



**CWS**

Remote Placement  
Community Partner Manual





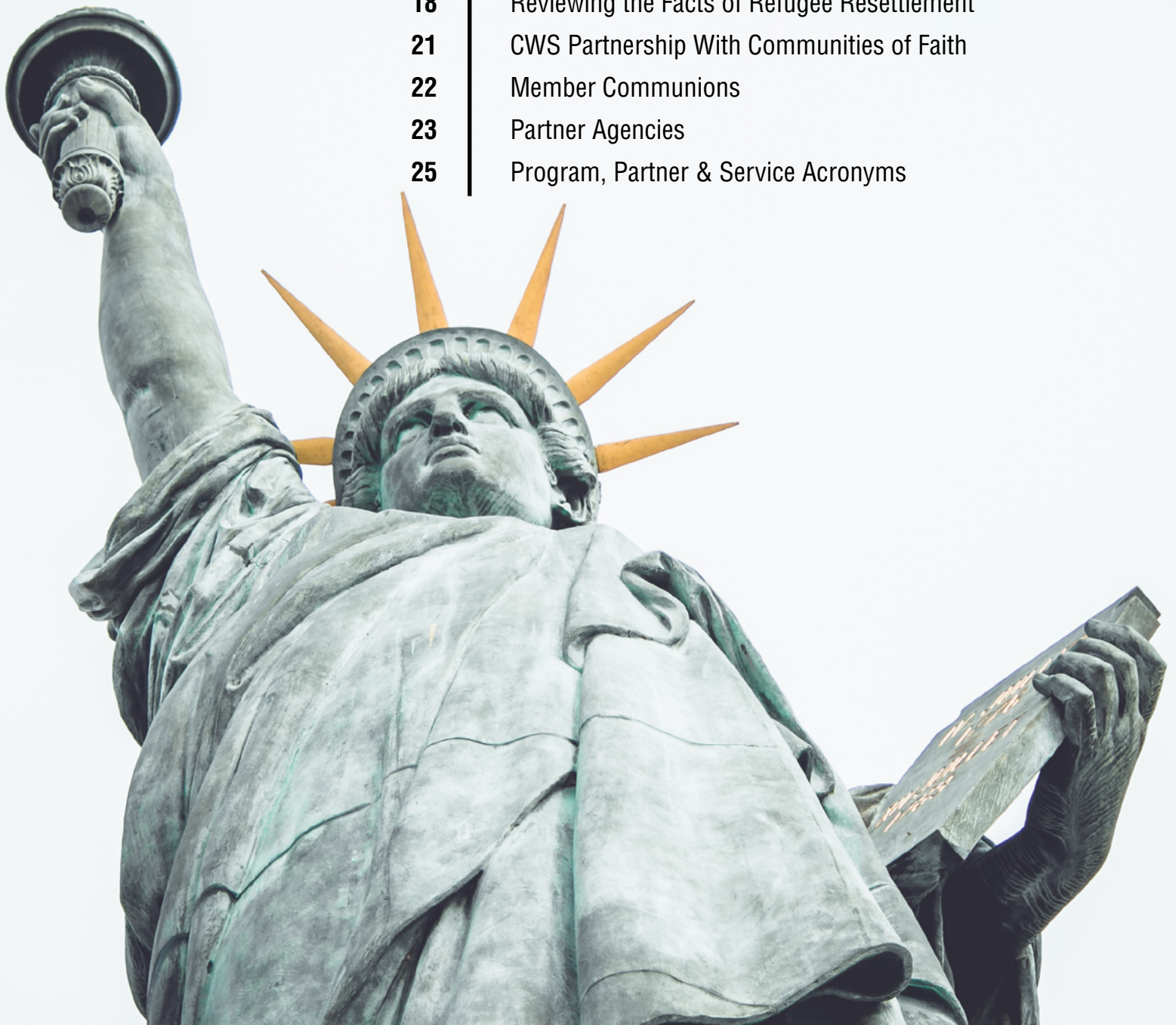
CWS is a national resettlement office that supports a network of 38 offices across the country. Communities outside of 100 miles from a national resettlement office are able to partner with CWS to welcome refugees while receiving guidance and support from CWS remote staff.





# Table of Contents

|    |                                                      |
|----|------------------------------------------------------|
| 4  | CWS Remote Reception & Placement Program             |
| 4  | CWS Remote Placement Community Partners              |
| 6  | RPCP Responsibility Checklist                        |
| 8  | Planning & Organizing for Welcome                    |
| 10 | Social Activities: The Warmth of Welcome             |
| 12 | Cultural Considerations                              |
| 12 | Boundaries & Expectations                            |
| 13 | Teaching vs. Doing                                   |
| 14 | Strengths-Based & Empowerment Models of Resettlement |
| 15 | Considerations When Working in Resettlement          |
| 18 | Reviewing the Facts of Refugee Resettlement          |
| 21 | CWS Partnership With Communities of Faith            |
| 22 | Member Communions                                    |
| 23 | Partner Agencies                                     |
| 25 | Program, Partner & Service Acronyms                  |





## CWS Remote Reception & Placement Program

### What is R&P?

Reception & Placement (R&P) is a program developed to provide resettlement services during the initial 30 to 90 days after a refugee is resettled in the United States. R&P has historically been managed by local resettlement agencies offices within a 100-mile radius of their office. CWS is now piloting a remote R&P program that will be supervised by staff out of CWS headquarters.

### What do refugees receive from R&P programming?

R&P programming provides essential services to resettling refugees such as finding housing, help securing employment, access to ELL education, school enrollment, initial health screenings, and applications for government programs. In the remote R&P program, these services are provided by Remote Placement Community Partners.

## CWS Remote Placement Community Partners

### The Role of Community Partners

The role of Remote Placement Community Partners (RPCPs) is to provide R&P services for refugees who are placed into remote areas--anywhere outside of a 100-mile radius from the nearest resettlement agency office. RPCPs provide on-the-ground services that otherwise would be provided by resettlement agency staff in order to ensure that clients have a smooth transition into their new communities. These RPCPs assume full responsibility for implementing R&P program services and meeting the material needs of refugee arrivals for the first 30-90 days after arrival. As a Remote Placement Community Partner, your role is vital to the integration of newly arrived refugees. You are a bridge-builder to the community at large and an ambassador of welcome for your city/town.

