs, and Activities

Specific activities to be undertaken and outputs expected will be clearly articulated in the detailed annual workplan, to be completed as one of the first activities after client groups' establishment has been finalized. The outputs and activities listed below are meant to provide a range of activities that will be undertaken by the core team, volunteers, and all other stakeholders.

Immediate objectives:

1.1. conduct needs assessment to obtain baseline information
1.2. facilitate clients groups establishment (5-10 members groups)
1.3. engage volunteers and partner community agencies into group activities
1.4. construct Workplan and conduct activities

Program Outputs:

2.1. needs assessment report (with quantitative analysis)
2.2 establishment 20-40 clients groups with workplan serving 400 newcomers
2.3 engage 10 volunteers, get 10 newcomers involved in to volunteering for this program
2.4 progress report on group implementation of workplan

Program Activities: (Please see Annual workplan for details.)

Annual Workplan (2007) (*To be updated and completed by client groups and core team*)

Objectives and Activities Timelines	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec
Completing Handbook and presentation, endorsement, buying-in and consultation in IRS												
Volunteer meetings, recruitment, and program orientation												
Conduct needs assessment and consultation (survey and analysis process)												
Setting up client groups and program orientation with clients												
Completion of goal setting, proposals, and annual work planning												
Group activities review and approval annual workplan(HRPC)												
Budget Mandatory Revision												
Launch group activities, delivering service packages												
Partnership agreement endorsement and launching of services												
Evaluation												
Reporting												
Auditing												
Closing												

Note:

- National and statuary holidays and vacations are not represented in the above timeline.
- Client group workplan, with synchronized and shared goals from all group members, is different from the annual workplan above.
- A series of proposed workshop/seminar/information session is scheduled to be presented for discussion with prospecting partner -- Mennonite New Life Center.

Client Group Planning

Group Information

Client Group:

Members: Volunteer/Staff:

Program Name: **Hope Rally Program** Group Leader:

Service required:

Staring Date: Ending Date: Budget:

Instructions

Goals: **S** – Specific **M** – Measurable **A** – Achievable **R** – Realistic **T** – Time Bound

1st Goal/Objective

Description:

Activities:

a. .
b. .
c. .
d. .

Measurement:

Importance: ☐ Essential ☐ Important ☐ Desirable

Evaluation:

2nd Goal/Objective

Description:

Activities:

Method:

Measurement:

Importance: ☐ Essential ☐ Important ☐ Desirable

Evaluation:

Endorsement and Approval

HRPC: ______________________ **Date:** / /

Group Leader: ______________________ **Date:** / /

Staff: ______________________ **Date:** / /

Business Manager: ______________________ **Date:** / /

Client Group Planning Timeline (for group members use only)

Action Item	Responsibility	Timeline	Completed
			☑

Member's Name: ______________________

Group: ______________________

Address: 7 Labatt Ave. Suite 204, Toronto ON M5A 1Z1

Phone 416.360.6036 | **fax** 416.360.8736

The Salvation Army Immigrant and Refugee Services

Sample Client Group Member Card

—Dealing with augmented ESL program

In order to achieve excellence in delivering augmented language training as well as engaging and retaining clients in the program, we use the following case as an example to elaborate the interventions under the program. Here are some key points summarized by volunteers:

- expand current programs and create new ones;
- develop, implement, and maintain client-centered approach;
- work co-operatively with each language instructor (volunteer);
- conduct frequent assessments to track progress;
- establish clear goals for each class and each student;
- give individual attention to each client regularly;
- develop a genuine interest in the clients' success;
- distribute a set of class rules and expectations;
- explain consequences of not following above;
- reward clients for achievement and progress;
- meet regularly with other instructors for feedback and mutual assistance;
- make both clients and instructors aware of the importance of consistent attendance;
- maintain a warm, supportive atmosphere which fosters communication relationships trust and success;
- develop a handbook of expectations
- setup a mural of volunteers

Follow-up action: Volunteers Retreat in February 2007

SECTION V – Monitoring, Reporting and Evaluation

Monitoring & Coordination

Monitoring is the process of continuous tracking or surveillance of the implementation of the Hope Rally Program, with the aim of obtaining early indications of progress in the achievement of program objectives. It primarily involves gathering information that can be used to determine whether the program is being implemented as planned (i.e., whether inputs have been mobilized, activities undertaken, outputs produced and, therefore, results achieved as scheduled.)
Monitoring deals with both the substantive and financial performance of a program. The fundamental prerequisites for monitoring are the Annual and Client Group Workplans, and the Annual workplan, prepared and submitted to DHQ and THQ by IRS.

