Refugee Welcome Collective

COMMUNITY SPONSORSHIP HUB

Ready, Set, Launch:
A Training for Designing and Managing a Co-Sponsorship Program

Workbook
September 2024

Table of Content

Introduction

Ready, Set, Launch (RSL) is a Refugee Welcome Collective (RWC) training developed in partnership with the Community Sponsorship Hub (CSH) to support the development and management of co-sponsorship programs. RSL was developed through funding provided by the U.S. Department of State's Bureau of Population, Refugees, and Migration (PRM). The in-depth training provides local and national resettlement staff with a variety of tools and resources needed to set up, manage, and evaluate community sponsorship programs at the local and national level.

Key topics covered in the RSL training:

- Effectively communicating refugee resettlement to prospective sponsors
- Understanding refugee sponsorship and the various forms of community sponsorship
- Identifying key considerations for co-sponsorship program design and development, including program requirements and guidelines.
- Establishing effective recruitment strategies
- Developing key considerations for onboarding co-sponsors
- Identifying core training topics for co-sponsors and integrating national training resources into local programs
- Developing procedures and processes to match co-sponsors with refugees
- Establishing effective monitoring, communication, and management practices
- Designing co-sponsorship stewardship practices that ensure the smooth transition out of co-sponsorship and enable longer-term engagement
- Developing monitoring, evaluation, and learning processes that support program lifecycle

RSL Structure

RSL is a free self-paced, online training. It takes approximately 3 to 4 hours to complete, and is divided into 10 modules:

- **Module 1, Refugee Resettlement:** covers key lessons in navigating conversations around refugee resettlement and identifies stakeholders involved in the refugee resettlement space.
- **Module 2, Community Sponsorship:** identifies the role of co-sponsorship and its placement in the community sponsorship ecosystem.
- **Module 3, Program Development:** provides an overview of the Reception and Placement (R&P) core services in relation to co-sponsorship, the different approaches to program design, and best practices for program coordination and staffing.
- **Module 4, Recruitment:** highlights key practices for ensuring ongoing program recruitment.
- **Module 5, Onboarding:** highlights key practices for developing a co-sponsorship application and plan, establishing financial requirements, and ensuring a coordinated process for staff review and support of co-sponsor onboarding activities.
- **Module 6, Training:** supports learners to incorporate key highlights from the Community Sponsorship Essentials training into the training curriculum, identifying complementary training topics, and brainstorming best practices in training co-sponsors and staff specific to the context and program.

- **Module 7, Matching:** identifies key considerations and general best practices in the matching process for co-sponsors and newcomers to ensure successful co-sponsorship experiences.
- **Module 8, Management:** highlights various approaches for monitoring co-sponsorship activities, development of appropriate timelines and protocols for tracking as well as how to identify best practices for conflict management during co-sponsorship period.
- **Module 9, Stewardship:** highlights best practices for transitioning out of co-sponsorship period, how to retain and engage co-sponsors and best utilizing their experiences in the program.
- **Module 10, Monitoring, Evaluation, and Learning:** highlights best practices in co-sponsorship program monitoring, evaluation, and learning.

You can access the RSL training here

About the RSL Workbook

The RSL training and corresponding workbook are designed for staff responsible for developing or implementing a community sponsorship program through a national or local refugee resettlement agency. The information provided in the training can also be helpful to other resettlement agency staff who will work with co-sponsors (i.e., case managers, volunteer coordinators, and resettlement directors).

The workbook is a complementary resource to the RSL training and provides additional content and activities to support reflection and discussion within your organization. The workbook will support you as you take contents and information covered in the training and apply it to your context.

Workbook Structure

Before you begin using the workbook, please review this guidance:

Each module begins with a table for you to note key takeaways from the corresponding RSL training module. You are encouraged to use the space to add examples and personal notes in relation to your context.

Individual Activity

Group Activity
Note: this can include any stakeholders supporting or engaging with the co-sponsorship program.

Additional Resources

Tools and External Guidance

Module 1: Refugee Resettlement

Use the table below to add any personal notes or reflections. For the remaining modules, you are prompted to use the table to note your own takeaways, examples, and reflections.

Module 1		
Key lesson takeaways	**Examples**	**Personal notes**

Public engagement around refugee resettlement	• Historically received bipartisan support
	• How to engage:
	    ○ Provide overview of forced displacement information globally
	    ○ Identify reasons people flee their homes
	    ○ Overview history of U.S. resettlement, address safety questions	

Actors involved in refugee resettlement	• U.S. Department of State • U.S. Department of Homeland Security • Office of Refugee Resettlement • 10 national resettlement agencies • State Refugee Coordinators	
Highlight diversity of refugee populations	• Examples of refugee claims, top countries of origin of refugees resettling in your region	
Spark curiosity about newcomers	• Learning about different cultures, languages, building personal connections	
Tip: now use the following columns to add any other key takeaways from the module		

Individual Activity: Explaining Refugee Resettlement

Refugee resettlement is often misunderstood and conflated with other types of immigration. Below are a few commonly asked questions from refugee resettlement service providers. Using the information provided in the module, draft a response to each question. Once you've developed some stock responses to these questions, you are encouraged to practice your response with a colleague and get feedback on the response.

i. Who is considered a refugee?

ii. Do refugees arrive in the U.S. legally?

iii. Does refugee resettlement in the U.S. cause economic strain to American communities?
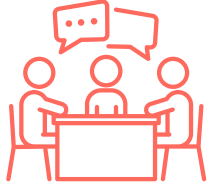
Group Activity: Myth Mapping

For this activity, it is suggested to bring together staff within your organization who work in public outreach and communications. This could be your program director or a communications or advocacy manager. Together, discuss and review your organization's public messaging and communication talking points regarding refugees and the U.S. refugee resettlement program. Based on your context, brainstorm potential myths and misconceptions related to refugee resettlement and how to respond to them using the guidance provided in module 1.

Potential myths & misconceptions in community	Curated responses

	Module 1 Resources
United States Citizenship and Immigration Services (USCIS)	USCIS shares the refugee processing and security screening process for refugees processed through the U.S. Refugee Admissions Program (USRAP).
Community Sponsorship Essentials (CSE) Training	CSE training lays a solid foundation for knowledge of refugee resettlement through information on the history and landscape of refugee resettlement in the United States, working definitions of terms, and related facts and statistics. • Community Sponsorship Essentials - Partner Onboarding Session Recording
RWC Resource Library	RWC supports in capacity building and expanding community sponsorship through training programs, learning sessions and resources, and on-demand technical assistance. Browse or search by keyword in the resource library for learning materials and resources to incorporate into your program.
Refugee 101	Refugee Council USA document that provides an overview of refugee resettlement, its history and the agencies involved, and how communities welcome refugees.
Refugees Overview	RWC resource that provides an overview of refugees, their status in the U.S., recent and historical trends in refugee arrivals, and information on other types of newcomers that community sponsors and volunteers may encounter.
Statistics on Global Refugee Crisis	USA for United Nations High Commissioner for Refugees (UNHCR) website providing up-to-date statistics on forced displacement.

Module 2: Community Sponsorship

Using the table below, list key takeaways from module 2. Name the different approaches recommended in the module in the examples column. Add any personal reflections in relation to your organization's context in the personal notes column.

