



# National Call for Proposals for the Settlement Program and Resettlement Assistance Program CFP 2024 - Post-Analysis Report

October 2025



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## Executive Summary

### Background

This report presents the findings of the Immigration, Refugees and Citizenship Canada (IRCC) post-analysis of the National Call for Proposals (CFP) 2024 for the Settlement and Resettlement Programs. This analysis was conducted to assess the performance of the CFP in meeting its expected outcomes, and to evaluate the strengths and limitations of the funding process.

### Summary of Key Findings

Survey respondents acknowledged continuous improvement since CFP 2019. The technical experience was markedly smoother, with the Grants and Contributions System (GCS) benefiting from infrastructure upgrades. Support for applicants and assessors was also considerably expanded, including the redesigned CFP 2024 funding webpage with a clearer structure, enhanced FAQs, webinars, and extensive applicant resources. Sector consultations began earlier than in previous cycles, creating opportunities to identify policy priorities and set expectations. A dedicated communications advisor and an email alert system further improved outreach, enabling prospective applicants to remain informed throughout the process.

While improvements are ongoing, learnings from the CFP 2024 process will be leveraged to continue to inform and improve future funding processes. Compressed timelines placed pressure on both applicants and IRCC staff, as the application and negotiation periods overlapped with peak holiday and fiscal year deadlines. The funding guidelines were noted as being complex—particularly for smaller and newer organizations that struggled to navigate the process. Internal and external respondents also provided feedback regarding the negotiation process, noting that navigating the process was more challenging due to new information (ex. revised agreement schedules, new negotiation guidelines) and highlighting the opportunity for clearer communication with the Department.

## Recommendations

In response to these findings, the report proposes exploring the overarching recommendations below: *(details in Section 8 – Departmental Recommendations and Next Steps)*

- ✓ Improve timing, planning and scope of funding processes by exploring options to right-size processes and limit the amount of change incorporated, and by allowing increased and more focused planning.
- ✓ Simplify internal and external supports and tools so the application process and expectations are clear to applicants and the highest-quality proposals are submitted.
- ✓ Enhance GBA Plus/Equity, Diversity and Inclusion (EDI) Supports and use evidence-based approaches in equity-related CFP planning and final results.
- ✓ Ensure the negotiations process is clear, efficient and focused with maximum transparency to advance agreements being in place.

## Section 1- Introduction

### Purpose

The purpose of the CFP 2024 Post-analysis Exercise was to conduct a comprehensive review of all stages of the funding process in order to identify best practices and areas for improvement. Key findings have been used to develop recommendations for concrete program-related and operationally-feasible improvements the Department can prioritize, and the Next Steps section outlines questions for consideration that can help shape future funding processes.

### Call for Proposals (CFP) 2024 – Overview

Launched in November 2023, Immigration, Refugees and Citizenship Canada's (IRCC) CFP 2024 was the Department's largest funding initiative, supporting Settlement and Resettlement Assistance Program (RAP) services outside Quebec for five years starting April 1, 2025. Further to reduced immigration targets in the 2025–2027 Multi-Year Levels Plan (Levels), total investments were \$3.25B over three years.

CFP 2024 was informed by extensive consultations and program evidence since 2019, and prioritized equitable, accessible, and client-centered service delivery. Key priorities included strengthening partnerships, expanding targeted and digital services, strengthening the Francophone Integration Pathway and advancing equity, diversity, and inclusion (EDI). For the first time, proposals were scored on EDI criteria, with funding agreements requiring anti-racism and inclusion commitments.

The Department solicited proposals under two programs, Resettlement Assistance Program (RAP) and Settlement, the latter of which innovatively offered three distinct programming streams and one additional equity-related funding component under indirect services:

- the **Francophone Integration Pathway (FIP)**,
- the **Service Delivery Improvements (SDI) stream**,
- the **Equity stream**, and
- the **Capacity Building: Equity, Diversity, Inclusion (EDI) component**, which provided an additional opportunity for EDI funding under **Indirect Services with a National/Sector focus**.

## New Immigration Levels

Initial CFP 2024 recommendations, presented in June 2024, assumed stable funding aligned with the 2024–2026 Levels, and the original timeline had IRCC communicating the CFP results to all applicants in September. However, with the reduced immigration levels plan released on October 24, 2024, IRCC was called upon to review the CFP recommendations in light of revised funding allocations; to remain nimble and responsive in future years, IRCC negotiated 3-year agreements instead of 5-year agreements as originally envisioned.

Departmental officials worked expeditiously to rebalance the initial CFP 2024 recommendations package, using efficiency and cost-saving measures, ensuring proposals were assessed based on eligibility, alignment with priorities, funding criteria, value for money, and service coverage. The final results prioritized high-impact, cost-effective services, protected core direct client supports, ensured services for the most vulnerable, and maintained FIP investments.

## Communication of Results and Negotiations Kick-off

To allow sufficient time for agreement negotiations and notice to organizations, the CFP results were finalized and shared with all applicants on November 22, 2024. Successful applicants were also informed of notional funding amounts by their respective regional officials on December 3, 2024, and invited to attend national information webinars, following which agreement negotiations began on 802 new agreements. All agreements were put in place by March 31, 2025.

## Post-analysis Methodology

### Data Collection

Input in critical areas was collected from many different sources throughout the duration of the CFP 2024 process (November 2023 through to June 2025), and three main sources of data have informed the analysis and findings:

- 1) IRCC Surveys – External CFP 2024 Post-analysis Survey and the Internal CFP 2024 Post-analysis Survey Questions.
- 2) Feedback received through internal and external support mailboxes and support webinars;
- 3) Feedback from ongoing engagement with internal staff and the Sector;

### CFP 2024 Post-analysis Surveys

Survey questionnaires were developed in consultation with staff from IRCC’s Settlement and Citizens sector and Legal Services and Communications branches. External sector feedback on areas of focus for this post-analysis process helped IRCC to optimize the data collection strategy. In keeping with the requirements for Public Opinion Research, surveys were completed anonymously and aggregate data was used to compile key findings. To streamline the extrapolation of post-analysis feedback, and to ensure that final recommendations would be actionable, both surveys minimized open-text feedback questions, and included a “CFP Enhancements” section of questions. In this section, respondents could choose up to 3 viable and operationally-feasible options under each theme for the Department’s consideration in future funding processes.

Both surveys were designed to be complementary and focused on key areas such as:

- Supports and Tools
- Application/assessor experience in French
- Reviews and Briefings, and Policy Design and Implementation
- Negotiations
- Potential CFP Enhancements

Two distinct participant groups were contacted for feedback, with both having approximately one month to respond to the surveys:

- **All CFP 2024 applicants:** an external survey was sent on May 26, 2025 to all CFP 2024 applicants, targeting key organizational contacts and encouraging internal distribution to others involved in the application process.
- **All IRCC staff who had worked on any stage of CFP 2024:** a separate internal survey was shared May 27, 2025 with IRCC staff, with a request to forward it to any current or former team members who participated in CFP 2024 between November 2023 and March 2025.