Reporting

The structure of reporting mechanism of IRS is demonstrated as diagrammed in Section I. In the duration of the program, there are a cluster of key reports that shall reflect the progress of the program. HRPC assumes the responsibility to issue mid-term program progress report, annual report, and program final report. These 3 reports shall be duly submitted to DHQ and THQ.
In this program, reporting is the preparation of written accounts of the progress and/or results of implementation which are submitted to THQ-DHQ for endorsement. All reports that IRS submits to headquarters must be prepared by HRPC and signed by the director of IRS.
Apart from sharing information on the performance of the program, reporting is a means by which the IRS discharges its accountabilities. Reporting is one of the primary responsibilities of the HRPC. Reports are important inputs in the management and administration of the program.
Annual Progress Reports will be submitted to DHQ-THQ containing a report on continued relevance of activities to achieving the above mentioned results, overall performance of implementation and the likelihood of its successfully achieving the goals. Standard formats for Annual Program Reports will be provided by HRPC. Participants in preparing the reports should include the relevant representatives from client groups, volunteers, partner organizations to the program. The Annual Report should contain information on:

(a) A numerical rating of the relevance, performance and success of the program,
(b) A textual assessment of these indicators,
(c) Data on the use of program inputs.

In addition Appendixes to the report should include: statement of the year's approved budget and actual year-to-date expenditures, the certified latest Inventory of Nonexpendable Equipment, and the Annual Workplan and budget, including any suggested budget revisions for the upcoming annual period.

Evaluation

Evaluation is the process of systematically and objectively assessing the following aspects of on-going or completed the Hope Rally Program:

(a) Relevance - whether the design of the program remains valid in terms of the needs it addresses and its main design elements (objectives, outputs, activities and inputs).
(b) Performance - whether the program is being implemented as planned in terms of inputs utilization, the service delivery and quality of outputs and their contribution to achieving objectives, and management arrangements.
(c) Effectiveness - whether the program has achieved its immediate and strategic objectives and the desired sustainability of program results or impact.
(d) Leadership—whether the leadership among client groups, staff, volunteers, and community members has been encouraged,

The prerequisites for program evaluation are the stated objectives and the criteria or indicators that measure the achievement of each objective, as highlighted in the Annual Workplan.

Relevance and Performance
To examine relevance of this program, we recommend HRPC apply the *logic model* to review all program consultation, needs assessment, service packages, and group activities.

Client Group Effectiveness

HOW WILL IRS KNOW THE OVERALL EFFECTIVENESS OF THE CLIENTS AND THE CORE TEAM ACHIEVING GOALS?

Directions: Using the ranking scale of 1 through 5, determine how true the statement is for the participants and team members. Place the numerical ranking in the space to the left of the statement.

5 = Exceptional;
4 = Very Good;
3 = Good;
2 = Needs Improvement;
1 = Very Weak

AS GROUP MEMBERS:

___ **1.** We all fully understand and support our group's basic mission and current objectives.

___ **2.** We all have a clear understanding of our assigned duties and responsibilities, the various roles we are expected to play, and our accountabilities to the total group, as well as to each other.

___ **3.** We all place a high level of importance on providing effective assistance to our internal or external clients (i.e., the people who receive the output from our group).

___ **4.** We are all willing to engage in multicultural and outcome oriented group activities so each of us can perform the duties and responsibilities of our fellow group members.

___ **5.** We have all established a high level of trust and mutual respect for one another and provide a lot of support and encouragement to our fellow group members.

___ **6.** We are all very open and candid in expressing our opinions and in sharing information with each other.

___ **7.** We all have a genuine concern for each other and willingly help our fellow group members in performing their tasks and in handling specific problems they encounter.

___ **8.** We all understand the value of differing viewpoints and we handle any conflicts we may have by facing the issues openly and by focusing on "what's right" rather than on "who's right."

___ **9.** We all place a heavy emphasis on being certain that the knowledge, skills, and abilities of every person are fully utilized and reflected in the decisions we make as a team.

___**10.** We all have a high sense of urgency and actively participate in the identification and solution of any problems we encounter in our journey of integration.

___**11.** We all enjoy the group activities we do and our relationships with one another.

___**12.** We all continuously seek information from within and outside clients so we can find and develop new and better ways to function as a team.

ASSESSING TEAM EFFECTIVENESS

Directions: Read each statement below. Using the ranking scale of 1 through 5, determine how true the statement is for your team's support person. Place the numerical ranking in the space to the left of the statement.