Module 2		
Key lesson takeaways	**Examples**	**Personal notes**
Community sponsorship - a general term that describes different models of community engagement through the refugee resettlement program.	• Through community sponsorship, refugees are paired with community groups that will provide services to support their welcome and integration. • Co-sponsorship, Sponsor Circle Program, Welcome Corps, Welcome Corps on Campus	
The following must be met to be considered as co-sponsorship	• Groups to be paired with a specific R&P case • Groups sign a non-legally binding written agreement with a resettlement agency • Group provide some level of financial and or in-kind donation • Provide majority of core services	
National actors supporting community sponsorship	• 10 resettlement agencies • Community Sponsorship Hub • Refugee Welcome Collective • Welcome.US	

Key lesson takeaways cont.	Examples	Personal notes

Community Sponsorship through the U.S. Refugee Admissions Program

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┌─────────────────────────────────┐
│      United States Refugee      │
│   Admissions Program (USRAP)    │
│  Community Sponsorship Programs  │
└─────────────────────────────────┘
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Resettlement Agency-Led
- Support Teams
- Co-Sponsors

Community-Led
- Welcome Corps
- Welcome Corps on Campus
- Welcome Corps at Work
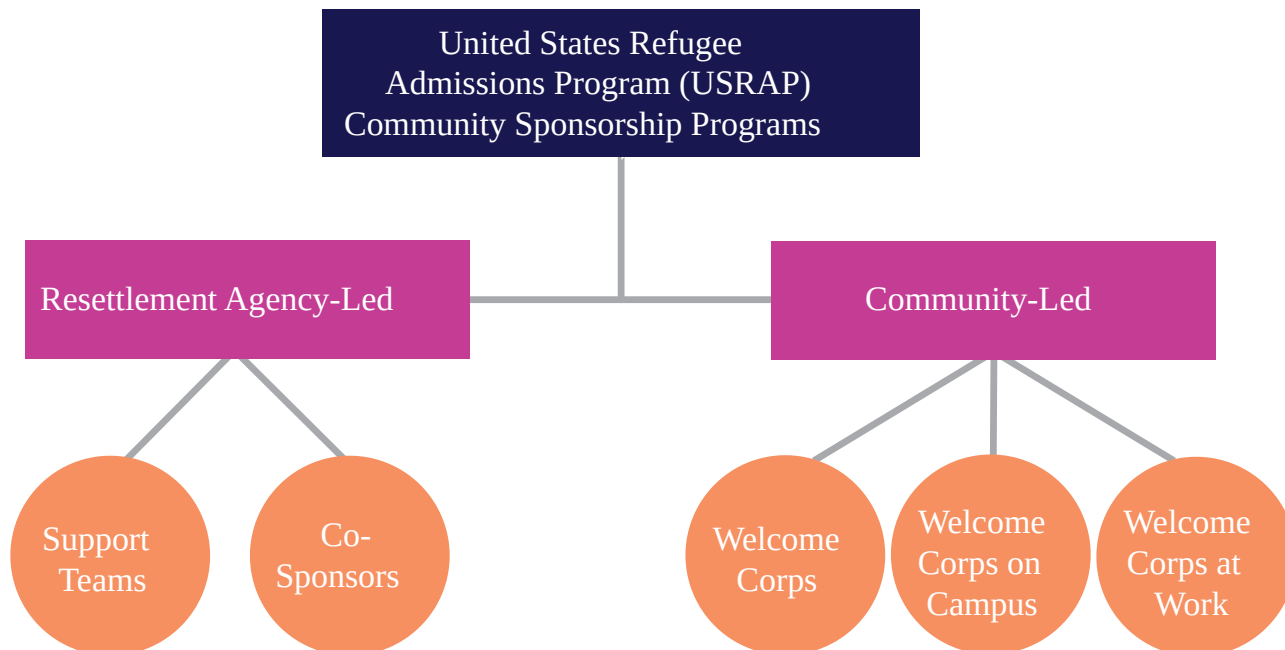
Please note there are other types of sponsorship, commonly referred to as fiscal sponsorship or "supporters" that operate outside of USRAP. Financial supporters refer to individuals in the U.S. who agree to and sign an official government document, Form I-134, to provide financial assistance to beneficiaries under the humanitarian parole programs.

RWC develops training and resources, provides on-demand technical assistance, and organizes monthly webinars for knowledge sharing and learning to benefit resettlement staff, Humanitarian Parole clients, and financial supporters. For resources, visit: https://refugeewelcome.org/resource-library.

For sponsors looking to take a group approach in welcoming beneficiaries of Uniting for Ukraine and Processes for Cubans, Haitians, Nicaraguans and Venezuelans, there is the Sponsor Circle Program (https://sponsorcircles.org), which offers support and resources in navigating the sponsorship process. Through the Sponsor Circle Program, sponsors who pull together a group of at least five people, complete background checks, and develop a welcome plan can be connected to a nationally based organization (also known as a Sponsor Circle Umbrella organization) to support them through their sponsorship journey.

Individual Activity: Elevator Pitch

Using the benefits identified above, develop two tailored elevator pitches for different audiences. An elevator pitch is a brief speech that outlines an idea in a short span of time, approximately between 30-60 seconds. A pitch should be short, clear, and concise, so the listener can understand the concept easily.

* Tip: begin the pitch from a global perspective and then tie it to the local context. Tailor the pitch to the audience's understanding of refugees and refugee resettlement. Highlight shared interests, and conclude with a compelling call to action

Develop an elevator pitch for your communication with public audiences, describing community sponsorship:

Develop an elevator pitch for staff and colleagues in your organization who might have reservations about community sponsorship:
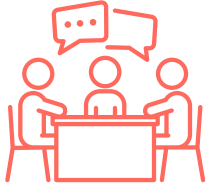
Group Activity: Sponsorship Goals and Benefits

Together with your colleagues, brainstorm several specific and achievable goals for your co-sponsorship program. Afterwards, brainstorm the benefits you perceive the co-sponsorship program will provide to your refugee clients, and community members.

Goals:
E.g., number of sponsor groups recruited per year.

1.

2.

3.

4.

Benefits:
Consider the benefits for refugees, caseworkers, and the broader community, among others.

1.

2.

3.

4.

Module 2 Resources	
Sponsor Circle Program (SCP)	SCP is a community-led sponsorship program overseen by CSH which equips U.S.-based sponsors of humanitarian parolees through the U.S. government.
Welcome Corps Program	The Welcome Corps is a program of U.S. Department of State implemented by a consortium or organizations, led by the Community Sponsorship Hub. The program was launched in January 2023 and enables community groups across the U.S. to come together and directly sponsor refugees arriving through the U.S. Refugee Admissions Program.
Welcome Corps on Campus Program	The Welcome Corps on Campus is a program of the U.S. State Department implemented by a consortium or organizations, led by the Community Sponsorship Hub. The program was launched July 2023 and links higher education to U.S. resettlement and provides a pathway to U.S. citizenship for refugee students.
Community Sponsorship Essentials One-Pager	Overview of the Community Sponsorship Essential training course.