### The Role of CWS

Each RPCP will be matched with a CWS National Community Sponsorship Associate (NCSA) who provides training, onboarding and ongoing weekly coaching. The NCSA will help the RPCP to ensure that services are delivered effectively and on time, and to maintain a virtual case file tracking these services. The NCSA will conduct a virtual home visit prior to arrival to assess housing conditions, conduct an intake interview with the client soon after arrival, and conduct spot-check interviews with clients through the 90-day service delivery period to monitor quality of housing and client well-being. NCSAs will also help apply for additional aid, including direct assistance



funds to be used for specific purposes, as needed by the client. In urgent situations, CWS staff may travel to the site to provide support.

NCSAs will also put RPCPs in communication with each other (both within and across states) to facilitate cohort-based problem solving and support.

### **Requirements to Serve as a Remote Placement Community Partner**

Community Partners are expected to agree to and abide by the following policies which govern CWS staff conduct

- CWS Code of Conduct
- CWS Child Safeguarding
- CWS Anti-Human Trafficking
- CWS Policy on Gender Equity
- CWS Racial Equity Platform
- CWS Accountability to Affected Populations Framework and Security Policy
- CWS COVID Vaccination Policy





# RPCP Responsibility Checklist

This list serves as an outline and overview of the tasks that you and your group will be engaged in to support arriving refugees. As a CWS community partner, your organization will be responsible for performing all required services as directed by the Reception & Placement program. A comprehensive guide to completing these services will be provided in the CWS RPCP Handbook.

| R&P COMMUNITY PARTNER RESPONSIBILITY CHECKLIST                                                                                                                                                                            |  | RESPONSIBILITY |                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|----------------|-------------------|
| PRE-ARRIVAL                                                                                                                                                                                                               |  | CWS            | COMMUNITY PARTNER |
| Assurance (case placement) submitted and approved (Casenote)                                                                                                                                                              |  |                |                   |
| Received arrival notice and arranged for airport arrival (Casenote)                                                                                                                                                       |  |                |                   |
| Assessment and orientation of U.S. Tie completed, if applicable                                                                                                                                                           |  |                |                   |
| Home evaluation and safety check completed (Home Evaluation & Safety Checklist)                                                                                                                                           |  |                |                   |
| All required furniture and household items were provided (Home Supply List)                                                                                                                                               |  |                |                   |
| Prepared for and made appropriate arrangements for client(s) with special needs, if applicable (Casenote)                                                                                                                 |  |                |                   |
| UPON ARRIVAL                                                                                                                                                                                                              |  | CWS            | COMMUNITY PARTNER |
| Client(s) met at the airport with appropriate interpretation, to the extent possible (Casenote)                                                                                                                           |  |                |                   |
| Transportation provided to housing in compliance with local motor safety laws (seat belts, child car seats and booster seats as applicable, number of occupants per vehicle and licensing) (Casenote)                     |  |                |                   |
| Pocket money was provided to each adult, in adherence with the CWS Pocket Money Policy (Casenote and Financial Ledger)                                                                                                    |  |                |                   |
| All family members were provided with appropriate, seasonal clothing to meet immediate needs upon arrival and throughout the service period, including proper footwear and diapers for children, if applicable (Casenote) |  |                |                   |
| Provided culturally appropriate, ready-to-eat food and sufficient food supplies, including baby food, if applicable (Casenote)                                                                                            |  |                |                   |
| 1 CALENDAR DAY AFTER ARRIVAL                                                                                                                                                                                              |  | CWS            | COMMUNITY PARTNER |
| First Home Visit was conducted and an orientation on housing and personal safety matters was provided (First home visit form)                                                                                             |  |                |                   |
| WITHIN 5 BUSINESS DAYS                                                                                                                                                                                                    |  | CWS            | COMMUNITY PARTNER |
| APA Intake Interview was conducted, documentation was verified, and roles & responsibilities were discussed (casenote, copies of ID sent to CWS, upload release of information and client rights sent to CWS)             |  |                |                   |
| Copies of the I-94 for each client (I-94 Form) was placed in the case file (upload copy to CWS)                                                                                                                           |  |                |                   |
| Completed an Authorization to Release Information Form (Authorization to Release Information Form- Upload signed copy to CWS, provide printed copy to client)                                                             |  |                |                   |
| Completed a Client Rights and Grievance Policy (Client Rights and Grievance Policy- Upload signed copy to CWS, provided printed copy to client)                                                                           |  |                |                   |
| WITHIN 7 BUSINESS DAYS                                                                                                                                                                                                    |  | CWS            | COMMUNITY PARTNER |
| Assisted with the application for Social Security Cards (Casenote, SS Application and SS Cards)                                                                                                                           |  |                |                   |
| Assisted with application(s) for Medical, Food and Cash Assistance (Casenote, Record of application and approval/denial)                                                                                                  |  |                |                   |
| WITHIN 10 BUSINESS DAYS                                                                                                                                                                                                   |  | CWS            | COMMUNITY PARTNER |
| <a href="#">Completed an AR-11 Change of Address Form</a>                                                                                                                                                                 |  |                |                   |