### Survey Response Rates

***Data Caveat** - Due to the use of skip logic in Qualtrics and due to some incomplete surveys having been submitted, each external and internal survey respondent may not have answered every question in their survey. Survey data percentages in this report are therefore based on the number of responses received to each individual survey question.*

The overall response rate for external surveys was approximately 27% (generally observed as good, approaching excellent). Whereas external surveys were sent to approximately 2,285 unique email addresses and 626 responses were received, the exact number of survey recipients could not be determined, as recipients were asked to forward the survey to others within their organizations who had participated in any stage of CFP 2024 in an effort to maximize survey participation.

Similarly, the IRCC staff survey response rate was approximately 28%. Internal surveys were sent to approximately 646 unique staff email addresses (many contained within mass distribution lists for policy, operations, communications, legal and financial branches), with 184 survey responses received. Survey recipients had also been asked to forward the surveys to staff who may have moved to different branches of IRCC or left the department altogether.

### Respondent Profiles

Over two-thirds (72%) of external respondents indicated they had applied to IRCC funding processes in the past, with 62% of those having some experience with IRCC's processes as they had previously submitted 5 or more proposals and 38% having limited experience with less than 3 submitted proposals. The majority of respondents (84%) indicated they had completed their CFP 2024 proposals in English in the Grants and Contributions System (GCS), while 16% completed theirs in French. **84% of all respondents indicated they had been funded by IRCC in the past and 79% indicated their proposals were selected, in part or in full, for CFP 2024 funding.**

77% of IRCC respondents indicated they worked in IRCC's Settlement and Resettlement Operations branch during the CFP, 19% worked in Settlement Policy branch, with the remaining 4% responding they worked in other IRCC branches (i.e. Refugee and Asylum Supports Branch (RASB) and financial, legal, communications branches). 67% of respondents who had assessed proposals had done so in English, 3%

assessed in French, and 31% assessed in both official languages. The negotiations phase reflected similar results, with 67% of survey respondents having negotiated English agreements, 5% French, and 38% in both languages. **For 64% of internal respondents, this was their first time taking part in an IRCC national CFP process.**

Other data sources

Other sources of data such as the feedback received through internal and external support mailboxes and support webinars, and feedback from ongoing engagement with internal staff and the Sector was also used to inform the recommendations of this report and overall aligned with and supported what was received in the surveys.

## Section 2- Responsiveness to CFP 2019 Recommendations

Following the conclusion of the 2019 Call for Proposals, IRCC undertook a comprehensive postmortem exercise (similar to this CFP 2024 post-analysis exercise). Six priority areas for improvement were identified, which informed changes the Department made in CFP 2024:

CFP 2019 Recommendations	CFP 2024 Actions
Create a responsive approach to CFP planning	<ul style="list-style-type: none"> <li>• Introduced smaller off-cycle funding processes to address emerging needs between national CFPs – leveraging the use of Expression of Interest (EOI) and Request for Quotation (RFQ) mechanisms.</li> <li>• Navigated fiscal year-end and other communications considerations (ex. Caretaker period) to best position timing.</li> </ul>
Develop an expanded suite of user-focused information tools and resources, and make it available on the IRCC Funding web page	<ul style="list-style-type: none"> <li>• Introduced funding guidelines with clearer navigation and format consistency, FAQs, and resources, in extensive collaboration with Communications Branch.</li> </ul>
Improve and expand communication with the sector through the development of integrated communications	<ul style="list-style-type: none"> <li>• Began consultations earlier in the cycle (March 2023) to develop priorities and system changes,</li> <li>• Added a dedicated communications advisor and an email alert system (SMART) to keep applicants informed.</li> </ul>
Streamline and standardize tools for the assessment and review process	<ul style="list-style-type: none"> <li>• Established a CFP Coordinator working group (which included policy, operations, and regional coordinators) for support and tool development and to ensure consistent messaging and improved assessment processes.</li> </ul>
Procure Adobe Sign Enterprise and expand training	<ul style="list-style-type: none"> <li>• Successfully introduced Adobe Sign Enterprise, with electronic signatures helping to streamline agreement finalization and improve efficiency.</li> </ul>
Improve the functionality of the Grants and Contributions System (GCS)	<ul style="list-style-type: none"> <li>• Worked with Digital Strategy, Services, and Innovation (DSSI) to ensure greater stability and functionality to the Grants and Contributions System (GCS), resulting in no outages, improved</li> </ul>

CFP 2019 Recommendations	CFP 2024 Actions
	usability, and integration of EDI elements into application, assessment and agreement modules.

### Section 3- Timing of CFP 2024

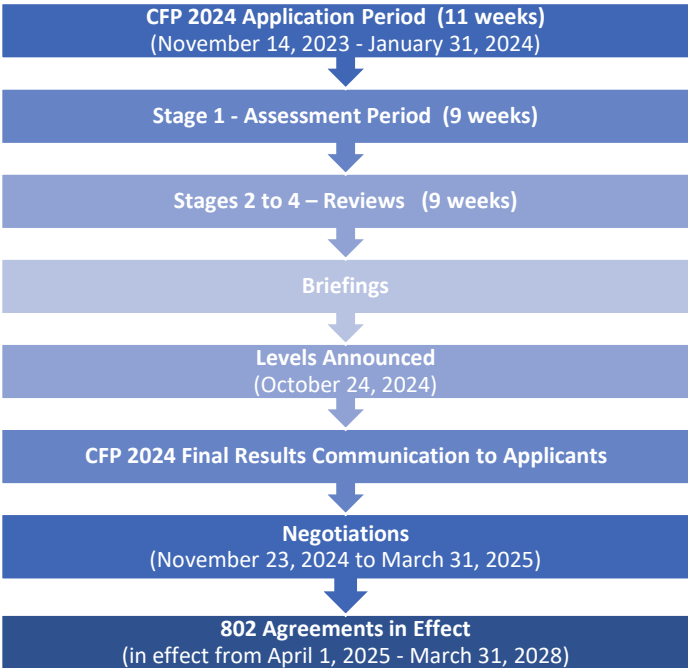
#### Background

This section provides context and analysis on the timing and execution of the Call for Proposals (CFP) 2024 process, including a comparison to CFP 2019. It outlines how planning timelines were impacted by external factors, such as changes to immigration levels, and highlights how these influenced the delivery of final results.