Module 3: Program Development

Module 3		
Key lesson takeaways	**Examples**	**Personal notes**
Core R&P services include pre-arrival & post-arrival services	- Pre-arrival: - Decent, safe, and sanitary housing - Furniture & household items - Post-arrival: - Airport reception - Initial food and money - Intake interview	

9 Elements of Co-Sponsorship Program:

1. Core services
2. Group requirements
3. Group structure
4. Length of commitment
5. Training
6. Financial and in-kind contributions
7. Case documentation and tracking
8. Program staffing
9. Stakeholder communication and monitoring

Individual Activity: Mapping Staffing Structure

List key roles or teams in your office that will be supporting and managing the community sponsorship program.

i) How will you organize routine communication and case coordination with case management staff?

ii) How will you organize interagency communication and ongoing collaboration across teams and departments?

Refer to the following RWC document for further insight: Questions to Guide Collaboration Between Community Sponsorship Staff and Case Workers.

Group Activity: Core R&P Services

Gather key staff from your organization who will be supporting the co-sponsorship program (i.e., volunteer coordinators, case managers, etc.). Complete the below two group activities that analyze organizational capacity and needs.

	Core R&P services/ benefits	Potential or identified challenges	Delegation of staff: (full, partial, or active collaboration with co-sponsor group)	Support/resources in community related to service
1				
2				
3				
4				
5				
6				

7			
8			
9			
10			
11			
12			
13			
14			
15			

Group Activity: Sponsor Group Design Activity

With the same staff as above, brainstorm the various requirements that your organization might set for sponsor groups based on your context and needs.

Requirements	Examples
Length of sponsor time commitment (months)	*6-12 months*
* Total financial commitment per group *(specify if financial, in-kind, or both)*	*E.g., $3,000 financial or in kind*
Sponsor group size	*6-10 people*
Group structure *(refer to RSL training or resource below for example of group roles)*	*E.g., leadership model (committee, etc.)*
Training requirements	*E.g., refugee Resettlement 101*

Requirements Cont.	**Examples**
Reporting requirements	*E.g., monthly report submission to org, filling out checklist*
Services provided *(List core service areas)*	*E.g., housing, airport welcome, etc.*
Case documentation & tracking	*E.g., who, what, and when activities were completed*

Individual Activity: Assessing Sponsor Group Capacity

Taking into consideration your proposed sponsor group structure above, brainstorm how you will assess a sponsor group's readiness to welcome a refugee or refugee family.

Tip: this can be assessed based on information provided in the group application (such as group size, financial capacity, and special skills, such as language), as well as observations or details collected through regular check-ins as they prepare to welcome a newcomer.

Market research on Cost of Living: to determine the most appropriate financial commitment amount from each sponsor group, reach out to case management staff and any other staff members who find housing for refugees. Together with these staff members, review local cost of living.

Before the meeting, conduct market research on the various costs of living (i.e., housing, healthcare, food, transportation, etc.). Gathering this information is important to determining the financial needs of newcomers and will allow you to develop an appropriate financial requirement for your program.

The data on the cost of living can be cross-referenced with your organization's service mapping, to determine availability of short term and long-term services.
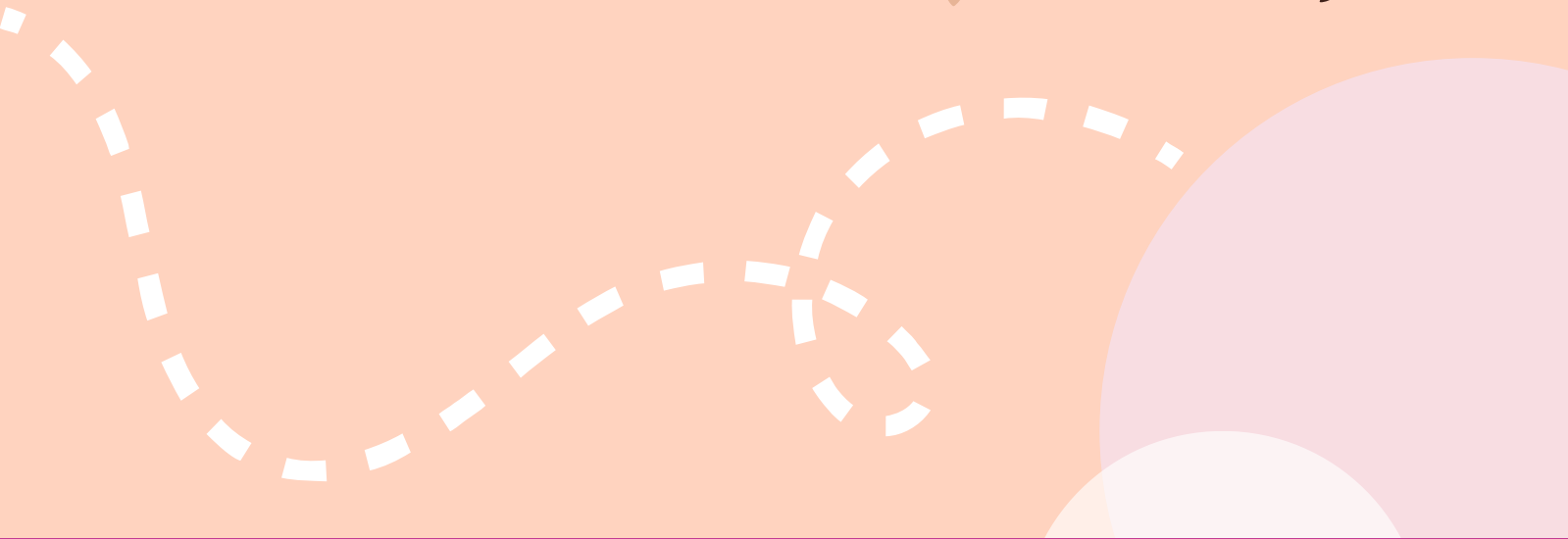
	Module 3 Resources
Cultural Orientation Resource Exchange (CORE)	A great resource for information on supporting refugees' cultural adjustment in the United States.
WelcomeWorks App	Through the WelcomeWorks App, you can check on requirements and communicate with co-sponsors; match co-sponsors and assign responsibilities; track co-sponsor activities, case notes, and donations; run reports on data for monitoring, evaluation, and learning; and more. Learn more about the WelcomeWorks App and check whether it is used by your national resettlement agency.
Core Service Checklist for Co-sponsorship	Created by the RCUSA's community sponsorship working group, this core service checklist indicates service delivery timeframes, and which services must be completed by the local affiliate office or in active collaboration with the office.
Sponsor Group Structure/Roles	This RWC resource provides guidance for community sponsor groups organizing themselves for welcome. It describes common roles and focus areas for community sponsor groups.
Questions to Guide Collaboration Between Community Sponsorship Staff and Case Workers	This document is a list of questions for CS staff and case workers to go through together to help create effective and efficient approaches for collaboration.

Module 4: Recruitment

Module 4		
Key lesson takeaways	**Examples**	**Personal notes**

Stages of co-sponsor mobilization journey	• Awareness
	  ○ Website, social media, newsletter, word of mouth
	• Pitch
	  ○ Provide additional information to potential co-sponsor, training sessions
	• Conversion
	  ○ Ongoing outreach, direct follow up, etc.
	• Commitment
	  ○ Support with application preparation, ongoing communication, application review, preparations for arrival	

Stages of Co-sponsor Mobilization Journey:

Individual Activity: Mock Outreach Email

Draft a mock outreach email with the aim of recruiting individuals or groups from your local community to form sponsor groups.