| <b>WITHIN 30 BUSINESS DAYS</b>                                                                                                                                                                                                                                  |                             | <b>CWS</b>   | <b>COMMUNITY PARTNER</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------|--------------------------|
| Assist with enrollment in an English Language Program (Casenote)                                                                                                                                                                                                |                             |              |                          |
| Assisted with enrollment in Employment Services, appropriate job counseling, placement and/or training programs as available in the community. (Casenote)                                                                                                       |                             |              |                          |
| <b>WITHIN 30 CALENDAR DAYS</b>                                                                                                                                                                                                                                  |                             | <b>CWS</b>   | <b>COMMUNITY PARTNER</b> |
| Conducted a second home visit (Second Home Visit Form)                                                                                                                                                                                                          |                             |              |                          |
| <a href="#">Completed selective service orientation and registration assistance, if applicable</a>                                                                                                                                                              |                             |              |                          |
| Develop and implement a service plan for each refugee                                                                                                                                                                                                           |                             |              |                          |
| Assist with enrollment in Other Services, including those the client(s) is eligible for, as appropriate (ex. WIC and SSI) (record of application and approval/denial)                                                                                           |                             |              |                          |
| Assisted with meeting school requirements and completing school enrollment for children(s) (Casenote)                                                                                                                                                           |                             |              |                          |
| Assisted client(s) with receiving initial health screening appointment (Casenote)                                                                                                                                                                               |                             |              |                          |
| Provided pocket money and financial support to meet client(s)' basic needs (Financial Ledger)                                                                                                                                                                   |                             |              |                          |
| Provide or arrange for transportation to job interviews and job training and services as needed.                                                                                                                                                                |                             |              |                          |
| <b>WITHIN 90 DAYS</b>                                                                                                                                                                                                                                           |                             | <b>CWS</b>   | <b>COMMUNITY PARTNER</b> |
| Provide cash and in-kind support to meet refugees' material needs. Created a budget with the client(s) to review income and expenses (Earnings and Expenses Form)                                                                                               |                             |              |                          |
| Assisted client(s) with accessing appropriate providers and services, including continued therapy or preventative treatment for health conditions affecting the public health, ensuring appropriate, non-discriminatory and timely medical attention (Casenote) |                             |              |                          |
| Filed a copy of client(s)' EAD card(s) - recommended, if applicable (Send copy to CWS)                                                                                                                                                                          |                             |              |                          |
| Assist clients to file family reunification applications.                                                                                                                                                                                                       |                             |              |                          |
| Provided Cultural Orientation with written materials as appropriate, covering the 12 required topics (Casenote)                                                                                                                                                 |                             |              |                          |
| Copies of the Cultural Orientation Assessment were placed in the case file and the assessment was completed (CO Assessment)                                                                                                                                     |                             |              |                          |
| Provided information on the legal requirement to repay IOM travel loan (Casenote)                                                                                                                                                                               |                             |              |                          |
| Provided information on the legal requirement to notify DHS and the Selective Service System of each change of address within 10 days of moving to a new address (Casenote)                                                                                     |                             |              |                          |
| <b>H. THROUGHOUT SERVICE PERIOD</b>                                                                                                                                                                                                                             |                             | <b>CWS</b>   | <b>COMMUNITY PARTNER</b> |
| Provided food/food allowance until client(s) received food stamps or individual or family was able to provide food for themselves                                                                                                                               |                             |              |                          |
| Assessed and provided all family members with appropriate, seasonal clothing for work, school and everyday use including proper footwear and diapers for children, if applicable                                                                                |                             |              |                          |
| Complete an additional Home Visit if client(s) move within the service period (Home Evaluation and Safety Checklist and Home Supply List)                                                                                                                       |                             |              |                          |
| Filed an AR-11 if client(s) moved within the service period (AR-11 and Change of Address Form)                                                                                                                                                                  |                             |              |                          |
| <b>APA COMMUNITY PARTNER REP NAME:</b>                                                                                                                                                                                                                          | <b>CWS STAFF NAME:</b>      | <b>DATE:</b> |                          |
| <b>PARTNER REP:</b>                                                                                                                                                                                                                                             | <b>CWS STAFF SIGNATURE:</b> |              |                          |





## Planning & Organizing for Welcome

### Get Started

Once your community group has decided to welcome a refugee individual or family, it is time to organize. Organization for RP Community Partners starts with gathering information and indicating your interest in serving as a co-sponsor.

Remote community partners will need to move through these steps:

1. Gather a group (5+) of community members interested in sponsoring a refugee family or individual
2. Fill out the CWS Community Partner Readiness Assessment
3. Receive an onboarding invitation from CWS staff
4. Complete and return a Memorandum of Agreement, Fiduciary Oversight form, and Basic Service Plan to CWS staff
5. Receive notification of approval as a resettlement location
6. Prepare to welcome a family or individual to your community!

### Point Person

In order to maintain good communication with the CWS National Community Sponsorship Associate and keep the group on task, it is important to identify a point person. The point person's role is to keep communication flowing from the sponsorship team to the resettlement agency. The role of the point person is not to shoulder the responsibility to complete each task. It is imperative that this person can set healthy boundaries, understand the group's limitations, and delegate responsibilities.



## Committees/Roles

Organizing your group into committees is not required but may provide a helpful way to divide tasks between members to ensure that all core services receive attention. Committees could include:

**Housing:** Assists in securing a home, gathering household and furniture items and setting up the house.

**Transportation:** Coordinates the transportation needs and driving lessons of the family.

**Health:** Assists the family in coordinating follow-up medical and dental appointments.

**Cultural Adjustment:** Assists the family in understanding the community (finding the grocery store, library, parks etc.) Leads Cultural Orientation sessions which teaches the family elements of American culture and life.

**Schooling:** Assists parents/guardians in understanding the school system.

**Jobs & Finance:** Collaborates with employable individuals to network for employment and create a budget.





# Social Activities: The Warmth of Welcome

Many times, this transition to a new culture and community can be one of loneliness and isolation for newcomers. They have lost not only their homes, but their family, friends and community. The welcoming work of RPCPs does not solely exist to teach and assist with the tasks of transition but also to provide social support to newly arrived families.

It can be easy to overlook the importance of social activities during the first months of accompaniment with a new arrival. Check in with the family who you are partnered with to see when they would like you to visit. With the language barrier, you might feel uncomfortable making social visits without a firm 'task' to accomplish. Push yourself to reach outside of your comfort zone! Below you will find a list of ideas of what you could focus on during social visits.

## *seasonal* ACTIVITIES

- The 3 'Ss' of Snow! – Sledding, Snowmen and Shoveling
- Visit a local orchard in the fall
- Visit a local park
- Free swim days at the local pools
- Carve pumpkins
- Share culture with one another during a holiday
- Fourth of July picnics, hanging festive lights in December, etc.
- Learn about and celebrate a holiday that's special to the refugee family

## *community* ACTIVITIES

- Visit a local farmers market
- Walk to the closest grocery store
- Visit the library (free events typically take place for members throughout the year)
- Walk to the closest park with the family
- Pay attention to free local events and attend together
- Visit a museum or zoo
- Attend a sporting event
- Go for a walk around the neighborhood

## home visit ACTIVITIES

- Make a craft together (artwork/sewing/simple kids crafts)
- Color together with the younger family members and practice simple English words. Have them teach you words from their home language.
- Eat a meal together
- Share how to make a traditional American dish (chocolate chip cookies etc.). Ask to learn how to make a traditional dish from Afghanistan.
- Sit and share an update from your life. Show pictures from a recent family gathering/birthday party/school field trip you just took. (Be mindful of displaying wealth, such as large homes or expensive vacations)
- Play a game such as Uno or tic-tac-toe. Figure out which children’s games are universal across borders! Tic-tac-toe, hopscotch, jacks, and jump rope are played around the world.
- Stop in and just say ‘hello!’ and visit for some time
- Create a vegetable garden together (check with the landlord before changing any landscaping)
- Draw chalk pictures together on the sidewalk/driveway
- Listen to each other’s favorite music





## Cultural Considerations

Remote Placement Community Partners are asked to be considerate of newcomers' culture and customs as they work to welcome refugees. It is important to acknowledge that integration requires neither the newcomer nor the welcoming community to give up their history, culture, or identity but to respect one another.