In CFP 2019, the process was split into two intakes (CFP 1 for Settlement and Resettlement direct services and CFP 2 for Settlement indirect services) over 12 weeks. Final results were released 21 weeks after launch—accelerated to avoid overlap with the 2019 federal election and allow for results notifications in advance of entering the Caretaker period, allowing agreements to be negotiated.

Conversely, CFP 2024 featured an 11-week application period from November 14, 2023 to January 31, 2024 for the comprehensive CFP (both programs, all services). The timeline aimed to finalize proposal assessments and approvals before summer 2024, with results expected in early September in case of a fall election. However, Levels announced in October 2024 required rebalancing the funding recommendations, delaying final results by 9 weeks. As a result, the length of time from CFP 2024 launch to notification of results was 53 weeks.

An overview of the timelines is captured below:



## Key Findings- External

External survey respondents noted CFP timelines being rushed given the size and complexity of the process, particularly negotiations that began in late November. It was noted that earlier communications related to timelines could have been beneficial. Feedback included that the CFP was launched over the December 2023 holiday period, thereby potentially impacting the overall quality of proposals given the scale and scope of the CFP. Further to this, negotiations ran over that same time period (December 2024 holidays) into the fiscal year end, thereby requiring organizations to work around vacation and peak business periods.

**External survey respondents were asked to choose three out of seven different viable options for CFP Enhancements related to the process timeframes. Overall, the top 3 choices were:**

- **Advance notice of CFP priorities and launch date, to offer the sector lead time to develop projects and partnerships (74%)**
- **Improve timing of the CFP application period to avoid sector deadline periods at fiscal year-end (69%)**
- **Longer pre-CFP period of sector consultations (38%)**

## Key Findings- Internal

Internal feedback highlighted pressures throughout all stages of CFP 2024, necessitating frequent use of overtime. These included:

- Scope and timing of the development and approval of the Funding Guidelines and related materials, given the scope and scale of CFP 2024.
- Competing priorities for hosts and subject matter experts involved in the 33 webinars.
- Pressures to meet service standards as subject matter experts when responding to inbox support requests.
- Assessment of nearly 1500 submissions on ambitious timelines.
- Support and preparations for multiple stages of review and approvals of CFP recommendations occurring, in part, over peak vacation periods.
- Negotiation of over 800 agreements within a strict four month period, including over the holidays and year-end period.

**Under the CFP Enhancements section of the survey, the majority of internal respondents chose longer assessment periods (56%) and negotiation periods (65%) as their top choices.**

## Key Recommendations for Consideration

- ✓ Explore dividing the national CFP into smaller, off-cycle funding calls to avoid key holiday periods and fiscal year-end, recognizing that a full-scale CFP normally takes approximately 10 months to implement once officially launched (and this, following consultation and program policy development stages).
- ✓ Enhance communication and planning by providing earlier notice and clearer information about CFP and its priorities, allowing for shorter application periods and more targeted or discrete CFPs or alternative funding processes.
- ✓ Plan for contingencies by incorporating buffer time into the critical path and proactively communicate potential ad hoc situations where possible.

## Section 4- CFP 2024 Supports and Tools

### Background

As a result of CFP 2019 postmortem recommendations, extensive applicant and assessor supports were developed for the CFP 2024 application and assessment stages.

The CFP 2024 process offered a comprehensive range of applicant supports and tools, including:

- Two helpdesks (CFP process support, GCS technical support)
- 33 live applicant webinar and Q&A sessions, held in both official languages and with time dedicated to having subject-matter experts (SMEs) answer applicant questions; these included tailored webinars for New Applicants, What's New for CFP 2024, and specific to CFP streams - Resettlement Assistance Program (RAP), Service Delivery Improvements (SDI), Equity, and Francophone Integration Pathway (FIP).
- Enhanced Frequently Asked Questions (FAQ), which were regularly updated online to reflect the most common applicant questions
- An emphasis on EDI and EDI-related resources
- Built-in GCS portal features and upgrades to the system, such as activity selectors and auto-populating outcomes, as well as software/hardware improvements to ensure the system could handle the increased usage throughout the application process.

There were also extensive assessor supports and tools, including:

- Two helpdesks (CFP process support, GCS technical support)
- More live assessor training sessions with SMEs
- Regular drop-in assessor Question & Answer (Q&A) sessions with SMEs
- Comprehensive assessment support.

### Key Findings- External

**58% of applicants found the application and proposal submission process clear and easy to understand**, with 16% remaining neutral. Approximately **half of all external respondents stated they were generally satisfied with the supports and tools** provided for CFP. In particular, the EDI resources

and enhanced FAQs (FAQs were updated throughout the process based on themes observed in the support inboxes) were among the most positively-received tools.

It was noted that the Funding Guidelines were seen as large and unclear at times – in particular to new applicants. Given the scope of the CFP, the Guidelines contained information on all programming areas and funding streams, and feedback indicated these were complex.

Overall, the supports and tools with the highest levels of satisfaction were:

- Applicant resources related to EDI (68% satisfied overall)
- Online format for the funding guidelines (62% satisfied overall)
- Enhanced FAQs (62% satisfied overall)
- Applicant webinars (55% satisfied overall)

**The CFP Enhancements section in the external survey invited respondents to choose their top 3 preferred improvements. In regards to supports and tools, the top choices overall were:**

- **Simplify and shorten the funding guidelines (69%)**
- **Write funding guidelines using plain and clear language (58%)**
- **Provide a resource tool containing definitions of services and activities (56%)**
- **Provide a resource tool with definitions and descriptions of services which is designed to assist with understanding the drop-down selections in GCS (55%)**

### New versus Experienced Applicants

**Experienced applicants, which comprised 79% of external respondents,** had slightly higher satisfaction levels with supports and tools than new applicants, likely due to familiarity with navigating the CFP process and using the supports and tools. While both groups rated technical/email support similarly, it appears that experienced applicants found the additional resources, such as webinars and FAQs, more helpful.

Support	New Applicants	Experienced Applicants
Email support (CFP help desk)	38% satisfied overall	44% satisfied overall
Email support (GCS technical)	36% satisfied overall	40% satisfied overall
FAQ & other resources	58% satisfied overall	64% satisfied overall
Webinars/Q&A	45% satisfied overall	58% satisfied overall
EDI-related resources	58% satisfied overall	71% satisfied overall

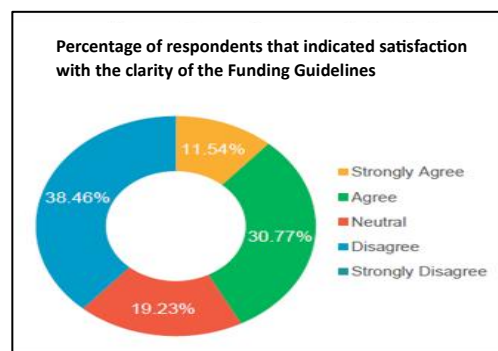
### Funding Guidelines

**62% of respondents indicated that they were satisfied with the new online format of the funding guidelines and found it easy to find information.**

Applicants were also polled about their level of satisfaction with the clarity of each set of funding guidelines. Responses indicated that the **instructional sections of the funding guidelines were functionally effective for most applicants, and core services funding guidelines (including for the RAP) were clear for most applicants,** with several key sections of the funding guidelines rated as “very clear” or “somewhat clear” by the majority of respondents.