Group Activity: Brainstorm Recruitment Goals

- What are your recruitment goals for co-sponsor participation? *Recommended to discuss with R&P team.*
- What is your organizational capacity? *Consider organizational staffing capacity for onboarding, monitoring, and managing co-sponsor groups and newcomers.*
- What is your existing volunteer recruitment and outreach strategy?
- Based on the existing strategy, your goals and capacity, what steps still need to be taken? *What materials to be developed, etc.*
- How will you measure these goals? *How will you track outreach efforts and mapping of potential co-sponsors at various stages?*

Gaols and targets for co-sponsorship	
Capacity for supporting co-sponsors and newcomers	
Existing volunteer strategy	
What outreach content are needed	
MEL tools for measuring goals	

Community Mapping: community mapping can be an effective outreach strategy for identifying key actors and institutions for potential recruitment and collaboration. This process can be initiated through research and cold calls to organizations and individuals active in your community who share an interest on issues such as immigration and social justice.

A sample community mapping template can be found here and tailored according to your local context.

Example Stories of Welcoming from Welcome.US:

Confidence, independence, and safety

With close ties to Latin America, a sponsor is inspired to help a family find safety

A Family Finds Hope and Community with Help From Refugee Assistance Alliance

Module 4 Resources

Create a Storytelling Culture in Your Community	This RWC Lunch and Learn session is on storytelling within your community.
3 Common Myths About Refugees	This article by Justice for Immigrants addresses three common myths about refugee populations in the United States.

Module 5: Onboarding

Module 5		
Key lesson takeaways	**Examples**	**Personal notes**
Key co-sponsor application components to consider	• Individual vs group application • Questions to gauge group interest, skills, and capacity • May require an outline of resources or services in local community	
Financial requirements and fundraising support for groups	• Ensure group understands financial requirements of program, and protocols for managing and reporting funds • Provide guidance on fundraising	

Group Activity: Brainstorm Fundraising Guidance

Refer back to the workbook's group activity in module 3 and review the financial requirements brainstormed. Now consider ways to support groups in fundraising this amount. What are common fundraising practices in your community? Are there resources your organization uses that can support fundraising (e.g., GoFundMe page)?
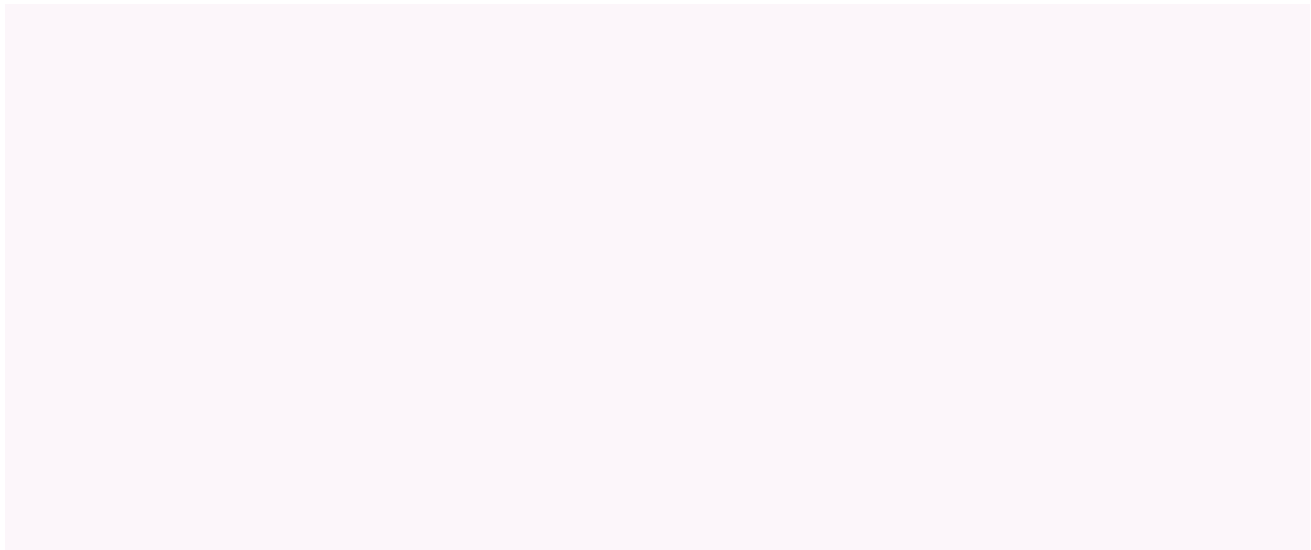
Below are sample recommendations on ways to support groups experiencing challenges in fundraising.

Inviting groups to partner together to pool resources

Establish a co-sponsor fund to match raised funds

Staggering the financial requirement over time
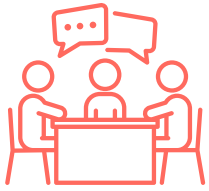
Group Activity: Designing Co-Sponsorship Application and Onboarding Process

In preparing for the development of the co-sponsorship application, brainstorm what information you need to vet a group's preparedness and capacity for supporting newcomers.

The questions below can help you draft questions to use in your onboarding materials. These could include the program application or additional forms or guides they provide after they submit an application, but before they are matched with a refugee.

✴ *Why is your group interested in co-sponsorship?*

✴ *What are some of the skills or special interests of individuals in your group?*

✴ *What challenges do you anticipate? How do you plan to mitigate or overcome these challenges?*

✴ *Are you prepared to support single-parent cases?*

✴ *Are you prepared to support medical needs cases?*

Service Mapping: groups can be prompted as a part of the application to identify local services available to newcomers. This service mapping template can be tailored and shared with co-sponsor groups as a resource to identify services.

This exercise will help them in learning to navigate and familiarize with the services in their community and prepare them for their sponsorship journey.

* Tip: following the completion of the service mapping by the sponsor group, it is useful to cross reference the service mapping with your organization's existing service mapping. If unavailable, review the content with the sponsorship coordinator or case worker to ensure there are no significant gaps in the listed services.

Individual Activity: Onboarding Preparation Checklist

Onboarding Tasks

☐ **Tailored co-sponsor application**
- *Determine if require group or individual applications*

☐ **Supporting material for co-sponsor application**
- *Determine if will develop a separate co-sponsorship plan as part of application or onboarding process*

☐ **Procedure for ensuring financial requirements**
- *Protocols for managing, tracking, and reporting on co-sponsorship funds received*
- *Check if any financial policies that require monitoring from PRM, ORR, or your national agency*

☐ **Background check process and SOPs**
- *Check if national agency has time limit for how long background checks are valid for and partnership with a specific vendor*

☐ **Safety and privacy protocols**
- *Check if your national agency has some version of safety and privacy policies for volunteers that can be applied to co-sponsorship program.*
- *Confirm which reporting mechanisms can be used for co-sponsor program*

☐ **Memorandum of Understanding (MOU) or non-legally binding written agreement**
- *Check if your national resettlement agency already has a suggested MOU or MOU template*

☐ **Onboarding timeline & engagement strategy**
- *Benchmark deadlines*
- *Mechanism for keeping sponsor groups engaged (newsletter, regular meetings or check-in calls, etc)*

	Module 5 Resources
Sponsor Circle Program Fundraising Guide	This fundraising guide used by the Sponsor Circle Program to provide general fundraising tips as well as sample language.
RWC Fundraising Resource	This RWC fundraising resource provide a guide with examples.
Sterling Volunteers and **Verified First**	Sterling Volunteers is a commonly used background check for nonprofits.
Safe Kids Thrive	This resource helps in developing effective policies and procedures around child protection and sexual harassment/exploitation for your program.
Sample MOU	This RWC resource is designed for local offices to adapt and use as needed.
Community Sponsorship "Green Light" Form	This IRIS sample checklist identifies how to ensure community sponsor group have meet all outlined prerequisites.
R&P Forms and Timeline Cheat Sheet	IRIS sample cheat sheet indicating the timeline for the various tasks and forms required by co-sponsors.
Background Checks	This resource offers information about why background checks are important, the types of background checks required, and possible ways to obtain them.