CWS will provide community groups with reputable organizations to obtain cultural background information. Please know that any cultural overview must be taken with an understanding of the diversity of customs, beliefs, attitudes, and practices which reside within any nationality group. Do not take cultural backgrounders as truth for the individual you are welcoming. Instead, look to the individual or family to provide you with an understanding of their preferences as they transition to your community.

## Boundaries & Expectations

CWS and Remote Placement Community Partners serve as integration concierges, advising refugee arrivals over time on steps they can take to achieve their goals and ensuring that they are aware of resources that can help them on their journey. CWS and RPCPs do this in collaboration as they work together to provide initial services, inclusive cultural and community orientation, and a range of integration services and community referrals depending on case need.

It is important for RPCPs to consider their boundaries and their role when welcoming newcomers. As a community partner, your job is not to solve every problem or to do for others what they can do for themselves.

Your role is to equip, educate, and guide—to empower! As you navigate your role as a co-sponsor, you must remember to set boundaries for yourself.

### **You Are**

A partner of CWS in providing services. An ambassador for your community, a friendly neighbor and a part of a newcomer's growing social capital in a new place.

### **The Goal**

To work yourself out of the role of a co-sponsor and into the role of a neighbor as you 'teach to' instead of 'do for.'

### **Remember**

You are not alone in your welcome of newcomers. You cannot be or do everything and must know when to refer questions to local professionals and service providers in your community.

### **Healthy boundary tips**

Do not borrow from or lend money to the individual you are welcoming.

When sponsorship groups assist a family financially, please be in contact with your CWS point of contact for guidance to help ensure that this financial gift is in the best interest of the family.

If the individual requests your help for a future need, first think through three items:

- *Is this something that the individual can try themselves this time (even if it will be a challenge for them)?*
- *Is it appropriate for me to be the person to assist with this task? Does the individual have a family member who should be assisting instead?*
- *Do other people need to know about this need? For example, does this need to be reported back to CWS?*

Know when to say 'no' regarding a task that you do not feel equipped for, or when that task has already been taught.

Know when to ask for help. When in doubt, ask!

### Expectations

It is important to acknowledge the expectations that you come to this work with. Perhaps you have welcomed refugees before and expect this new volunteer experience to mirror the past. Perhaps you expect to develop friendships or share the skills you have learned throughout your career.

Community partnership work is often unpredictable instead of straightforward. How one family transitions to their new community might look quite different from another, and you shouldn't expect to duplicate a previous experience shared with one family.

Our ideas about what newcomer families need are influenced by our own culture and upbringing, and they may be different from what the newcomer family desires. Donated items may not be cared for as you would like or might be sold instead of kept. Keep in mind, your lifestyle will be different than the lifestyle of the family you are in partnership with. It is important to manage your own expectations and not take it personally when the clients do not respond the way you would prefer.

## Teaching vs. Doing

In the US Reception & Placement program for refugees, fast self-sufficiency is a goal. Self-sufficiency means that one has the skills, knowledge and resources to navigate daily life.

As a RPCP, your goal should be to gradually become less task-oriented and more of a friendly community neighbor. This takes a high level of intentionality, as the ways we typically think of helping people tend to be rooted in activities and accomplishing tasks. Additionally, it can take far longer to teach someone to do something for themselves than it does to just do it for them.

It is not inherently bad to help someone by doing a task for them. However, the goal of resettlement is to ensure that refugees can navigate the community and their needs themselves.

| HELPING (DOING FOR)                                                                            | EMPOWERING (TEACHING TO)                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Driving someone to all their appointments                                                      | Taking the bus together as a mutual learning experience, teaching them how to buy a ticket and read the bus map. Or walking together.. even though the walk might be 25 minutes and a drive 5 minutes.                                                                                                                                         |
| Calling the doctor/caseworker/teacher to make an appointment for the family                    | Teaching the family how to call to make appointments on their own (even if they do not speak English). Perhaps you could practice through role playing telephone calls or write out notecards using keywords or pictures. Many places have access to phone interpretation. Knowing how to say in English 'I need interpretation' is important. |
| Sorting through the family's mail, tossing away unimportant things and keeping important bills | Make a list with the family of what items are important to keep (with samples and pictures of the company logo) e.g., utility bill, letter from USCIS, letter from school.                                                                                                                                                                     |



# Strengths-Based & Empowerment Models of Resettlement

Among the refugees and immigrants CWS serves, there are ample illustrations of resilience in the face of extraordinary challenges. Rather than approaching refugees as victims in need of our help, strength-based practitioners acknowledge the tremendous strength newcomers have and focus on building an individual's agency in providing for themselves and their family.

## Believing in People

Strength-based practitioners hold the fundamental assumption that people can improve the quality of their lives. That means believing in the potential of every person and trusting that they, along with their families and communities, hold the answers to the challenges they face. Even in the most trying of circumstances, every refugee that comes through a resettlement agency has shown remarkable strength in one way or another. As helpers, we can remind refugees of their resilience in the way we view them, the language we use and with respectful, empowering approaches to practice.

There are always “likeable” individuals who make it easy to believe in people's strengths and trust their ability to solve their own problems. This respectful and hopeful attitude can be much more difficult to maintain with other people in other situations when solutions seem nonexistent without our “expert opinion.” Those are the times when it becomes especially important to consult with others around you and CWS staff in order to ensure that actions taken remain focused on long-term empowerment.

## The Empowerment-Based Service Model

Definition of empowerment: “The process of increasing the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes.”

### Basic Tenants of Empowerment Model

- All services are tied to self-sufficiency; they are deliberate and progressive.
- Always follow the least intrusive path to service delivery.
- Newcomers are individuals who deserve respect and autonomy. Their lives, decisions and personal information are theirs alone.

The goal of the R&P program and of each of our staff, our clients, and the community members who support them is self-sufficiency. Simply stated, a person who is self-sufficient can provide for themselves without the help of others. For newcomers to the United States, this goal is both incredibly difficult and necessary.

Self-sufficiency in the holistic sense signifies much more than being able to pay the rent and put food on the table without financial help. It means that one has the skills, knowledge and resources to navigate daily life (including knowing who to turn to for help when those resources or skills are lacking). The acquisition of these skills and knowledge base is the first and most important step in a newcomer's path to rebuilding their lives.