5 = Exceptional;
4 = Very Good;
3 = Good;
2 = Needs Improvement;
1 = Very Weak

THE PERSON ASSIGNED TO SUPPORT OUR GROUP:

___**13.** Encourages us to expand our range of skills and degree of involvement by delegating some of his or her own duties and responsibilities to our group.

___**14.** Provides encouragement, recognition, and positive reinforcement of our group's accomplishments

___**15.** Willingly obtains and communicates whatever settlement, language, counseling, job search, legal aid, community engagement, advocacy, and other information we seek in order to help us monitor and improve our quality of life.

___**16.** Obtains from IRS staff, ESL teachers, volunteers, and members of community council the physical and personnel resources, information, knowledge, equipment, materials, and support we request in order to improve our group's effectiveness.

___**17.** Serves as a spokesperson for our group and defends us when he or she feels that we are being unfairly criticized or treated poorly by the program, by other groups, or by other community service agencies.

___**18.** Is readily accessible to us, listens well to what we have to say, answers whatever questions we ask, and responds quickly to any concerns we express.

___**19.** Arranges meetings for us with members of other groups, personnel, volunteers, professionals, and other outside groups whenever we request them so that we can exchange information and experiences and participate in joint problem-solving activities.

___**20.**Helps us develop proposals, obtains any required approvals, and assists us in implementing changes in work plan, timeline, physical arrangement of activities, operating policies, practices, and systems that will facilitate and reinforce the continuous improvement of our group's effectiveness.

___**21.** Keeps us well informed about the goals and objectives of IRS as well as the goals of other relevant community agencies, so that we can develop and integrate our own group's goals in support of every other group.

___**22.** Helps us identify problems, define the sources of those problems, develop proposed courses of action, and successfully solve our problems.

___**23.** Helps us identify our needs and supports our learning efforts by willingly sharing his or her own knowledge and experience with us; by providing time, support, and encouragement for learning to occur; and by obtaining whatever personnel or physical resources that we require.

___**24.** Places major emphasis on the accomplishments of our group, rather than on his or her own personal accomplishments.

Leadership

Name of person being rated: ___________________________________

Name of person doing the rating: ___________________________ Date: ___________

Following are 20 competencies that represent knowledge, skills, abilities, and attitudes of successful leaders. Please read the description of each competency and then rate the individual identified above, using the following key:

5 = Exceptional;
4 = Very Good;
3 = Good;
2 = Needs Improvement;
1 = Very Weak

___ **1. Creating a Vision and Setting Goals.** Without clear goals, group members perceive their work to have less purpose and impact and are less inclined to participate. A good leader has a clear vision about what needs to be accomplished and is able to set realistic goals to achieve that vision.

___ **2. Explaining and Communicating Expectations.** Team members want to know and understand expectations for individual and group performance. Without these expectations, feedback is not as meaningful as it could be, making it difficult for individuals or a group to achieve goals and successes. Good leaders are clear about reporting relationships, and they establish evaluation criteria that are fair and appropriate.

___ **3. Written Communication.** The successful leader writes clearly and concisely at the level needed by the person(s) receiving the information. In other words, the leader writes to *express,* not *impress.*

___ **4. Oral Communication.** Good leaders inform others about what is going on and why. The leader engages in frank discussion about issues and how those issues affect individuals, and structures meetings to provide for needed dialogue.

___ **5. Personal Integrity.** Personal integrity is becoming more and more an issue in the workplace. Good leaders demonstrate and model integrity in day-to-day interactions by:
• establishing a relationship of trust;
• being honest (even if it means making a different decision than the one recommended);
• treating everyone fairly;
• delivering on promises and meeting commitments;
• placing personal needs (ego) in second place to needs of the overall group; and
• admitting mistakes and accepting constructive criticism.

___ **6. Creativity and Experimentation.** Great leaders value and establish an organizational climate built on trust and openness in order to ensure that creativity and new ideas flourish. Leaders encourage others to experiment and learn from mistakes, without fear of retribution. They are known for their out-of-the-box thinking.

___ **7. Nurturing.** Good leaders demonstrate that they care about and are interested in others' individual growth by:

- noticing the work and accomplishments of the individual as a person;
- exhibiting understanding and empathy for a variety of personality types;
- saying “thank you” for a job well done;
- caring about individuals’ personal and professional growth; and
- seeking input on decisions that others will be affected by.

___ **8. Decisiveness.** Leaders make decisions in a timely and effective manner and explain the basis for their decisions. Ideal leaders base decisions on facts and priorities, rather than trying to please everyone. They know when to seek consensus as part of the decision-making process.