Module 6: Training

Module 6		
Key lesson takeaways	**Examples**	**Personal notes**
Training should focus on detailed information around service provision and overview facilitating long-term integration	Through community sponsorship, a sponsor's role should evolve over time: • At first, they will act as a "welcomer" providing support with initial resettlement. • Over time this role will change, and they will become more of a "neighbor" supporting newcomers as they continue to navigate their new community and rebuild their lives.	
Seven support areas of co-sponsorship	• Housing • Transportation • English (ESOL) • Cultural • Adjustment • Employment & • Finances • Health & • Mental Health • Education	

Individual Activity: Resource Mapping

Refer to and overview existing material from the two following sources:
- RWC's Resource library here
- Your national resettlement agency's training material

List all training materials available for your co-sponsorship program in the table below.

Training topics	Internal/ external	Details	Provider and website link	Notes
Community Sponsorship Essentials Training	External	Includes key topics such as Sponsorship 101, Key Mindsets to prepare Sponsors, Overview of seven support areas, review key sponsorship program details	RWC/CSH	

Group Activity: Develop Training Plan

Now that you've mapped all existing and available trainings from internal and external sources, brainstorm with colleagues the key topics and specific activities that you foresee sponsors require training on and or reference material. Consider the resources needed for all stages of the sponsorship period, including ongoing as well as upfront support. List the trainings in the table below, noting the topics that don't have resources available and who would be best suited in drafting the material.

* Tip: refer to the module 3 workbook group activity. With consideration of the listed core services, what resources and material would be needed for providing those services?

Training topics needed based on context	Participants	Training type or format	Internal or external resources available? (Y/N)	To be sourced from or developed by
	E.g., all team, leader, sub-committee	*E.g., one-pager, online recorded training, in person live training, etc.*		*E.g., technical manager, ask partners, research trainings available online*

As a best practice, co-sponsor trainings should include the following topics:

1 **Overview of refugees and refugee resettlement**

2 **Role of local resettlement agency**

3 **Overview of the Reception & Placement Program**

4 **Role of co-sponsors**

5 **Role of newcomers**

6 **Boundaries and expectations**

7 **Cross-cultural sensitivity**

You may require additional resources on the following topics to support your sponsor group in their sponsorship journey:

✳ Navigating misunderstandings

✳ Mismatched expectations

✳ Conflicts and resolving group disputes

✳ Ways of working

Community Sponsorship Manual: can be accessed here. Developed by RWC, the manual can serve as a ready tool to share with community sponsors. It can serve as reference and guidance before and during the sponsor's experience, as it provides advice for community sponsors. This manual serves as a guide to pull knowledge from sponsors and enables them to approach sponsorship skillfully and thoughtfully.

Community Sponsorship Essentials Training: can be accessed here. Developed by CSH, RWC, and Welcome.US as a resource to support community sponsorship programs and provide greater access to information for those welcoming refugees through USRAP.

* This guide provides an overview on how your organization can integrate Community Sponsorship Essentials into your training curriculum

	Module 6 Resources
Community Sponsorship Technical Assistance	Technical assistance through RWC is available for community sponsorship agency staff, community sponsor groups, and refugees paired with community sponsors. One-on-one or group sessions may include education, troubleshooting, planning, brainstorming, and general discussion around topics relevant to community sponsorship.
Managing Expectations	This guide assists sponsors and newcomers in managing expectations throughout community sponsorship.
Refugee Mental Health Considerations and Trauma-Informed Care Practices	This resource by RWC is geared for community sponsorship groups to learn about possible mental health issues faced by some refugee clients as well as practical applications of the principles of trauma-informed care during co-sponsorship, support, or volunteering.
Setting Boundaries as a Community Sponsor	This RWC resource gives an overview of key areas where setting boundaries is important for community sponsors and simple tips for building and maintaining boundaries through the different phases of welcome.
Talking About Race And Racism: Preparing For Conversations With Refugee Clients	This ECDC blog post provides guidance on introducing conversations about race as part of refugee service programming.
Taking a Strengths-Based Approach	This RWC overview defines a strengths-based approach and provides details on what this looks like when working with newcomers.

Module 7: Matching
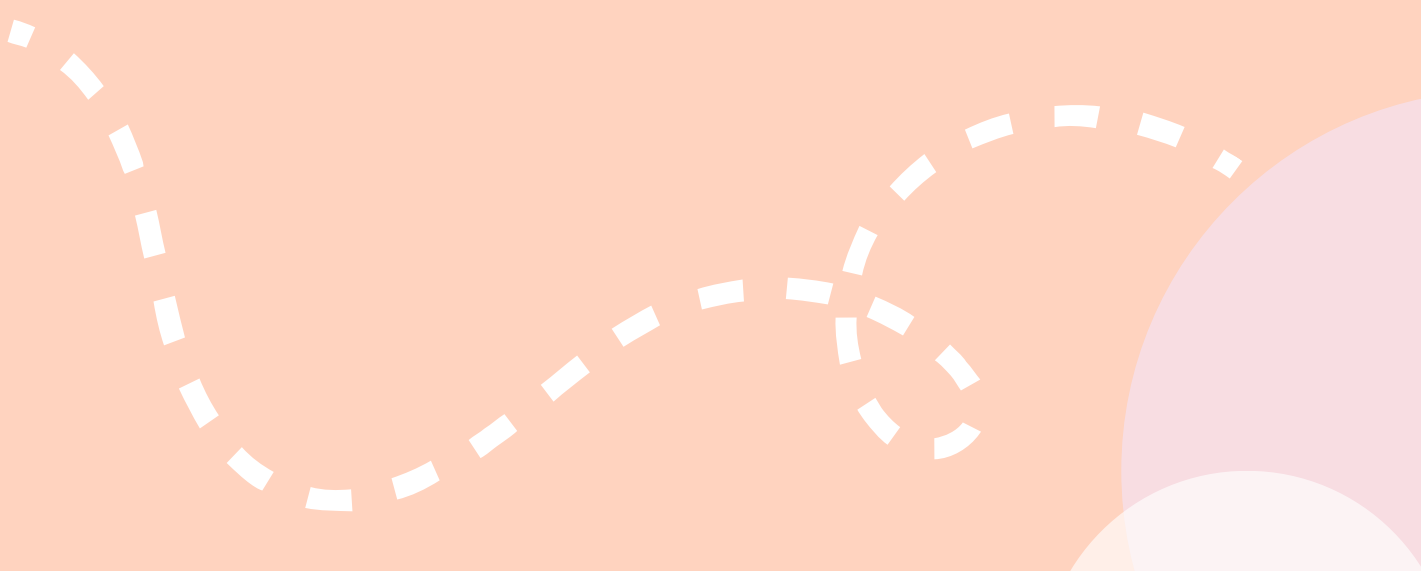
Module 7		
Key lesson takeaways	**Examples**	**Personal notes**
When considering a match, first think of the overall readiness of the co-sponsor group to welcome a newcomer, as well as their unique group capacity for co-sponsorship	Base readiness and match on information in the group's application and observations collected through regular check-ins during preparation period	

Individual Activity: Matching Process

Based on the information provided in the module, write out the list of relevant staff members you believe should be involved in the matching process.