Funding Guidelines / Program Areas	Levels of Clarity = “Very Clear” and “Somewhat Clear” (combined)
Community Connections	62%
Support Services	61%
Information and Orientation	61%
Employment-related Services	52%

Similar reflections were echoed in the external sector’s *NSIC CFP 2024 Sector Feedback Report*, shared with IRCC in May 2024:



The funding guidelines emerged as a prominent theme in the survey’s open-text feedback. According to external respondents who chose to leave written comments, **the funding guidelines could have been clearer and shorter**. There was confusion around new funding streams and eligibility criteria, and indirect service providers felt the application process did not align with their work and suggested holding separate CFPs and offering clearer guidance.

Examples of open text comments:

- *“The lack of clarity and plain language throughout made this process really difficult for those new to the application.”*
- *“Improve clarity and consistency of guidelines - provide plain language, an opportunity to ask anonymous questions - perhaps an online forum with searchable responses.”*

Among those who used each set of funding guidelines, **the guidelines for Needs and Assets Assessment and Referrals Services (NAARS) and Case Management Services had the highest percentages of ‘Somewhat unclear’ or ‘Very unclear’ ratings**. Similarly, **the Pre-arrival, SWIS-TEE (Settlement Workers in Schools), and Indirect-National guidelines had the lowest overall satisfaction rates**.

**Overall, this feedback suggests that some sections were particularly difficult to interpret and the funding guidelines would benefit from clearer objectives and outcomes, examples, and simplified language**. These programming areas were also those that introduced the most areas of programming change which may have compounded some of the lack of clarity.

#### Quality of CFP Supports for Francophone applicants

The external survey included a section specifically relating to the quality of CFP supports in the French language. Survey respondents acknowledged the effort made by IRCC to provide tools in French and their improvement over the last National CFP (CFP 2019). This was notably valued by respondents. **While some concerns were raised regarding the complexity and length of the FIP funding guidelines, these guidelines received a satisfaction rate of 54% and the majority of respondents stated that they were satisfied overall with the tools and supports provided in French:**

External Supports / Tools in French	Satisfaction Rates
IRCC communications	76%
GCS application form	68%
FIP webinar	60%
Applicant resources online	59%
25% extra character allowance in a separate uploaded Word document in GCS for French-language proposals	57%

The lowest satisfaction rate of 51% was noted in the “other webinars in French” category, although it is noted that only 6% of respondents noted they were dissatisfied and 42% remained neutral.

### Key Findings- Internal

Overall, internal respondents felt the amount of information for CFP was formidable and sometimes duplicative. New staff, in particular, felt the amount of information they needed to absorb was enormous. That said, staff overall indicated that the helpdesks provided clear and responsive technical and process-related email support, the training and webinars were well-executed, the French-language resources were strong, and guidance materials were structured and easy-to-follow.

**In the CFP Enhancements section, the top choices included:**

- **Simplify and shorten the funding guidelines (65%)**
- **Consolidate internal resources and tools (43%)**

Internal Supports / Tools	New staff	Experienced Staff
CFP process-related support	40% satisfied overall	50% satisfied overall
GCS technical support	73% satisfied overall	60% satisfied overall
Assessor Guide	52% satisfied overall	57% satisfied overall
EDI Supports	35% satisfied overall	31% satisfied overall
Training	58% satisfied overall	60% satisfied overall

IRCC staff with more CFP experience (36%) indicated similar satisfaction levels with supports and tools as new staff, and both groups identified similar areas for improvement. Both groups experienced a similar learning curve due to the volume of newly-introduced CFP tools. **As a result, overall satisfaction was not explicitly tied to previous CFP participation, but rather to how clearly and intuitively the supports and tools assisted their different experience levels throughout the CFP 2024 process.**

### Funding Guidelines

In contrast to the external survey, IRCC staff only had one survey question with respect to their overall level of satisfaction with the final version of the CFP 2024 Funding Guidelines. **The guidelines solicited mixed feelings overall, with 55% of respondents indicating they were satisfied, 29% dissatisfied, and 13% remaining neutral.** When disaggregated, the data showed that new staff were 58% satisfied and experienced staff expressed a 50% level of satisfaction.

### Quality of CFP Supports in French

Internally, **the majority of survey respondents that assessed and negotiated in French appeared to be satisfied overall with the assessment tools and supports provided in French:**

Internal Supports / Tools in French	Satisfaction Rates
Internal communications	63%
Communication from the FIP team	53%
Funding Guidelines in French	69%
FIP funding guidelines (which were complex and cross-referenced many different CFP program areas)	54%
General webinars in French	63%
FIP webinar	56%
Information and support received to assess Francophone proposals	69%
Tools provided in French were effective	66%
All supports and tools were properly translated	58%

A lower satisfaction rate was noted with the French version of the GCS assessment module (48%), although only 6% were dissatisfied and the rest remained neutral.

### Key Recommendations for Consideration

- ✓ Write funding guidelines in plain language and simplify them overall.
- ✓ Reduce the number of live internal and external webinars, and work with Communications branch to post pre-recorded external webinars to the IRCC web page.
- ✓ Improve FAQs and applicant support tools to proactively address repetitive enquiries.
- ✓ Simplify and shorten assessor supports and tools.

## Section 5- CFP 2024 Policy Objectives and Priorities

### Background

This section of the report takes a closer look at the early planning and development of the policy objectives and priorities for CFP 2024, whether these were developed in a clear way for applicants and staff, and whether the CFP final results were reflective of these priorities and objectives. It captures internal reflections on the challenges and successes, as well as external feedback from the (re)settlement sector. It provides valuable insights to inform and improve future funding processes, particularly in areas such as consultation effectiveness and alignment between policy priorities and funding decisions.