The empowerment model of service is based on the concept that everyone has the potential to succeed, and it is our role to help build the foundation for them to do this.

CWS asks Remote Placement Community Partners to be aware and deliberate in their service. To ask themselves at each step: How does my action help this person become more self-sufficient? How can I change this from a favor into a lesson? How can I take steps so that next time this person will have the skills to do this task on their own or without any assistance? without any assistance?

# Considerations When Working in Resettlement

## Power, Culture and Diversity

Cultural differences and similarities exist between newcomers and the receiving community. Our culture influences our behaviors, values and ways in which we learn and process the world around us. Please value and recognize the importance of your own culture, while at the same time valuing diversity. Honor the similarities that you share with newcomers while also honoring those differences that you do not identify with.

### Power

Many community partners speak the dominant language (English) and are a part of the dominant culture of the United States. When you work with a newcomer, it is important to understand that your relationship is one of unequal power, as you come to your relationship with them often with more knowledge and resources. You have also chosen to do this work, while they did not have a choice in becoming refugees. In order to work in partnership with CWS clients, we ask that you acknowledge your power and enter this work thoughtfully.

### 'Power Over' and 'Power With'

'Teaching to' and 'doing for' can be explored through the lens of 'power over' and 'power with.' In the context of working with newly arrived refugees, 'power over' means that between the two of you, you hold the knowledge of how to navigate the systems and structures in your community. 'Power with,' is the process of working to balance that power through teaching. When you show someone how to care for a need themselves, you are giving away some of the power that you held over them and leveling your relationship.

Take, for example, navigating public benefits and filling out reporting forms for local government offices. Finding the answers for the individual and telling them which forms to sign is power over. Going with them to the office and teaching them how to connect with a case manager there to assist with forms is 'power with.'

### Acknowledging Your Power

There are many ways in which your 'power over' another might impact the way that they interact with you. Be aware that it might be hard for the individual you are accompanying to say 'no' to you. If you extend an invitation to your place of worship or to another event, the individual might feel like they must attend because you are assisting them.

Similarly, your 'power over' can influence how the individual responds to questions you might ask. At the start of your partnership, please refrain from asking questions about their past experiences. If you ask to hear their story, they might feel obligated to tell you. Understand that some who have experienced the trauma of displacement are very willing to share their story of fleeing and how they arrived in the United States, while others might never wish to.

### Perceptions of Success

The decisions that newcomers make in creating their lives here in America are their own, and we must encourage their autonomy in doing so.

It is easy to apply your own definition of success onto a newcomer and worry that they are not 'doing well' or 'succeeding' in their acclimation to a new community.

Consider the act of parenting school-aged children. Your version of successfully engaging in this time of life might be to enroll your children in after-school activities and attend them out of support for your child. Another family might choose to not support extracurriculars. This does not mean a lack of success. Newcomer immigrant



families typically work hard and long shifts in order to provide for themselves. Because a newcomer does not make the same choices as you in their lives does not diminish their success.

### Paternalism

An imbalance of power can contribute to paternalism in this partnership. Paternalism is when you limit someone's autonomy based on what you think is for their own good.

It is easier to make decisions for someone than you might think. It is not so easy to see someone make decisions that you feel are 'bad,' 'unnecessary,' or are simply different than those you would make.

Imagine this initial transition to a new culture and community as a river that newcomers must cross. The role of 'teacher' that you and the resettlement agency play is to point out the stepping stones across the river. Your role is not to carry the person across, choose the path, or hide the paths that you would not utilize yourself.

### Religion

Although it is natural to share what is important to you with others, we require that our RPCPs not engage in proselytism. Proselytizing is defined as persuading someone to convert to one's own religion.

In all that you do, make sure the individual understands that your help is not contingent on their participation in your church or religion. We do not want them to feel they have to become like us in order to receive our care and assistance.

### LGBTQIA+ Refugees

Refugees who are lesbian, gay, bisexual, transgender, or intersex may have faced many unique challenges and may be reluctant to disclose their sexual orientation or gender identity to affiliate staff or their own family members.

It is critical that LGBTQIA+ refugees are aware of support networks available to them to ensure they do not face isolation within their own ethnic or national communities here in the United States.

### Trauma-Informed Care

Trauma-Informed Care is a framework that focuses on positives and strength-based approaches in order to empower an individual and prevent re-traumatization.

It is important for us to recognize that things we may view as character flaws might be coping mechanisms as reactions to trauma. These might be:

- Being late to meetings/appointments
- Not answering phone calls
- Asking multiple people for help on the same problem
- Holding information back from someone trying to help

## **Continued Education**

**[TED Talk: "The danger of a single story"- Chimamanda Ngozi Adichi](#)**

**["Dignity"- Donna Hicks](#)**

**[Community Sponsorship and Allyship - Amnesty International](#)**

## Language and (Mis)Communication

The language that we use in everyday life has power. Avoid possessive language when working with refugees, such as ‘adoption’ or ‘our family.’ These possessive words can inadvertently signal paternalism and ‘power over.’

Instead, ensure that the language that you use is mirroring your empowering actions. ‘The family,’ ‘the (surname) family,’ ‘our group is accompanying a refugee,’ ‘we are welcoming a refugee family,’ ‘the newcomer we are partnered with,’ are all good ways to speak of this engagement.

### Miscommunication

There are many people, organizations and structures involved in a newly arrived refugee’s life. A few might include you as the co-sponsor group, the government benefits office, the doctor’s office, the Department of Health, and the school district. Each organization might then connect the family to more local agencies who have specialized programs. Those could be childhood development specialists, counselors, after-school programs, women’s/ men’s/youth groups, cultural agencies, and support groups. A newcomer’s life is full of people and agencies! This network is useful, but also increases the chances of miscommunication between those serving the family.

### **Tips for when miscommunication happens**

- Reach out to others in your group for clarification that you might lack
- Work with the family in order to make a clear ‘map’ of that agencies working with them

At times, you might be welcoming a family who speaks very limited English. They might know who called them and why, but not know the English to confidently relay the information to you. This is okay and preferable to you receiving calls for the family and then finding interpretation to relay messages along. The family must remain in control of managing their lives.

### Communicating Across Language Barriers

Communicating with one another across a language barrier is challenging. Interpreters are not always going to be available to assist, and this can lead to miscommunications and frustrations, particularly at the start of your volunteering. You may find yourself surprised after weeks or months that you and the family find ways to communicate beyond fluent spoken language. Your friendship might be built less upon shared conversations and more upon shared experiences while teaching how to navigate the community.