Group Activity: Considerations for Matching

List factors and characteristics that need to be considered when pairing a newcomer case with a co-sponsor group (e.g., language ability, capacity to support large or small case sizes, etc.).

Now together as a group, determine the process for matching, such as when will the relevant staff meet to discuss matches, next steps and follow ups once a group is matched, and involvement of relevant stakeholders. Share and discuss your responses with colleagues as to have clearly agreed upon matching factors and requirements.
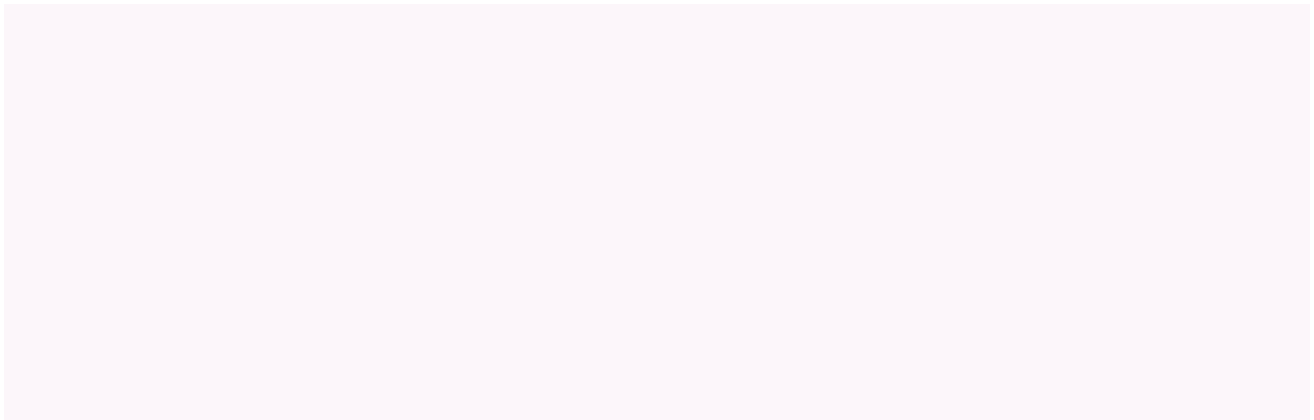
Module 7 Resources	
Cultural Humility Resource	This video on cultural humility is part of a toolkit designed by the University of Oregon.

Module 8: Management

Module 8		
Key lesson takeaways	**Examples**	**Personal notes**
Effective strategies and tools for monitoring and tracking activities of co-sponsor groups	• WelcomeWorks App	

Group Activity: Communication Plan

Using all your responses above, outline a communication plan for your co-sponsorship program.

Touchpoint	Objective of touchpoint	Stakeholder present	Meeting format	Timing
E.g., introduction meeting, weekly check-ins, monthly benchmark, 90-day check-in, exit meeting	*Report and assign weekly tasks, check against benchmarks*	*Caseworker, sponsor group, adult clients, Coordinator*	*Face to face, phone or video call,*	*First week of sponsorship journey, weekly, monthly, 90 days, etc.*

The Welcome Corps Sponsor Meeting Guides, found here, can be useful resources that offer discussion questions and activities in planning for touchpoint meetings throughout the sponsorship period.

Individual Activity: Sponsor Group Oversight

Consider the frequency, duration, and mode (in-person, phone, virtual call, etc.) for check-ins with sponsor groups. What tools will you use to monitor the services they provide and manage their progress? What steps will you take if the group hasn't been able to complete provision of required services? What communication structures will you utilize?

* Tip: there are various software and available tools that can be utilized in tracking activities: WelcomeWorks (WelcomeWorks app), POINT, Golden. Asana, etc.

Activity tracking tool	Benefits	Disadvantages	Notes

Communication mechanism/tool	Benefits	Disadvantages	Notes

Individual Activity: Conflict Resolution

Friction and conflict are a normal part of any relationship as disagreements are inevitable. In co-sponsorship, different types of conflict may occur, including between co-sponsor and newcomer, between co-sponsor and resettlement agency, or between members of the co-sponsor group. Identify existing resources your organization has to support in conflict resolution and who and when are to be involved. If your organization doesn't have available resources, think through the following questions:

✳ *Will co-sponsorship program staff serve as the mediator in the event of a conflict arising?*

✳ *Who should serve as the mediator if co-sponsorship program staff is one of the parties involved in the conflict?*

✳ *What internal resources (such as your Human Resources team) can you utilize to train staff on conflict mediation?*

* Tip: with the following questions in mind, gather relevant staff (including any monitoring and evaluation colleagues) to discuss the development of a separate client and sponsor grievance policy that lays out the steps in resolving reported issues.

Module 8 Resources	
A Resource on Inclusive Communication	This blog post shares valuable tips and principles for inclusive communication.
A Guide to Nonviolent Communication	This resource shares the fundamental elements of practicing Nonviolent Communication (NVC).
5 Conflict Resolution Strategies	This blog post shares evidence-based conflict resolution strategies that can be applied to conflict management efforts in your co-sponsorship program.
Co-Sponsorship Burnout Prevention	This RWC webinar identifies effective ways of supporting refugees while safeguarding one's own well-being.
Tips for Sponsorship Groups Working Collaboratively with Resettlement Staff	This RWC webinar offers a behind-the-scenes look at refugee resettlement agencies and provides tips to sponsor groups on how to collaboratively work with refugee resettlement staff.

Module 9: Stewardship

Module 9		
Key lesson takeaways	**Examples**	**Personal notes**
Cultivate relationships with co-sponsor groups and engage with them as community partners during, before, and after the sponsorship period	• Identify their goals, visit goals and progress throughout co-sponsorship period, engagement post sponsorship	

Group Activity: Burnout Prevention

Discuss existing resources within your organization supporting with case manager burnout techniques. Think through how those can be applied to the community sponsorship program as well as any other needed techniques and materials that can be useful to sponsor groups.

Examples of support strategies:

"Break" time after sponsorship period

E.g., a two-month pause, to give the group the opportunity to recharge, plan, and organize internal resources before sponsoring another case.

Matching groups with "co-sponsor mentors"

To share advice and encouragement based on their previous experience.

Emphasize special topics during onboarding

Highlighting special topics during co-sponsor training and onboarding, such as compassion fatigue, SMART goal setting, and burnout prevention strategies.

Support from group leaders

Encouraging group leaders to use their discretion for reasons and timing in seeking support and raising concerns with co-sponsorship program staff.

Group Activity: Develop a Co-Sponsorship Transition Plan

Consider key milestones of your co-sponsorship program and when these occur. Brainstorm how to track and highlight these with co-sponsors and refugees. Review RWC's transition plan template to create your own version of the transition plan. Ensure to incorporate your program's milestones and provide steps that prepare sponsors for transitioning out of direct sponsorship.