___ **9. Making Appropriate Interventions.** Leaders must trust subordinates. Good leaders know when to leave a subordinate or team member alone to get the job done and when to make an intervention to resolve issues that are beyond the subordinate’s or team member’s span of control.

___**10. Active Listening.** Good leaders are available, attentive, unbiased, and responsive. They recognize the need to allow input as well as to follow up on the input given. Good leaders are open-minded and encourage other points of view. They frequently paraphrase what is being said to ensure that they understand the speaker’s point.

___**11. Assertiveness.** Most people will acknowledge that the leader’s role is not an easy one, especially in dealing with conflict. Conflict is a daily occurrence in the workplace. Good leaders understand that personality and other work conflicts do not go away, that they typically get worse if not addressed. Thus, leaders deal with conflict in a timely, straightforward manner. They are assertive and honest with all parties in dealing with any type of conflict.

___**12. Delegating.** The ability to delegate effectively and focus on performance and results is a key element of leadership. Leaders demonstrate trust by delegating authority along with responsibility. However, the leader must know subordinates and their capabilities in order to delegate effectively. Good leaders understand that effective delegation enhances team members’ and subordinates’ skills and ultimately leads to a higher success rate.

___**13. Fostering Team Building.** The best leaders are known for promoting team efforts. They recognize and reward individuals for outstanding performance. However, they work to minimize and eliminate harmful competitiveness that may undermine the team. Leaders continuously discourage we–they attitudes.

___**14. Acting as an Advocate.** Leaders are expected to be the “point persons” and to be responsible to the needs of the team. They have a dual loyalty, to team members as well as to others, particularly upper management. Leaders are advocates not only for an individual, but also for the team, the department, and the organization as a whole.

___**15. Appraisal and Feedback.** Good leaders are knowledgeable about what is required to get the job done and who is doing it. They engage in “management by walking around” to learn about work status. They also solicit input from internal as well as external customers concerning satisfaction. They use this data to provide appropriate and timely feedback to everyone concerned. Good leaders also distinguish between good and poor work and take the appropriate action (e.g., reward or recognition for good performance; coaching or corrective action for poor performance).

___**16. Coaching.** An ideal leader spends considerable time in devising professional development guidance for staff. The leader engages in the following types of activities, as appropriate:

- Tell the purpose and importance of the activity.
- Explain the process to be used (or allow freedom to design one).
- Show how it is done, completely and accurately (if it must be done a specific way).
- Ask whether the person has any questions and clarify if necessary.
- Observe while the person engages in the process.
- Provide immediate and specific feedback (coach again or reinforce success).

• Express confidence in the person's ability to be successful.
• Agree on follow-up action(s) as necessary.

___**17. Learning.** The ideal leader is a lifelong learner who:

• is open to change;
• engages others in problem solving;
• views ideas from different perspectives;
• experiments and learns from mistakes; and
• continues to build his or her own skills as well as the skills of staff members.

___**18. Mediating.** Leaders must be able to mediate problems between people fairly. Ideal leaders are assertive in using mediation skills when warranted. However, the leader does not take sides, but keeps an open mind, gathers all the information in a thorough manner, and makes decisions based on facts.

___**19. Dealing with Critics.** Every leader gains some critics. Successful leaders, however, do not tear others down in public. They remain objective. They learn to distinguish between those who are attempting to provide constructive advice and those who have more selfish agendas. They then take the appropriate steps to deal with the situation.

___**20. Technical Competence.** Leaders are expected to have technical competence. This does not mean that they can do the actual work better than their team members. Rather, it means that they have a basic understanding of what is required and can make informed decisions.

LEADERSHIP DEVELOPMENT ASSESSMENT INSTRUMENT SCORING INTERPRETATION

1. Use the attached Individual Feedback Analysis Worksheet. Collect the assessments, record the results, and compare the ratings (i.e., self versus others). Is there congruence? How varied are the results? Try to understand these differences. Congratulate yourself on any 4s or 5s! Make a note to continue engaging in these successful activities.
2. Next, concentrate on any 1s and 2s. For example, who rated you as a 1 or 2? Prioritize the 1s and 2s in terms of relevance to what you currently do or aspire to do.
3. Seek out the individual(s) who rated you as a 1 or 2 and discuss the rating. Ask for **specific** feedback (i.e., why they think you are a 1 or 2). Next ask for **specific** strategies or actions that you might take to improve. If you gave yourself a 1 or a 2, discuss with others how you might improve.
4. Focus on one to three of the relevant competencies that are in most need of improvement. Develop an action plan that includes the competency, an improvement goal, strategy or action for improvement, resources needed, time frame, and method of evaluation.
   (See the **Individual Action Plan Worksheet** for suggestions.)
5. Share your strategies and workplan with those who rated you and ask for their continuing support. Set up a follow-up system to periodically elicit feedback (e.g., about once every 4 months).