### **Here are some tips:**

- Speak clearly, not louder.
- If you are not understood, try to use different words.
- Use your phone to show pictures. For example, pull up photos of a grocery store when asking if the family would like to go.
- Be aware that phone translation apps are not perfect and can sometimes be confusing.
- Write messages down
- Know if the person you are speaking with has a relative or friend who you can call for assistance when you **MUST** have interpretation.
  - Be mindful that this is a labor for the person you are asking.
  - Be mindful to not ask a child to interpret.



# Reviewing the Facts of Refugee Resettlement

## Who are Refugees?

A refugee is someone who has been forced to flee their country because of persecution, war or violence. A refugee has a well-founded fear of persecution for reasons of race, religion, nationality, political opinion, or membership in a particular social group. Most likely, they cannot return home or are afraid to do so. War and ethnic, tribal, and religious violence are leading causes of refugees fleeing their countries.

Under the United Nations 1951 Convention Relating to the Status of Refugees, eligibility for refugee protection requires a current or future fear of persecution. However, 'persecution' is not defined as a concept; rather it is inferred as a threat to life or physical freedom. A person may qualify for refugee status under its terms only if they fear persecution on one or more of the following grounds:

- Race
- Religion
- Nationality
- Membership of a particular social group
- Political opinion

A person is deemed undeserving of refugee protection if they have committed a crime against peace, a war crime, a crime against humanity, a serious non-political crime outside the country of refuge prior to their admission to the country of refuge, or is guilty of acts contrary to the purposes and principles of the United Nations.

## Durable Solutions

Most refugees register with the United Nations High Commissioner for Refugees (UNHCR) in the country to which they have fled. UNHCR is mandated to provide international protection to refugees and works to secure the best possible durable solution for each refugee. There are three durable solutions available to refugees:

- Voluntary Repatriation: refugees return in safety and with dignity to their country of origin
- Local Integration: refugees legally, economically and socially integrate in the host country
- Resettlement: refugees are transferred from a country in which they have sought protection to a third country which has agreed to admit them as refugees

Only a small fraction, less than 1%, of the refugee population is referred for resettlement. Being referred by the UNHCR does not guarantee that a refugee will be resettled; the decision to accept a refugee remains with the resettlement country.

## Special Immigrant Visa

Afghan and Iraqi nationals who supported the U.S. Armed Forces or Chief of Mission authority as translators or interpreters or were/are employed by or on behalf of the U.S. Government in Afghanistan or Iraq may be eligible for Special Immigrant Visa (SIV) processing. The SIV program is separate and distinct from the U.S. Resettlement program, but SIV recipients are eligible for the same resettlement assistance as refugees.

## History of the United States Refugee Admissions Program (USRAP)

Following World War II, the United States admitted hundreds of thousands of displaced Europeans. In 1975, the United States again resettled hundreds of thousands of refugees—this time from Southeast Asia. Congress passed the Refugee Act of 1980, which standardized the resettlement services for all refugees admitted to the United States. The Refugee Act now provides the legal basis for the USRAP that is administered by the Bureau of Population, Refugees

and Migrations in the Department of State in conjunction with the Office of Refugee Resettlement in the Department of Health and Human Services and offices in the Department of Homeland Security. Historically, resettlement was led by faith organizations, but now many other community groups are also part of welcoming and sponsoring refugees. The United States has a public and private partnership among the government and non-profit agencies.

### **Presidential Determination**

Each fiscal year, the president of the United States releases a Presidential Determination which determines the processing priorities, designated nationalities and number of refugees approved for arrival through the U.S. Refugee Admissions Program.

To access the U.S. Refugee Admissions Program, applicants must meet the following criteria:

- Meet the definition of a refugee
- Be of special humanitarian concern to the United States (determined by the president)
- Be otherwise admissible under U.S. law
- Not be firmly resettled in any foreign country

For most of the last 40 years, the United States has been the largest refugee resettlement country in the world, with an average of 95,000 individuals each year.

### **Background checks**

Refugees undergo extensive biographic and biometric evaluations conducted by the Federal Bureau of Investigation, the Department of Homeland Security, the Department of Defense, the United States Citizenship and Immigration Services, and the Department of State.

For further information, see the flow chart on the following page.