Access RWC's Transition Plan Template [here](#)

Recommended steps or actions in developing a transition plan:

- *Provide a co-sponsorship checklist for sponsors to have as a frame of reference and timeline for benchmarks at 30, 90, and 180 days.*
  - *Include reminders in each check-in to discuss and identify tangible and realistic next steps.*
  - *Emphasize co-sponsor's role, limitations, and manage expectations for co-sponsors and newcomers.*
- *In the last 4-8 weeks of sponsorship, all involved parties to review timeline and ensure activities are being completed in line with transition.*
- *Ensure resettlement staff always reinforce the roles and period of co-sponsorship throughout R&P period with newcomers.*
- *Manage expectations regarding self-sufficiency by the end of sponsorship period and offer support for resources in community to access after.*
- *Ensure co-sponsors' respect for newcomers' right to self-determination in post-sponsorship period.*
- *Plan for post-sponsorship group engagement and retention.*

Individual Reflection: Transition Plan Stewardship

Once the transition plan is developed, reflect on how it will be reviewed throughout the various stages of the sponsorship journey. Specify how frequently your will review, how, and what, if anything, needs to be provided at each stage.

Group Activity: Post-Sponsorship Engagement

Together with volunteer engagement and case management staff colleagues, chart all existing volunteer engagement efforts that are your organization currently employs. Afterwards, consider what additional engagement efforts are needed to continue engaging with co-sponsors so that you will continue to volunteer and support your program.

* Tip: make sure to keep in mind and brainstorm how volunteers and their experiences can be incorporated into your outreach strategy.

Existing volunteer engagement efforts	Ideas for co-sponsor group engagement	Feedback modalities for co-sponsors
E.g., listserv, Facebook group, etc.		

	Module 9 Resources
From Sponsors to Advocates: Widening the Welcome	Video: Listen to this video about the personal experiences of a sponsor group in the Midwest that has welcomed numerous newcomer families.
Community Engagement and Social Integration	This RWC webinar covers ways the public can support refugee and immigrant leadership. Through this work, communities can shift public narratives and more policy forward that creates benefits in the lives of impacted community members.
Lunch and Learn (various topics)	Regular webinars, organized by RWC for community sponsors, volunteers, and resettlement office staff, featuring guest speakers and covering critical topics for supporting refugee families in your communities.
Newcomer's Planning for Sponsorship Pack	This RWC developed Pack helps newcomers plan the important goals and activities for the sponsorship. These meeting guides, Newcomer Sponsorship Plan, Newcomer Transition Plan, and Newcomer Important Contact Guide are interactive tools newcomers can use to share goals and plan activities. When the guides and plans are used together, the toolbox helps newcomers and sponsors have a positive sponsorship experience from arrival to celebrating sponsorship success. ○ **Newcomer Sponsorship Plan** ○ **Newcomer Transition Plan** ○ **Transition Meeting Guide**

Module 10: Monitoring, Evaluation, and Learning (MEL)

Module 10		
Key lesson takeaways	**Examples**	**Personal notes**
Main goals of monitoring and evaluation for community sponsorship include	• To ensure services were provided on time and effectively • To meet funding and government requirements • To analyze program performance • To develop best practices • To evaluate outcomes of paired newcomers • To assess the experiences of sponsors groups, staff, and paired individuals or families • To identify areas for program growth	

Monitoring and evaluation for community sponsorship is crucial as it supports in meeting the following goals:

✴ *Effective delivery of services*

✴ *Accountability for funding and government requirements*

✴ *Analysis of program performance, development of best practices, and areas for growth*

✴ *Evaluation of outcome for newcomers and experience of sponsor groups*

Through the development of an evaluation plan, programs can have a framework that provides overarching support on the timeline, goals, procedures, and methods on monitoring, evaluating, and learning.

Example of Data Collection Methods:

Qualitative Data Sources

Focus Group

✴ *In-depth conversations*
✴ *Enables critical thinking*
✴ *Allows follow-up and multiple questions from several participants at one time*

Interview

✴ *Virtually, in-person, over phone*
✴ *Structured or unstructured*
✴ *Great for open-ended Qs, in depth questions*

Quantitative Data Sources

Surveys

✳ *Over phone with enumerator or online survey platform*

✳ *Best with closed-response Qs*

Group Activity: Brainstorm on Data Sources

Review and discuss the data collection methods above, as well as any others used by your organization. Together, brainstorm the strengths and limitations for each approach based on your organizational capacity.

Data collection methods	Strengths	Disadvantages or challenges	Notes
Focus groups			
Individual interviews			
Online surveys			
In-person or phone surveys			

After completing the above table, determine the relevant data collection methods, frequency, and the intended participants for the types of feedback you would like to collect for your program.

- What kind of feedback are you trying to analyze?
- Who are the potential participants that can provide insight? Are there any additional participants that can also contribute to provide holistic overview of the question at hand?

| Type of feedback or data collected	Participant(s)	Modality of data collection	Frequency
E.g., sponsor Group experience, newcomer experience	*Individual members of sponsor group, organization coordinator*	- *Survey all members* - *Interview with group leader*	*End of sponsorship period*

Individual Activity: Tracking Goals

Refer back to the workbook's group activity in module 2 and review the brainstormed goals of your community sponsorship program. Determine how you will track and measure those goals through program monitoring, evaluation, and learning.

Goals	Track	Measure
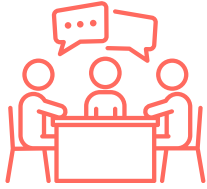
Group Activity: Reporting Requirements

The feedback captured through the group activity above can support your organization in monitoring and evaluating the effectiveness of the co-sponsorship program and how to continuously improve it. It is also important to consider what key data is required for program reporting and fundraising purposes. This information, often captured through quantitative data, can give a quick snapshot into the impact of a co-sponsorship program in the community.

Together with your team, think through what key data would be needed to demonstrate to funders and organizations the impact of your program on your local community.

* Tip: below you can find an example of the type of data requested by some donors/grants for designing or strengthening a co-sponsorship program.

	Target	Achieved
# of community groups who expressed interest		
# of community groups who committed & received training		
# of community groups matched with newcomers in Total		
# of newcomer families/cases supported		
Total # of individual newcomers supported		

Group Activity: Develop an Evaluation Plan

Review your organization's existing monitoring and evaluation plan with the case management team. Use the existing evaluation plan, together with staff brainstorm how to tailor it to your co-sponsorship program needs as outlined throughout the workbook activities. To ensure an effective evaluation plan, we recommend you incorporate specific goals and objectives as well as monitoring tools and mechanisms.