LEADERSHIP DEVELOPMENT ASSESSMENT INSTRUMENT

INDIVIDUAL FEEDBACK ANALYSIS WORKSHEET

Name of Person Being Rated: ________________________ Date: ________________

Insert numerical rating from each of the Raters*

* Raters:

1. ______________________________ 3. ___________________________
2. ______________________________ 4. ___________________________

Raters' Scores

Competency 1 2 3 4 Notes

1. Creating a Vision and Setting Goals

2. Explaining and Communicating Expectations
3. Written Communication
4. Oral Communication
5. Personal Integrity
6. Creativity and Experimentation
7. Nurturing
8. Decisiveness
9. Making Appropriate Interventions
10. Active Listening
11. Assertiveness
12. Delegating
13. Fostering Team Building
14. Acting As an Advocate
15. Appraisal and Feedback
16. Coaching
17. Learning
18. Mediating
19. Dealing with Critics
20. Technical Competence

LEADERSHIP DEVELOPMENT ASSESSMENT INSTRUMENT
INDIVIDUAL ACTION PLAN WORKSHEET

Name: ______________________________ **Date:** ______________________________

It is important that you use a systematic process to ensure that you reach your improvement goal(s). After you have completed your Individual Feedback Analysis Worksheet, select one, two, or three competencies to work on. Use one sheet for each competency. Share your plans with others and encourage them to help you reach your desired goals.

Competency: ____

(Identify the competency that you need to work on.)

Goal for Improvement:

____

____

(Be as specific as possible about what you want to improve.)

Strategies or Actions to Take for Improvement:

(Identify several strategies or actions you will take. To the extent possible, answer: Who, What, When, Where, How, and Why. This will help you to focus on resources that might be needed.

Note: It is perfectly acceptable to delegate certain competencies that a subordinate may perform better than you. However, you need to be clear about what you are doing and why.)

____

____

____

____

Resources Needed:____

Begin By:______________________ **Target Completion Date:**______________________

Evaluation:

____

____

(What data will you collect? From whom? When? How? What are significant milestones?)

____

____

Audit

The Hope Rally Program will undergo annual audits by external independent auditors recruited by IRS. DHQ will conduct an internal mid-term and a final evaluation of the entire program. The program will also be included in an external audit plan arranged by THQ.
The overall objective of auditing a program is to obtain reasonable assurance that funds are being managed by the IRS in accordance with the Salvation Army financial regulations, rules and procedures. The audits of program cover various issues including, but not limited to, the following:

(a) Allocation and use of fund matching co-financing to the program in accordance with the SSA and workplan
(b) Assessment of the rate of delivery;
(c) Financial accounting, monitoring and reporting;
(d) Management systems for recording, documenting and reporting on resources utilization;
(e) Equipment use and management; and
(f) Management structure, including the adequacy of appropriate internal control and program targeted client-record-keeping mechanisms.

Thus, the audit report should address, among others, those instances where:

- Disbursements have not been made in accordance with SSA or Handbook
- Financial reports are not fairly presented or accurate
- Disbursements are not valid or not supported by adequate documentation
- Material weaknesses exist in management, structure and control
- There are improper certifications by the Client and/or partner(s)
- Procurement, use, control and disposal of non-expendable equipment are not in accordance with requirements of the Handbook.

The Client and related partner(s) in program implementation must give the auditors access to all relevant documents and files on the program. IRS will provide a list of documents that should be kept available for the auditors. Where negative findings are made, IRS must ensure that actions are taken to correct adverse audit findings.

Appendix

Appendix 1 Special Service Agreement (SSA)

GENERAL TERMS AND CONDITIONS UNDER THE HOPE RALLY PROGRAM

The following defines the key terms and conditions applicable to the services to be delivered by the applicant (hereafter referred to as the Client) towards the implementation of the Hope Rally Program activities under The Salvation Army Immigrant and Refugee Services (IRS). These Terms and Conditions will serve as an Appendix to the Handbook between IRS and the Client.

1) General Conditions
In supporting the implementation of the Hope Rally Program, the Client shall undertake activities described in the Handbook. In accordance with the terms included herein for delivery of all inputs and their conversion into agreed outputs. In order to ensure proper use of funds, human resource, and infrastructure, and compliance with the terms set forth in the Handbook and these Terms and Conditions, the Client will enter into volunteer agreement with policies and procedures. For all activities under the workplan, the Client remains the sole responsible party to IRS for any subsidies and/or other supports compliant with the terms of the Handbook and its Appendixes, including these Terms and Conditions.