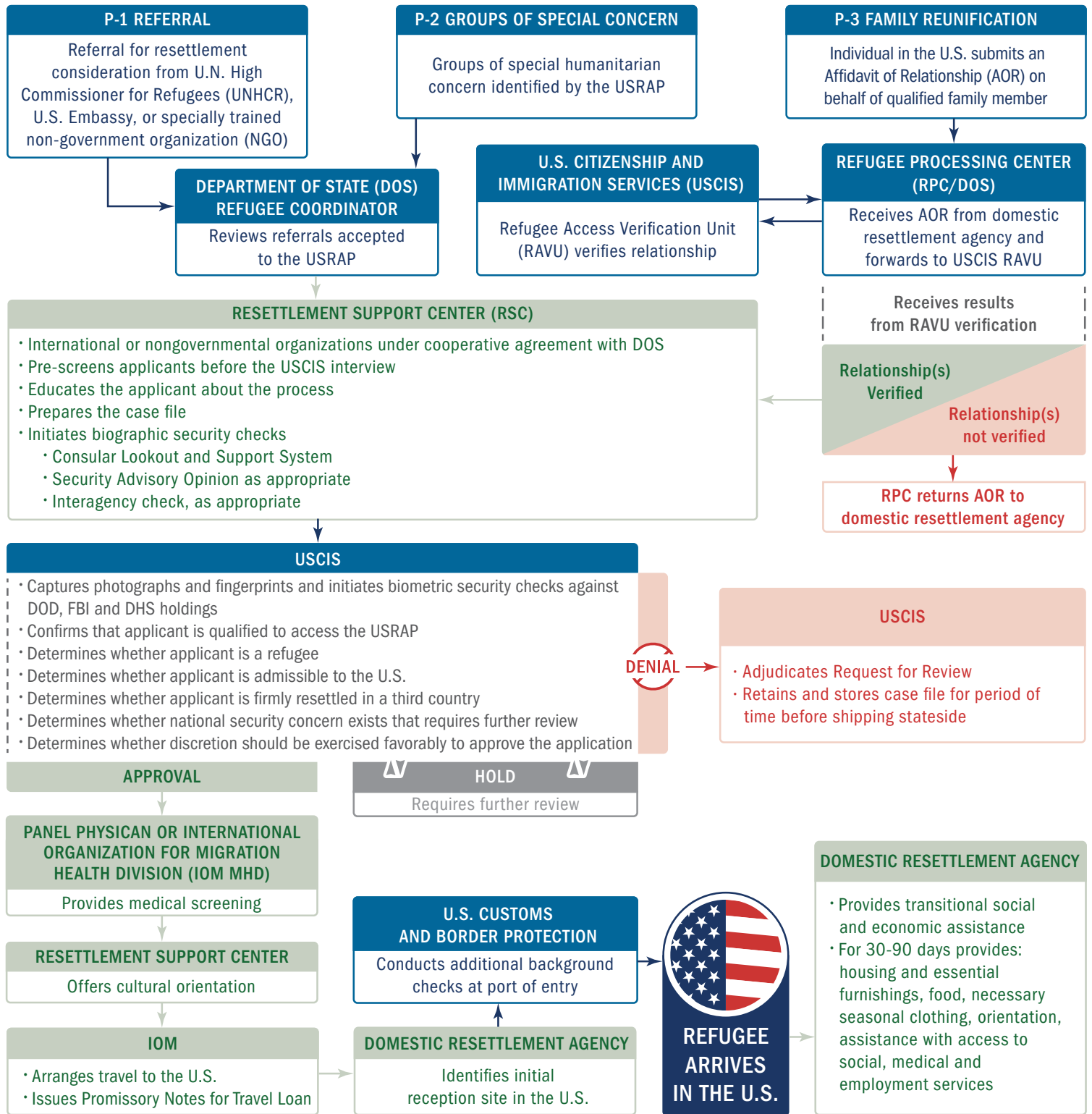




# UNITED STATES REFUGEE ADMISSIONS PROGRAM (USRAP)



## REFUGEE IS OVERSEAS AND MUST BE IN ONE OF 3 CATEGORIES:



# CWS Partnership With Communities of Faith

## Member Communions

Church World Service was formed in 1946, in the aftermath of World War II. Seventeen denominations came together to create an agency “to do in partnership what none of us could hope to do as well alone.” The mission: Feed the hungry, clothe the naked, heal the sick, comfort the aged, shelter the homeless. Seventy years later, CWS remains a faith-based organization transforming communities around the globe through just and sustainable responses to hunger, poverty, displacement and disaster.

CWS now partners with 37 Protestant, Anglican, Orthodox, Peace, and Historic Black member communions that encompass a diversity of denominations, traditions, histories, and cultures, and represent some 30 million Americans in all 50 states. In the United States, CWS and member communions work together at the national level to promote the resettlement of refugees, advocate for justice, and welcome newcomers into our communities.

## Faith Communities in Solidarity

From its inception, CWS has collaborated with representatives of member communions to carry out its mission, drawing on their relationships and shared commitment to mobilize local faith leaders and their congregations. CWS hosts monthly Faith Solidarity Calls to convene a group of denominational leaders at the national level working to ensure faith communities are engaged in solidarity with refugees. Many of these same faith leaders participate in the Interfaith Immigration Coalition, where CWS is one of the key organizers, to advocate for just and humane immigration policies, including the restoration of a more generous refugee resettlement program. In addition to partnering with CWS, many of these organizations are leaders of their own initiatives to mobilize communities in response to global migration and displacement.

The 37 CWS member communions are listed on the following page along with websites for denomination specific refugee and immigrant programming. You will find a variety of ways in which these partners work to enhance refugee resettlement in communities across the country. You may find that many of these communions have initiatives as well as additional resources to support refugees and asylum seekers in your community.





# Member Communion

---

- [African Methodist Episcopal Church](#)
- [African Methodist Episcopal Zion Church](#)
- [Alliance of Baptists](#)
- [American Baptist Churches USA](#)
- [Armenian Church of America](#)
- [Christian Church \(Disciples of Christ\)](#)
- [Christian Methodist Episcopal Church](#)
- [Church of the Brethren](#)
- [Community of Christ](#)
- [The Coptic Orthodox Church in North America](#)
- [Ecumenical Catholic Communion](#)
- [The Episcopal Church](#)
- [Evangelical Lutheran Church in America](#)
- [Friends United Meeting](#)
- [Greek Orthodox Archdiocese of America](#)
- [Hungarian Reformed Church in America](#)
- [International Council of Community Churches](#)
- [Korean Presbyterian Church in America](#)
- [Malankara Orthodox Syrian Church](#)
- [Mar Thoma Church](#)
- [Moravian Church in America](#)
- [National Baptist Convention of America](#)
- [National Baptist Convention, U.S.A., Inc.](#)
- [National Missionary Baptist Convention of America](#)
- [Orthodox Church in America](#)
- [Patriarchal Parishes of the Russian Orthodox Church in the U.S.A.](#)
- [Philadelphia Yearly Meeting of the Religious Society of Friends](#)
- [Polish National Catholic Church of America](#)
- [Presbyterian Church \(USA\)](#)
- [Progressive National Baptist Convention, Inc.](#)
- [Reformed Church in America](#)
- [Serbian Orthodox Church in the U.S.A. and Canada](#)
- [The Swedenborgian Church](#)
- [Syrian Orthodox Church of Antioch](#)
- [Ukrainian Orthodox Church in America](#)
- [United Church of Christ](#)
- [The United Methodist Church](#)

*We encourage all faiths, traditions, and civic groups to consider what actions they can take in building more inclusive and welcoming communities for refugees. To partner with a CWS affiliated office, faith and community groups do not need to be a CWS Member Communion.*

## Partner Agencies



### Bureau of Population, Refugees & Migration

The State Department's Bureau of Population, Refugees, and Migration focuses on refugees, other migrants and conflict victims. Their mission is to provide protection, ease suffering, and resolve the plight of persecuted and uprooted people around the world on behalf of the American people by providing life-sustaining assistance, working through multilateral systems to build global partnerships, promoting best practices in humanitarian response, and ensuring that humanitarian principles are thoroughly integrated into U.S. foreign and national security policy.

This office does not operate refugee camps, or otherwise give aid directly to refugees. Instead, in the interests of effectiveness and efficiency, it works with the United Nations and other international organizations, as well as with non-governmental organizations (like CWS), that operate these programs for refugees.



### Office of Refugee Resettlement

The Office of Refugee Resettlement (ORR) within the U.S. Department of Health and Human Services helps new populations maximize their potential in the United States by linking them to critical resources that assist them in becoming integrated members of American society.