In line with the Department's commitments to Anti-Racism, Gender-based Analysis Plus, and Gender Equality, CFP 2024 was leveraged to advance equity priorities to ensure that diverse populations can benefit from inclusive Settlement and Resettlement programming. A comprehensive analysis of these efforts and other policy objectives in CFP 2024 can be found in the Annex A: [Document Overview: Annex A - Spotlight on ARDEI, Equity Stream and other Policy Objectives](#)

### Policy Development and Sector Consultations (Prior to CFP Launch)

Since the last Call for Proposals (CFP) 2019, IRCC has continued to develop its evidence base, notably through the Settlement Outcomes Report, two major evaluations, several waves of the Newcomers Outcomes Survey, and research on the recent experience with the pandemic. As a result, the

Department has strengthened its knowledge of what continues to work well and meet client needs and where there are opportunities to make changes. During the policy development phase, cross-country consultations were conducted in early 2023 via 7 regional webinars with over 1,300 partners. IRCC also consulted Francophone stakeholders via seven strategic dialogues led by the Comité consultatif national en établissement francophone (CCNEF). Based on these consultations, opportunities and priorities were identified by IRCC's Settlement and Resettlement policy teams.

## Key Findings – External

External feedback contained mixed views on IRCC's sector consultation efforts. While the sector felt that the consultations helped improve their understanding of IRCC priorities and they appreciated the consultations' digital format and focus on equity and inclusion, many expressed that they felt their input was not meaningfully reflected in final decisions. As such, some felt that consultations were surface-level, with limited integration of feedback. Regional differences were also stated as being overlooked, underscoring the opportunity for more inclusive and transparent engagement moving forward.

Specific reflections from open-text comments include:

- **Perception of Results:** Several respondents expressed disappointment that the priorities emphasized in the CFP - such as GBA Plus, anti-racism, innovation, and targeted programming - were not reflected in the final CFP results. They expressed views that the inclusion of priorities in the CFP was more symbolic than substantive and as such indicated that they were disappointed in the results.
- **Lack of Integration of Proposal Elements During Negotiations:** Organizations felt that their proposals, which were developed in alignment with CFP priorities and objectives, were not adequately referenced during negotiations. The process was seen to focus more on transitioning existing agreements and maintaining the status quo, rather than on evaluating and supporting new ideas or enhancements.
- **Standardization of services has weakened (re)settlement services for Francophone clients:** One open-text comment received from an external Francophone respondent reflects concerns previously shared with IRCC by other Francophone organizations: "*La standardisation des services a fragilisé les services francophones, en négligeant les spécificités de l'immigration francophone et les besoins propres aux communautés en situation minoritaire.*"

## Key Findings – Internal

CFP 2024 saw a more active role for policy teams across all stages, successfully advancing key priorities like online service delivery and equity-focused funding. However, feedback highlighted process-related challenges and gaps between policy intent and implementation. Some internal respondents felt that the policy design process was overwhelming and not sufficiently aligned with implementation needs and timelines early on, making it difficult to translate policy into clear, actionable funding guidelines given the scale of the CFP. In a broader context, IRCC staff as well as the external sector would benefit from limited changes being introduced into all-encompassing CFPs or pre-CFP sectoral change management efforts geared toward services expected to undergo transformation, or both. If larger changes are necessary, introduce these via smaller, more targeted funding processes.

These findings point to an opportunity for stronger coordination, clearer roles, right-sized funding processes, and earlier integration of operational considerations in future funding process cycles.

Specific reflections from open-text comments include:

- **Policy Design and Complexity:** Since the introduction of multiple new funding streams such as Equity and Equity Capacity Building created confusion among applicants, internal respondents suggested that separate funding processes could improve clarity and better support the achievement of distinct policy objectives.
- **Negotiation Disconnect:** Some internal respondents felt that newer, CFP 2024-specific, policy priorities were not always carried through to the negotiation stage and clearly reflected in their final projects.

## Key Recommendations for Consideration

- ✓ Clarify policy, operations and leadership roles and responsibilities early in CFP planning, and integrate operational considerations into the policy design phase.
- ✓ Ensure funding processes are right-sized, and target key areas
- ✓ Limit how much change is introduced during a full-scale CFP or gear pre-CFP sectoral change management efforts toward services expected to undergo transformation, or, if larger changes are necessary, introduce these via smaller, more targeted funding processes.
- ✓ Strengthen the connection between the feedback from sector consultations and regional differences, and also reflect Francophone sector and Francophone minority communities' specificity into the design and results.
- ✓ Maintain continuity of policy priorities through assessments and reviews to the negotiation stage, by ensuring supports and tools maintain an active focus on these areas.

## Section 6 – CFP 2024 Negotiations

### Background

The CFP negotiations process is one that is integral to ensuring agreements are reflective of delivering high-quality services to newcomers, fostering relationships between the Department and SPOs, and ensuring alignment of service delivery with the fiscal reality of the Settlement and Resettlement Programs.

While agreement negotiations between successful CFP applicants and the Department were originally set to begin in September 2024, the Levels-precipitated reductions in immigration levels and associated funding prompted CFP negotiations to be postponed until late November. This decreased the negotiation period by approximately 9 weeks, which added to both internal and external pressures. There were also a significant number of new staff internal and external to the Department without previous National CFP experience.

## Key Findings- External

Survey responses from external respondents revealed mixed feedback about the negotiation process. **52% agreed or strongly agreed that the IRCC's regionally-led negotiation sessions were helpful**, and 44% of respondents found the overall negotiation process clear and easy to follow. **The Recipient Guide was viewed favorably, with 59% of respondents indicating it effectively outlined the process and Departmental expectations.**

**With respect to IRCC support received by respondents, 68% agreed or strongly agreed that the Program Officer (PO) assigned to their negotiations was knowledgeable and proficient, and 65% indicated they received helpful answers to their questions.**

Negotiations emerged as one of the most frequently mentioned topics in the open-ended survey responses, with many external respondents highlighting both challenges and suggestions for improvement. Comments included:

- *“Challenging to navigate negotiations with multiple Program Officers, recommend one Program Officer per organization.”*
- *“Schedule the CFP process and negotiations during a time with no other fiscal requirements.”*

Respondents expressed frustration with the use of cost-per-client benchmarks during negotiations, noting that these lacked a transparent methodology and had not been shared during the proposal development phase. Respondents also highlighted what they perceived as increasingly restrictive controls over the use of both program and administrative funds. The process was described as stressful and confusing—particularly challenging for smaller or newer organizations with limited capacity. Several noted that grouping both direct and indirect services under a single CFP made the negotiation process overwhelming.

**Under the CFP Enhancements section of the survey, external respondents identified the following top 3 choices:**

- **58% recommended additional negotiation aids, such as cheat sheets.**
- **40% suggested extending the negotiation period.**
- **34% requested more program-specific webinars during the negotiation period.**

## Key Findings- Internal

Internal feedback mirrored some of the external concerns. Of the internal respondents, 55% were negotiating agreements for the first time, and 66% disagreed that they had sufficient time for negotiations. Negotiation-related supports were viewed positively, with 67% agreeing that the negotiation guide was helpful and 58% feeling the program guides provided an appropriate level of detail.