* Tip: an evaluation plan should include the following components

- *Logic model or framework identifying program objectives*
- *Program timeline and evaluation goals*
- *Indicators of MEL practices*
- *Intended objectives and outcomes of co-sponsorship program*
- *How evaluation will be carried out and staff responsibility for data collection*

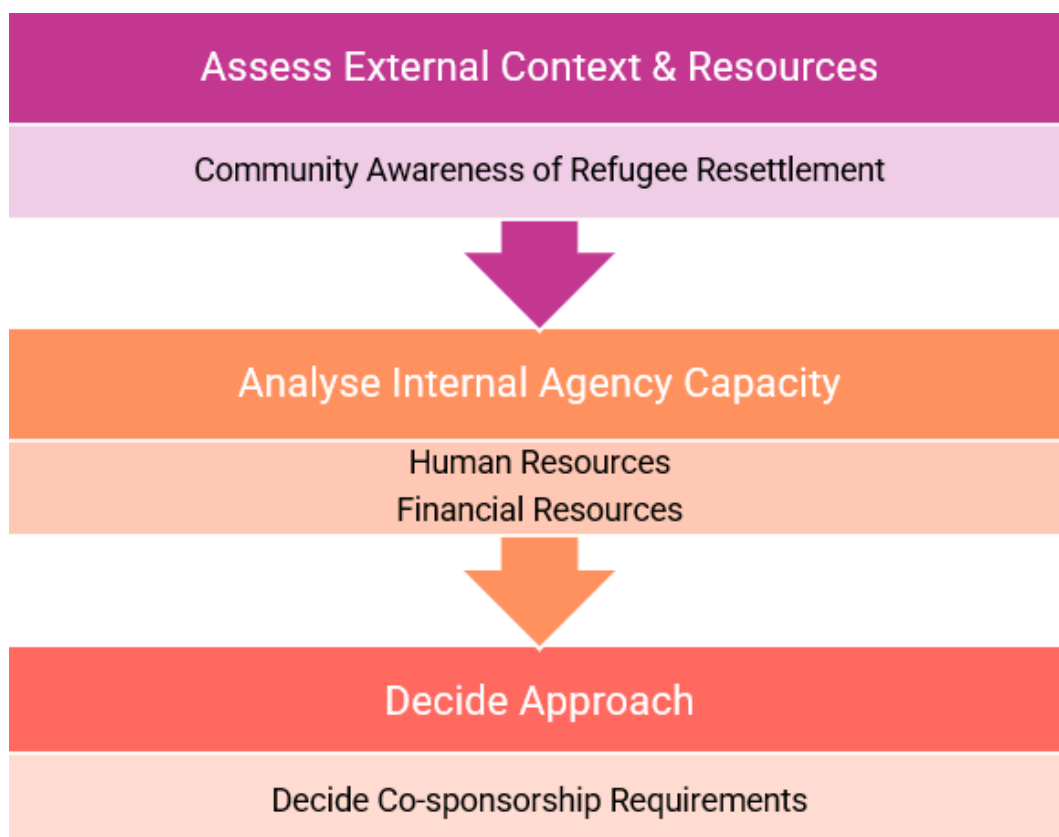| Module 10 Resources	
Logical Framework Template	Basic logical framework template by USAID.

Summary: Program Design

Following completion of the workbook activities, gather your community sponsorship team to discuss the various components for the program design and create a realistic timeline in consideration of potential challenges and capacities. Brainstorm clear goals and milestones for tracking progress in the workplan.

Example Timeline: you can refer to IRIS's co-sponsorship timeline document here for a sample overview of sponsorship timeline, from group formation to arrival of newcomers.

Designing Co-Sponsorship Program

Assess External Context & Resources

Community Awareness of Refugee Resettlement

Analyse Internal Agency Capacity

Human Resources
Financial Resources
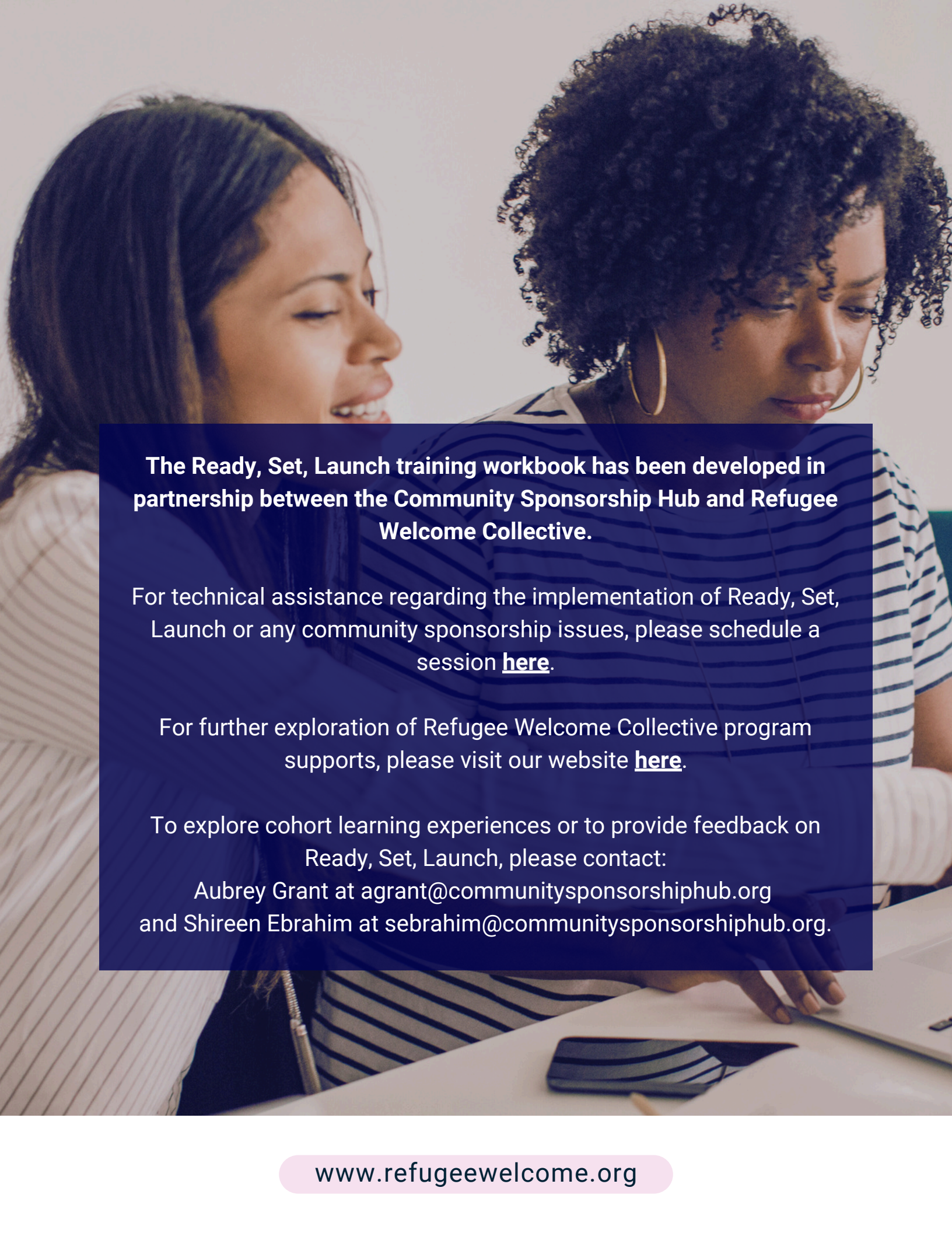
Decide Approach

Decide Co-sponsorship Requirements

Final Notes

Use the space below for any other note-taking needs in the workbook.

The Ready, Set, Launch training workbook has been developed in partnership between the Community Sponsorship Hub and Refugee Welcome Collective.

For technical assistance regarding the implementation of Ready, Set, Launch or any community sponsorship issues, please schedule a session **here**.

For further exploration of Refugee Welcome Collective program supports, please visit our website **here**.

To explore cohort learning experiences or to provide feedback on Ready, Set, Launch, please contact:
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www.refugeewelcome.org