The general responsibilities of the HRPC further include:

(a) Delivery of program inputs and consequent outputs assigned to it, under the terms and conditions specified in the Handbook and these Terms and Conditions, which forms an Appendix to and an integral part of the Handbook.

(b) Accountability to IRS for the quality of the inputs and outputs assigned to the Client, as well as for the proper use of program support provided to it.

(c) Provision of technical/substantive leadership in managing and implementing activities under the Handbook by preparing and updating workplans, drawing up the specifications for program inputs (i.e., tutoring, training, spiritual care, and miscellaneous inputs), and ensuring the timely and effective application of these inputs through close cooperation with the IRS.

(d) Undertake direct group or course monitoring and evaluation on the substantive and program activity performance.

(e) Assume primary accountability to IRS for the program performance

2) General Use of Program Subsidies

The budget in the Hope Rally Program sets limits on how much funding the Client can spend during the entire life of the program, for every year of implementation, and for what types of program inputs/components (i.e., tutoring, training, and other types of services.) When the Client signs the SSA, s/he is expected to respect the limits set in the budget and to be able to show at all time that it has done so. The key principles which the Client should keep in mind with respect to the budget are:

(a) The total budget for the entire duration of the program should in no case be exceeded.

(b) Program expenditures should generally not exceed the yearly total budget and the totals budgeted for different activities within the Workplan each year. The Client or partner may request fund support from HRPC within the budget line limit.

(c) All program expenditures should be charged to the correct budget lines and backed by supporting documents which should be recorded and filed by the business manager of IRS. These documents and records are the means by which the Client and partner(s) shows that funds are properly used, and are therefore vital to discharging accountability to IRS.

(d) The life of a program is not contingent on whether or not an unspent balance remains in the budget. Rather, the program is considered completed when its life as specified in the Handbook ends, or when its outputs have been produced and objectives achieved, whichever comes first.

To be eligible for subsidies for services under this program, costs must:

(a) Be necessary for, and utilized, in carrying out the program actions described in the SSA, and must comply with principles of sound financial management, cost effectiveness and value for money;

(b) Be actually incurred by volunteers and partner(s) during the implementing period for the program, whatever the time of actual disbursement by the volunteer(s) and partner(s); this will not affect the eligibility of final audit costs

(c) Be recorded in the volunteer(s) and partner(s) accounts or tax documents, be identifiable and verifiable, and be backed by originals of supporting documents.

Eligible costs can include:

- Program Services: volunteer(s) and partner(s) assigned to conduct program activities. The scale of subsidies and related costs must not exceed those normally applied by the applicant and partner(s).
- Travel and subsistence costs, for staff conducting program actions, provided they do not exceed the standards of such costs normally borne by the applicant and partner(s).

- Training: These are training opportunities designed for the volunteers and partner(s) personnel or other relevant stakeholders to gain knowledge and skills directly relevant to achieving program objectives. Such activities may be in the form of workshops, courses or small group info session.
- Equipment: These include both expendable and non-expendable equipment provided the equipment is necessary to conduct the program and purchased at market rates. Nonexpendable equipment is equipment with a life span of at least 5 years and normally costing more than $500.
- Purchased Services: These are agreements issued to community or private organizations for the purpose of delivering specific services required by the program.
- Costs arising directly from the requirements of the final SSA (e.g. dissemination of information, evaluation, audit, translation, printing, on-the-site/field trip costs)
- Miscellaneous – This category includes cost of small items which do not fall in the above categories (e.g. the cost of consumables and supplies).

Ineligible costs include:

- Debts and provisions for losses or debts;
- Individual financial request;
- Purchases of land, buildings or vehicles;
- Taxes, including GST and PST;
- Items which are already financed in another framework.

Eligible indirect costs (overheads)
A lump sum not exceeding $ 1,000.00 of the granted direct eligible costs of the program may be claimed as indirect costs to cover administrative overheads incurred by the applicant and partner(s). Indirect costs are eligible provided that they do not include costs assigned to another heading of the program budget and that the applicant and partner(s) in other respects do receive an operational grant. The overhead amount will be provided along with quarterly financial transfers to programs under the SSA. The Client and Partner(s) must define in their MoU how these amounts will be distributed amongst themselves.