**Under the CFP Enhancements section of the survey, the top internal recommendations were:**

- **65% called for more time to conduct negotiations.**
- **60% asked for clearer and more succinct negotiation guides.**
- **47% wanted greater consistency across regional guidance.**

## Key Recommendations for Consideration

- ✓ Explore Simplifying and strengthening tools to support recipients (SPOs).
- ✓ Address gaps and ensure consistent terminology in Program and Schedule Guides.
- ✓ Incorporate real-life examples to support training.
- ✓ Ensure any cost-per-client ranges and other data needed for negotiations is released to applicants before the proposal development stage of any funding process.

## Section 7 – Additional Overall Feedback on CFP 2024

### Background

The internal and external post-analysis surveys captured overall reactions, perspectives and suggestions related to broader circumstances that impacted CFP 2024. A synopsis of the key findings is included below.

It should be noted that IRCC designs the national Call for Proposals to be a fair, effective and transparent funding process that maximizes the efficiency and effectiveness of settlement and integration services for newcomers to Canada. In alignment with Levels-adjusted immigration levels and funding, CFP 2024 results were reviewed with consideration of a number of parameters, including value for money, availability of core Settlement and Resettlement services, and continued focus on high quality services, to ensure the recommendations fit within available funding. Proposals were not evaluated under new criteria. The Department communicated regarding the delay and explained the changes impacting the timing of the release of the CFP 2024 results. Given the funding reductions and greater uncertainty about how immigration levels would evolve over the coming years, the Department proceeded with CFP 2024 agreements of three years in duration in order to remain nimble and responsive to client needs.

CFP 2024 was a competitive funding process and the recommendations in this report focus on areas that will help to inform concrete program-related and operationally-feasible improvements the Department can make to impact the next CFP and/or other future intake processes.

### Key Findings – External and Internal

CFP 2024 was a large process that internal and external participants at all levels found resource-intensive.

In particular, new and smaller grassroots organizations felt the application process was difficult and that it favored the funding of larger, more experienced organizations.

The October 2024 Levels-related reductions in immigration levels and associated (re)settlement funding levels caused a delay in the communication of results to applicants and brought about frustration and concerns of a lack of transparency by the external sector.

Both internal and external respondents felt more communication was needed from IRCC throughout all stages of the process, in particular with respect to the changes to the process brought on by Levels and

what the sector perceived as changes in CFP criteria. Some felt IRCC should have negotiated the 3-year agreements with an option for 1 or 2-year extensions, for example.

Many external respondents felt that CFP priorities and new or innovative proposals were disregarded such that CFP 2024 negotiated agreements reflected more of a status quo of previously-funded projects.

Many areas of input and suggestions received in the post-analysis external survey echoed themes of feedback and recommendations from the sector's National Settlement and Integration Council (*NSIC CFP 2024 Sector Feedback Report*, shared with IRCC in May 2024; some of which present opportunities for improvement in future funding processes. Other feedback received may not be operationally feasible in the short-term or may not align with the transparency requirements of a competitive funding process, such as:

- improving CFP timing to exclude significant holiday periods as well as fiscal year end
- one-on-one assistance with proposal development
- accepting alternative formats of applications outside of GCS
- downloadable PDFs of all CFP-related products and the GCS application form
- 3-month advance notice of CFP with the release of funding guidelines and applicant webinars

## Key Recommendations for Consideration

- ✓ Prior to CFP processes, develop and provide generic proposal-development webinars for new, small and grassroots organizations interested in applying to IRCC funding processes.
- ✓ In addition to an Equity-related funding stream for grassroots organizations, include a separate funding stream to specifically fund new and smaller organizations.
- ✓ Externally, consider communicating at the outset of CFPs what funding envelopes are available with caveats of factors affecting funding.
- ✓ Include generic refusal themes in the results letters to unsuccessful applicants.
- ✓ Increase frequency of proactive communication to staff and to the sector during all phases of CFP.

## Section 8 – Departmental Recommendations and Next Steps

Based on all internal and external feedback received, priority improvements in five key areas are recommended:

Top priority (top 3) in **green**

Secondary priority in **yellow**

Recommendations	Recommended Actions	Risks and Dependencies	Next Steps / Risk Mitigation
<p><b>Priority 1</b></p> <p><b>Improve timing and planning of CFPs</b></p>	<ol style="list-style-type: none"> <li>1. Explore opportunities to divide the national CFP into smaller, off-cycle funding calls, in particular for Francophone organizations who generally have lower capacity</li> <li>2. Explore possibility to time future funding processes to avoid key holiday periods, fiscal year-end, and periods of highest workload, by either leveraging smaller processes to allow for shorter duration OR taking LONGER to run full-scale processes with carve-outs for key periods (March/April; July/Aug and December)</li> <li>3. Where possible, plan for contingencies by incorporating additional buffer time into CFP planning and for communicating potential ad hoc situations up front.</li> <li>4. Where possible, enhance communication and planning by providing earlier notice</li> </ol>	<ol style="list-style-type: none"> <li>1. Dependent on future program direction and time available to implement. Being in a continual CFP cycles is also more labour intensive for SPOs and IRCC and risks fragmenting the delivery system.</li> <li>2. Dependent on ability to forecast ad hoc situation(s), may be limited by maximum agreement length per the Ts &amp; Cs. If IRCC takes more time to run a funding process, the risk is that the CFP context changes even further during the process' length of time.</li> <li>3. Dependent on readiness of CFP priorities and approvals of a firm launch date.</li> <li>4. May not be feasible based on fiscal environment/risk tolerance level.</li> </ol>	<p><b>Immediate:</b> Explore implications of smaller funding processes, or longer run time from launch to results for a full-scale CFP, and feasibility and impacts on programming.</p> <p><b>Risk Mitigation:</b> Begin planning of funding processes earlier with built-in contingency plans to remain flexible within fiscal environments.</p>

Recommendations	Recommended Actions	Risks and Dependencies	Next Steps / Risk Mitigation
	<p>and clear information about CFP and its priorities.</p> <p>5. Where possible, limit how much change is introduced during a full-scale CFP or gear pre-CFP sectoral change management efforts toward services expected to undergo transformation, OR, if larger changes are necessary, introduce these via smaller, more targeted funding processes.</p>	<p>5. Dependent on early planning and readiness of CFP priorities and changes ahead of the launch.</p>	
<p><b>Priority 2</b></p> <p><b>Simplify internal and external CFP supports and tools</b></p>	<p>1. Simplify funding guidelines by eliminating duplication and writing in plain language, with clear and consistent terminology.</p> <p>2. Prior to CFP processes, develop and provide generic proposal-development webinars for new, small and grassroots organizations interested in applying to IRCC funding processes.</p> <p>3. Reduce the number of live internal and external webinars and work with Communications branch to post pre-recorded external webinars to the IRCC web page.</p> <p>4. Improve FAQs and applicant support tools based on learnings from previous funding processes to allow for less reliance on helpdesks support</p>	<p>1. Dependent on time available for plain language/ consistency review after funding guidelines have been drafted.</p> <p>2. Dependent on resources available to develop and conduct the webinars.</p> <p>3. Dependent on ability and timeframes to post items on the IRCC web page.</p> <p>4. Dependent on ability and timeframes to post items on the IRCC web page.</p>	<p><b>Immediate:</b> Identify efficiencies and opportunities to simplify processes, including exploring targeted processes</p> <p><b>Risk Mitigation:</b> Earlier planning of funding processes with clear and detailed roles and responsibilities and related dependencies.</p>