ORR provides time-limited cash and medical assistance to new arrivals, as well as support for case management services, English as a Foreign Language classes, and job readiness and employment services—all designed to facilitate refugees' successful transition to life in the United States and help them to attain self-sufficiency.

ORR supports additional programs to serve all eligible populations beyond the first eight months post-arrival, including micro-enterprise development, ethnic community self-help, agricultural partnerships, Matching Grant and Preferred Communities. <https://www.acf.hhs.gov/orr/about/what-we-do>



### U.S. Citizenship and Immigration Services

U.S. Citizenship and Immigration Services (USCIS) is the government agency that oversees lawful immigration to the United States. Their mission statement is to secure America's promise as a nation of immigrants by providing accurate and useful information to newcomers, granting immigration and citizenship benefits, promoting an awareness and understanding of citizenship, and ensuring the integrity of the immigration system.



### The International Organization for Migration

The International Organization for Migration (IOM) supports migration worldwide. For the the USRAP, the IOM organizes the travel of refugees from overseas to their point of entry into the United States and then to their receiving community.



### UNHCR

UNHCR is the UN Refugee Agency dedicated to protecting refugees, forcibly displaced communities and stateless people.





### [Refugee Welcome Collective](#)

The Refugee Welcome Collective (RWS) is a community sponsorship technical assistance and training provider who aims to improve outcomes for refugees resettled through the U.S. Refugee Admissions program by building capacity and expanding community sponsorship.



### [Refugee Housing Solutions](#)

Refugee Housing Solutions (RHS) provides technical housing support to resettlement practitioners, landlords, and property managers, refugees, and volunteers across the United States and partners with them to develop and implement cohesive strategies to increase the availability and affordability of housing.



### [Cultural Orientation Resource Exchange](#)

The Cultural Orientation Resource Exchange (CORE) is a technical assistance program who connects and supports refugee resettlement staff globally to deliver effective Cultural Orientation which helps refugees and Special Immigrant Visa holders achieve self-sufficiency in the United States.



### [Bridging Refugee Youth and Children's Services](#)

Bridging Refugee Youth and Children's Services (BRYCS) aims to strengthen the capacity of refugee-serving and mainstream organizations across the U.S. to empower and ensure the successful development of refugee children, youth, and their families.



### [Switchboard](#)

Switchboard is a one-stop resource hub for refugee service providers in the United States. Switchboard offers a library of learning resources, an online evidence database, a range of self-paced e-learning courses, regular live learning opportunities, and on-demand technical assistance for ORR funded organizations.



### [Welcoming America](#)

Welcoming America is a nonprofit, nonpartisan organization that leads a movement of inclusive communities becoming more prosperous by ensuring everyone belongs. They believe that all people, including immigrants, are valued contributors and vital to the success of our communities and shared future.



### [Welcome.US](#)

Welcome.US is a new national initiative built to inspire, mobilize, and empower Americans from all corners of the country to welcome and support those seeking refugee here.

# Program, Partner & Service Acronyms

## Programmatic Acronyms

The following acronyms are used within refugee programming and will aid you in understanding the ‘system’ of resettlement:

CO: *Cultural Orientation* is a core service of the R&P program. Refugees resettled in the United States receive Cultural Orientation to acquire vital knowledge, skills, and attitudes needed to adapt to their new lives and achieve self-sufficiency.

APA: The *Afghan Placement and Assistance* program was launched in the fall of 2021 in order to resettle more than 72,000 Afghan humanitarian parolees. APA is similar to the traditional R&P programming.

AOR: An *Affidavit of Relationship* is a legal document used for reunification of refugees and asylees with family members who are overseas.

CAM: The *Central American Minor* program started in 2014 and gives at-risk children in Guatemala, El Salvador, and Honduras the ability to apply for refugee status to possibly resettle into the United States.

IRIS: The *Immigration and Refugee Information System* is an online database that most Resettlement Agencies use to track client information and service requirements.

LPR: *Legal Permanent Residents* are foreign nationals who have been granted the right to reside permanently in the United States.

M&E: *Monitoring and Evaluation* is used to assess the performance of a program.

QC: *Quarterly Consultations* between state refugee coordinators, local resettlement agencies/partners, and local stakeholders/service providers take place quarterly in order to coordinate resettlement services and community care of arriving newcomers.

RA: There are nine *Resettlement Agencies* in the United States who partner with the U.S. government to implement welcoming programs to accepted refugees.

RSC: There are *Resettlement Support Centers* around the world who assist with refugee application and case processing before travel to the United States.

TA: *Technical Assistance* refers to the assistance in understanding a task or problem. CWS provides technical assistance to community partners as they deliver services to refugees.

UC: *Unaccompanied Children* are those who are under the age of 18 and enter the United States without lawful status and without an accompanied legal guardian or parent.

HSPRS: *Home Study & Post Release Services* is a program of CWS which provides services to UCs and their sponsors.

ICM: *Intensive Case Management* refers to case management services provided outside of the standard R&P program period. Frequently ICM specifically serves vulnerable populations with health or mental health service needs.



SRC: Each state who welcomes displaced persons has a *State Refugee Coordinator* who manages programming within the state.

SRHC: *State Refugee Health Coordinators* manage and coordinate refugee health services with their state and compliment the responsibilities of the SRC.

### **Partner Acronyms**

See [Partner Agencies](#) section to learn more about each partner.

PRM: Bureau of Population Refugees and Migration

ORR: Office of Refugee Resettlement

USCIS: United States Citizenship and Immigration Service

IOM: International Organization for Migration

RWS: Refugee Welcome Collective

RHS: Refugee Housing Solutions

CORE: Cultural Orientation Resource Exchange

BRYCS: Bridging Refugee Youth and Childrens Services

SRC: State Refugee Coordinator

SRHC: State Refugee Health Coordinators resettlement:

### **Service Acronyms**

The following acronyms are used for services available to refugees:

R&P: Reception and Placement programming through the State Department provides initial services to resettling refugees for the first three months. These essential services include finding housing, help securing employment, access to ELL education, school enrollment, initial health screenings, and applications for government programs. In the remote R&P program, these services are provided by Remote Placement Community Partners.

Resettlement Services through ORR office programming to refugee arrivals that can extend beyond the initial R&P program.

RSS: Refugee Support Services are funded through the Office of Refugee Resettlement to serve ORR populations gain economic independence through employment. Services will vary from state to state.



FOR MORE INFORMATION OR QUESTIONS, PLEASE CONTACT [REMOTEPLACEMENT@CWSGlobal.org](mailto:REMOTEPLACEMENT@CWSGlobal.org)