3) Workplan and Financial Supports

Before any funds can be advanced to the program activity, HRPC must first endorse and co-sign an Annual Workplan, which then becomes an integral part of the SSA. The workplan indicates what activities must be undertaken by whom and at what time to produce each and every output specified in the SSA. The HRPC prepares Annual Workplans as part of the SSA signed with IRS, and ensures that such plans are regularly reviewed and updated in a timely manner with IRS. Clear and accurate plans serve as a foundation for effective use of funds under program for the following reasons:

(a) Workplans are an operational definition of how IRS staff and participants can achieve objectives within the life of the program. The workplan is therefore a primary means for the IRS to apply its service packages and management leadership of the program.
(b) Workplans are the only sound basis for determining which inputs and how much funding is required, and has been spent, by the HRPC within a given period. The workplan is needed by IRS to forecast and authorize expenditures of the budget under the program, and to serve as the basis for regular reporting to THQ and DHQ on the financial status of the program. Workplans therefore serve as the crucial link between the substantive and financial operations of the program.
(c) Workplans are the chief basis for DHQ/THQ and auditors to objectively assess the substantive and financial performance.
(d) Workplans are a useful communication tool for explaining the work of the IRS to its staff, higher authorities and all the other stakeholders.

(e) A program supported activity is activated only after workplans have been signed between IRS and the HRPC and thereby form part of the SSA. The elements and other considerations regarding Annual Workplans are further described in the SSA.

Maintenance of Financial Records

For the purpose of direct cash or check payment, the HRPC must keep accurate and regular records and dedicated, transparent accounts of the implementation of the program. It must keep the records for at least four years after payment. These account records are critical for the following reasons:

- They enable DHQ/THQ and other partners to ascertain the financial operations and status of the program at any given time.
- They facilitate the preparation of the annual Financial Reports and the substantive Progress Reports.
- They are required for examination by the independent external auditors under THQ.
- They can help the HRPC and IRS to identify and correct financial irregularities.

The account records that the HRPC should keep are as follows: (basic templates can be provided by IRS on request)
(a) Program Non-expendable Property Record: This is a record of non-expendable equipment acquired, transferred, or disposed of by the program as noted above in section on Procurement of Equipment. The ledger is used as the basis for preparing the Inventory of Non-expendable Equipment that should be submitted to DHQ/THQ each year as part of regular reporting on the program.
(b) Cash Receipts and Disbursements Journal: This journal is a chronological record of all funds that are deposited into, or disbursed from, the TRAC account.
(c) Disbursement Journal: This is a cumulative record of all disbursements made by the HRPC, entered by budget line. The ledger enables HRPC to keep a running balance of the available budget in each component and budget line each year throughout the course of the program, and facilitates the preparation of the annual Financial Report.

Expenditures for Personnel

Because program represents service rather than capital assistance, program personnel inputs, together with those for training, will often constitute a large proportion ($7,000.00/year) of the program budget. Consequently, the recruitment of various types of program personnel by the HRPC becomes a major management responsibility.
It is understood that adequate medical and life insurance, as well as insurance coverage for service-incurred illness, injury, disability or death, is the responsibility of the incumbent program participants.
There are many types of personnel that the program can recruit. The most common categories include volunteers, professional trainer, consultant, and other services representatives.
All program subsidized trainers/consultants/volunteers are required to be recruited from outside IRS, unless proposed personnel are expert staff of the HRPC or partner organizations and indicated in the application.

The HRPC will design Terms of Reference (TORs) for each program activities post to be funded by the program and will ensure timely recruitment of the best qualified personnel for each post or assignment, optimally using them to produce the outputs envisaged in SSA by matching TORs with expected results within the program. The HRPC assumes the responsibility for recruiting and issuing the SSA to all program personnel.

Remunerations:

Levels of remuneration for posts specified in the SSA are estimated as maximum costs. For trainers/consultants, the amount reflected in the budget should include three components: (a) the lump-sum to the service providing agency and (b) fuel subsidies. The estimated costs of will be treated as the upper limits for purchased services to be used by IRS.
Within these limits, the actual payment upon partnership negotiation and conclusion are determined on a case-to-case basis and essentially determined by conditions in the GTA market for specialists, e.g., supply/availability and demand/need factors. Actual expenditures for service(s) will be based on actual costs which may be below the upper limits set in the budget. Final costs reflected in agreement issued by IRS cannot exceed the budget costing figures.

Transportation:
Volunteers and other individuals (participants, lecturers, trainers, etc.) identified by the IRS under the program are entitled to receive transportation subsidies when on work mission outside of IRS as reflected in the TOR and SSA.
Transportation subsidy is paid to the clients, volunteers, trainers, consultants, and other partnership services representatives for the duration of the mission, i.e., from the date of departure from, to the date of arrival at designated venues.