Recommendations	Recommended Actions	Risks and Dependencies	Next Steps / Risk Mitigation
	<ol style="list-style-type: none"> <li>5. Include refusal themes in the results letters to unsuccessful applicants (these are built into GCS and selected by assessors for each refused proposal during the assessment stage).</li> </ol>	<ol style="list-style-type: none"> <li>5. Any changes needed to system and time to implement.</li> </ol>	
<p><b>Priority 3</b></p> <p><b>Enhance Internal Coordination and Role Clarity</b></p>	<ol style="list-style-type: none"> <li>1. Establish Policy, Operations and Communications branch roles, responsibilities and cross-branch deadlines earlier during CFP planning and integrate operational considerations into the policy and communications design phases.</li> <li>2. Improve CFP consultation practices by meaningfully incorporating sector feedback and regional differences as well as reflecting Francophone sector and Francophone communities' specificity into policy design processes.</li> </ol>	<ol style="list-style-type: none"> <li>1. This can be developed, though deadlines may change throughout the CFP process due to ad hoc situations.</li> <li>2. CFP final decisions are dependent on quality of proposals received.</li> </ol>	<p><b>Immediate:</b> Engage Sector in planning for future processes immediately following CFP 2024.</p> <p><b>Risk Mitigation:</b> Earlier planning and defined roles and responsibilities (Priorities 1 &amp; 2) will support earlier consultation and clearer tools, ensuring high-quality proposals.</p>
<p><b>Priority 4</b></p> <p><b>Enhance GBA Plus/EDI Supports and use evidence-based approaches in equity-related CFP planning and final results</b></p>	<ol style="list-style-type: none"> <li>1. Simplify GBA Plus language: use more accessible and generalized terminology around intersectionality.</li> <li>2. Streamline EDI requirements: reduce overlap and complexity in EDI-related criteria within the funding guidelines.</li> <li>3. Ensure equity and inclusion commitments are reflected in funding decisions, with targeted support for Francophone, Indigenous, and racialized communities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Any EDI/GBA Plus terminology used in this regard must align with the WAGE department and other Government of Canada terminology.</li> <li>2. Leveraging subject matter expertise to support this exercise.</li> <li>3. Dependent on quality of proposals received</li> </ol>	<p><b>Short/Medium Term:</b> Explore internal capacity to enhance GBA Plus/EDI Supports and determine options for future processes to address recommendations.</p> <p><b>Risk Mitigation:</b> Environmental scan on internal capacity, explore options to leverage external knowledge/capacity (WAGE, consultant).</p>

Recommendations	Recommended Actions	Risks and Dependencies	Next Steps / Risk Mitigation
	<ol style="list-style-type: none"> <li>4. Seek additional qualitative feedback from selected grassroots organizations and organizations led by equity-seeking groups to better understand the funding needs and challenges of these organizations to ensure that systemic and process barriers are minimized in the next funding process.</li> <li>5. In addition to an Equity-related funding stream for grassroots organizations, include a separate funding stream to specifically fund new and smaller organizations.</li> <li>6. Internally, provide targeted training on EDI elements.</li> </ol>	<ol style="list-style-type: none"> <li>4. Dependent on internal resources to develop and analyze surveys.</li> <li>5. Dependent on program policy direction and priorities and funding availability.</li> <li>6. Leveraging subject matter expertise to support this exercise.</li> </ol>	
<p><b>Priority 5</b></p> <p><b>Strengthen Negotiation Process</b></p>	<ol style="list-style-type: none"> <li>1. When possible, extend negotiation timelines to allow for meaningful discussions between Program Officers and recipients.</li> <li>2. When possible, assign one program officer to one recipient for the entire negotiation process to ensure consistency.</li> <li>3. If possible, release negotiation guidance early, and consolidate information into a single reference document (i.e. ensure cost-per-client ranges and other data</li> </ol>	<ol style="list-style-type: none"> <li>1. Dependent on CFP timeframes and potential competing priorities.</li> <li>2. Dependent on availability of program officers in regions, workload capacity and staff turnover.</li> <li>3. Dependent on program-related and other changes, and timeframe available for integration into guidance products ahead of negotiations.</li> </ol>	<p><b>Short/Medium Term:</b> Review capacity to have dedicated CFP/funding process officers to negotiate and others for business continuity. Explore opportunities to develop and publish guidance earlier in future processes.</p> <p><b>Risk Mitigation:</b> Early funding process planning and strategy to engage staff during peak periods.</p>

Recommendations	Recommended Actions	Risks and Dependencies	Next Steps / Risk Mitigation
	<p>needed for negotiations is released to applicants before the proposal development stage of the funding process).</p> <p>4. Ensure internal and external negotiation materials are developed and approved prior to the start of the negotiation process.</p>	<p>4. Dependent on program-related and other changes, and timeframe available for integration into guidance products ahead of negotiations.</p>	

## Next Steps and Questions for Consideration

The CFP 2024 Post-analysis has provided an opportunity to reflect on the funding process and provide a framework for the future of the program and how to continue to improve upon overall design and the mechanism in which we solicit projects.

In the interest of increasing transparency and further developing the Department's relationship with service provider organizations, Provinces and Territories, and other key invested actors, the results of the IRCC CFP 2024 Post-analysis Report are being made available for discussion and to provide assurances that all feedback and recommendations have been reviewed, analyzed and considered. This report completes the CFP 2024 cycle, and acts as a starting point for forward-looking discussions and process improvements. The results from this report will also be shared through various governance tables (NSIC, SIPPC, SISDC), and Fall 2025 meetings.

Based on the recommendations outlined in this report a number of initial questions for consideration are presented to continue discussions regarding future funding processes:

- *To what extent would using smaller-scope targeted funding processes in a de-coupled way, address the recommendations and align with the evolving operational and fiscal environment?*
- *To what extent would smaller-scope, focused, funding processes help ensure continuity of policy objectives throughout the process, including reflection in the final results?*
- *To what extent would limiting the amount of change introduced into a funding process help to lower the amount of settlement-specific knowledge that is currently required for new applicants?*
- *To what extent would simplified products and tools improve the quality of proposals and facilitate the application process?*
- *To what extent could a simplified negotiations process that is focused on specific programming areas support quality negotiations?*
- *To what extent would holding funding processes on staggered timelines address negotiation capacity concerns; including when negotiations may have to take place during less favourable periods?*

## Annex A - Spotlight on ARDEI, Equity Stream and other Policy Objectives

### ARDEI-related Policy Objectives in CFP 2024

#### Background

After CFP 2019, IRCC implemented modernization initiatives to further advance Anti-Racism, Diversity, Equity, and Inclusion (ARDEI) commitments, including Gender-based Analysis Plus (GBA Plus) and Truth and Reconciliation, within IRCC's (re)settlement funding process continuum. These efforts were in response to GBA Plus issues flagged in the Office of the Auditor General's (OAG) 3<sup>rd</sup> report on GBA Plus, which, along with gender equality, are priorities for the Department and align with other Government of Canada (GoC) equity commitments.

A key priority of CFP 2024 was to build ARDEI and GBA Plus capacity, both internally at IRCC and externally across the sector.

#### External Efforts:

- **Applicant Resources:** GBA Plus resources and guidance were embedded in the Call For Proposals (CFP) 2024 Funding Guidelines, application materials on the IRCC funding web page and in the Grants and Contributions System (GCS) Partner Portal (online funding application form). Applicants were prompted to describe ARDEI elements in project design and equity-related organizational characteristics through self-declaration questions in their organizational profiles.
- **Proposals:** Applicants were required to apply GBA Plus—a tool that examines how identity factors like gender, race, and ability affect experiences with policies and programs—into the design of their service delivery and submitted proposals and were asked in their GCS organization profiles to answer self-identification questions related to their organizational policies. CFP projects were evaluated, in part, on how well they addressed the needs of diverse populations facing barriers, such as women, youth, 2SLGBTQI+ individuals, racialized newcomers, and people with disabilities.

#### Internal Efforts:

- **IRCC Staff:** All assessors were required to complete the WAGE Department's GBA Plus training and received additional guidance on applying ARDEI, targeted programming, and Truth and Reconciliation in proposal assessments.
- **Funding Guidelines Integration:** ARDEI considerations were explicitly integrated across funding guidelines, with some including mandatory or asset-based equity, diversity and inclusion (EDI) criteria; the guidelines also included a specific Equity funding stream dedicated to supporting grassroots organizations and an Equity capacity-building funding component to increase the broader settlement sector's capacity to create more inclusive and equitable services.
- **ARDEI Enhancements to the GCS System (internal and external-facing portals):**
  - **Organization profile module (external):** new organizational capacity self-declaration questions relating to organizations' equity characteristics and equity-based policies, capacity to apply GBA Plus and integrate "By and For" programming;
  - **Application form module (external):** a new ARDEI section incorporating application questions

about EDI elements in project design (i.e. GBA Plus in project design, Targeted Programming for specific client populations, and Truth and Reconciliation) and an updated list of client target populations for selection by applicants;

- **Assessment module (internal):** a new section for scoring applicant responses to questions on EDI in project design, separate from the scoring section to evaluate the CORE Principles elements of a project. (*\* The self-declared responses to equity-related organizational characteristics questions were NOT scored.*)
- **Funding agreement management module (internal):** new ARDEI-related funding agreement clauses incorporated to ensure applicant accountability.

## Key Findings- External

EDI elements garnered higher satisfaction levels in the external survey. 60% of respondents stated that the new EDI questions in the organization section of GCS were clear and easy to understand, while 68% of respondents were satisfied with applicant resources related to EDI. However, there were also challenges for applicants. For example, respondents commented they were confused about the language surrounding EDI requirements in the CFP. Additionally, the expectation to incorporate EDI elements, without corresponding resources or funding resulted in inconsistencies of how these principles were prioritized.

A small minority of external respondents also perceived that IRCC funding tends to favor large and well-established organizations many of whom may not have frontline professionals with the relevant lived experience or community connections to provide adequate supports and services to address the needs and vulnerabilities of newcomers. Respondents also felt that grassroots organizations, and organizations led by equity-seeking groups experienced process barriers in their efforts to apply for funding, which resulted in their applications not being successful in receiving funding.

## Key Findings- Internal

Assessors indicated that analyzing the integration of EDI in proposals could have benefitted from additional training. Some internal respondents perceived that the EDI score of proposals could have better informed proposal recommendations, as could have Indigenous considerations. Also, that Francophone considerations could have been more prominent in late-stage decisions.

## Key Recommendations for Consideration – ARDEI

- ✓ Simplify GBA Plus language: use more accessible and generalized language around intersectionality, as many applicants found the terminology unclear
- ✓ Streamline EDI requirements: reduce overlap and complexity in EDI-related criteria within the funding guidelines
- ✓ Manage expectations: set more realistic and specific expectations, and ensure monitoring mechanisms are in place to track implementation
- ✓ Ensure equity and inclusion commitments are reflected in funding decisions, with targeted support for Francophone, Indigenous, and racialized communities.
- ✓ Seek additional qualitative feedback from selected grassroots organizations and organizations led by equity-seeking groups to better understand the funding needs and challenges of these organizations to ensure that systemic and process barriers are minimized in the next funding call process.

## New Equity Funding Stream and EDI Capacity-building Funding in Indirect Projects

CFP 2024 included a dedicated **Equity funding stream** within the Settlement Program to **provide targeted support to organizations representative of racialized communities, migrant women, and 2SLGBTQI+ populations, to increase their participation in the settlement sector**. \$25M in total funding per year for 4-6 equity-focussed projects was forecast to be dedicated (*up to \$5M per organization each fiscal year*, over 5 years).

**Outcome: 4 national-level projects were funded under the Equity Stream, with a total 3-year funding value of nearly \$16M.**

**All 4 projects will establish and maintain partnerships with Francophone community organizations to ensure equitable access to funding for grassroots Francophone groups. Additionally, Recipients are committed to contributing to and actively participating in working group meetings alongside other Equity Stream Initial Recipients, fostering collaboration, knowledge sharing, and alignment in the allocation of equity funding to Ultimate Recipients.**

**IRCC holds quarterly meetings with all Equity Stream Recipients in order to monitor project progress and gain deeper insights into the needs, successes, and challenges faced by recipients.**

Under a component of the **Indirect Services - National** funding guidelines, additional **EDI capacity-building funding was also available** to all eligible organizations to increase the settlement sector's capacity to enhance policies and create more inclusive and equitable services for diverse newcomers as well as advance the Department's priorities in Gender Equality, Anti-Racism, and Truth & Reconciliation.

**Outcome: 16 agreements containing, in part, equity capacity-building activities were funded under this component.**