Expenditures for Services/Workshops/Small Group Info Sessions
Programs are expected to serve as a major avenue for capacity building, reflected in the training components of this Handbook and budget. Indeed, the sustainability of the Hope Rally Program largely depends on the success with which individual newcomers learn skills and gain esteem so that they effectively integrate into Canadian society, long after program end, to produce outputs similar to those generated during the life of the grant. For these reasons, IRS must ensure that activities budgeted under the Hope Rally Program are not only carried out as scheduled in the Annual Workplan, but more important, that services and workshop and other related activities actually assist client to be informed, change mindset, break cultural barriers, and build capabilities in their community and job market.
The necessary resources for services and workshops are reflected in the services component of the budget. Field trips cover educational and engagement visits to one or more community and government agencies. They should provide knowledge directly relevant to the work of the participants related to achievement of program results.

This type of activities is organized in the form of workshops, small group info sessions, or seminars.
In order to effectively implement these components, IRS will prepare a Calendar for each activity. The calendar should contain the following information:

(a) Activity and Venue: This is the category of the activity as specified in the SSA and Annual Workplan, and where it is expected to be held.
(b) Date and Duration: The intended starting date and duration of the activity should be indicated, making sure to allow enough lead time for preparations.
(c) Objectives and Terms of Reference for Facilitators: The objectives of any activity should be stated in terms of specific, measurable changes in knowledge, attitudes or skills among clients, expected as a result of the activity. Terms of Reference (TORs) should be developed for facilitators that will support implementation of the plan.
(d) Number and Type of Participants: Description of the roles and requirements of program participants.
(e) Required Reports: It should be indicated what reports on the activity are required to be submitted to the IRS director (a) by HRPC, and (b) by the facilitators or partner organizations that conducted the activity.
(f) Cost of Activities: This should indicate the estimated total cost of the scheduled activity.

The activity items that can be charged to the program include printing of photocopying materials, participants' and facilitators' travel by the most economical route, stationery and training or workshop supplies, interpretation or translation of training materials, and trainer/lecturer fees. It should also be noted that program cannot cover hospitality or entertainment costs (e.g., banquets or performances). The budget line(s) to be charged for the activity should also be indicated in, and should be in accordance with the Annual Workplan.

Closure of Program

This program is operationally completed when all its activities have ceased. It is the responsibility of the Client to advice to IRS in writing when the program activity is operationally completed. This advice should include a draft budget revision reflecting actual and estimated expenditures by the end of the operational activities.

Program activities are encouraged to organize events (workshops, etc) and related activities to publicize results and achievements, including provision of relevant information to for linkages to overall program visibility activities. The costs for such activities can be paid from the program budget. Before declaring the program operationally complete, HRPC should ensure that:

(a) All program-supported individuals and/or organizations have completed their assignments, and all required reports from volunteers and consultants have been received and distributed;
(b) All services programmed have been completed according to the terms and conditions of the SSA;
(c) All major items of equipment have been delivered and are installed, tested and functioning;
(d) All equipment have been disposed of in agreement with DHQ and THQ, either by transfer to IRS, or retained as the property of for temporary custody;
(e) All reports related to activities included in the latest Annual Workplan have been submitted to the DHQ and THQ.

Other

IRS and the Client shall try to settle amicably through direct negotiations, any dispute, controversy or claim arising out of or relating to the SSA, including breach or termination of the agreement. Any issues or disputes arising from the implementation of SSA will refer to IRS.

Terms of the SSA, including the Program Description, MoU, TORs, and the Annual Workplan, and the Handbook Appendixes, including the General Terms and Conditions for Implementation of SSA under the Hope Rally Program, agreed by:

SIGNATORIES

For IRS	**For the volunteer/partner**
Signature	Signature
Name and Title 10 January 2007, Toronto, ON	Name and Title
Date and Place	Date and Place

TERM OF REFERENCE

The Salvation Army Immigrant and Refugee Services
(for volunteer and partner organization only)

Position	The Salvation Army Immigrant and Refugee Services Volunteer
Reports to	HPRC
Duration	4 months
Starting date	as soon as possible

(i) GENERAL DESCRIPTION

(ii) DUTIES AND RESPONSIBILITES

(iii) QUALIFICATIONS AND EXPERIENCE

(iv) CONDITIONS OF SERVICES

(v) APPLICATION PROCEDURES

Volunteer Forum Memorandum of Understanding

Hope Rally Program Budget

(Please call 416-360-6036 for more information about the budget)