

# HEAR Learning Network:

## Actionable Guidance for Collaboration to Support Refugee Resettlement

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February 2024



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# HEAR Learning Network: Actionable Guidance - Collaboration to Support Refugee Resettlement



## Actionable Guidance: Overview

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The Health Equity for Afghan Refugees (HEAR) project works to better understand the challenges of refugee resettlement and to support organizations as they work toward building sustainable partnerships. The HEAR Learning Network is a learning community of 11 resettlement agencies, community organizations, and health care providers that support Afghan refugees as they resettle and integrate into communities in Maryland and Virginia. For more information about the HEAR project, visit [www.air.org/hearproject](http://www.air.org/hearproject).

Actionable Guidance for Collaboration to Support Refugee Resettlement is a set of three resources created by the HEAR Learning Network: *Tips for Partnering to Support Refugee Resettlement*, *Resource Inventory for Resettlement Efforts*, and *Funding for Collaboration in Resettlement Efforts: Frequently Asked Questions*. Content for each of the three documents comes from HEAR Learning Network meeting activities and input from network members between meetings. Organizations involved in helping refugees resettle in various ways may use the three documents in their work to support transparent discussions among partnering organizations.

- ***Tips for Partnering to Support Refugee Resettlement*** can help partners at different kinds of organizations have conversations about how they will work together. At the third HEAR Learning Network meeting, participants discussed the dos and don'ts of partnering to support refugee resettlement. Tips for partnering came from this discussion.
- ***Resource Inventory for Resettlement Efforts*** offers a collection of services provided by and contact information for HEAR Learning Network members. Community organizations, resettlement agencies, and health care organizations can use this resource inventory when reaching out to new potential partners, connecting refugees to services through partners, and working together to apply for grant funding or in other ways.
- ***Funding for Collaboration in Resettlement Efforts: Frequently Asked Questions*** can be used to support planning conversations among partnering organizations and to identify funding opportunities and mechanisms for supporting collaborative efforts. These FAQs were developed following a panel discussion between HEAR Learning Network participants and funders representing the Kresge Foundation and the Healthcare Initiative Foundation.

# HEAR Learning Network: Tips for Partnering to Support Refugee Resettlement



Refugee resettlement often includes collaboration and coordination between different organizations that provide refugees with food, housing, transportation, legal services, health care services, English language training, and employment supports, among other services. Partnerships between community organizations, resettlement agencies, and health care organizations can help meet refugees' needs.

## How can this tip sheet support my work?

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This tip sheet can help partners at different kinds of organizations have conversations about how they will work together. The tip sheet includes a table that lists ways to work with partners at organizations that support refugee resettlement. Members of the HEAR Learning Network developed these tips by drawing on their experiences collaborating with other organizations. This tip sheet can help you and your partners talk through important considerations when starting a new partnership or working to strengthen an existing partnership. The discussion can help organizations identify gaps and plan solutions.

## Who can use this tip sheet?

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Any organization supporting refugee resettlement efforts can use this resource when partnering with another organization to connect refugees to services, apply for grant funding, or partner in other ways. Tips are organized under five goals that may influence partners in their collaboration: shared understanding, processes and procedures, communication, investment, and accountability. Some tips apply broadly to all types of organizations. Others are specific to certain types of organizations.

## Getting started:

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1. **Review** the tips under each of the five collaboration goals
2. **Decide** with your partners which tips you can work on now and which ones you will work on later.
3. **Plan** how and when you will implement the tips you choose



## Things to Avoid

- Avoid assumptions when building a new partnership. Communicate your point of view and learn where others stand. Don't assume everyone is on the same page.
- When a partnership is not going the way you envision, avoid taking control of the relationship and telling others how things should be done. Instead, set up a time to meet with the team and discuss your concerns openly with the intention to repair the relationship.
- Avoid initiating new partnerships during a crisis. Plan proactive outreach to new partners during relatively slower periods.

## Tip Sheet

If Your Goal Is to ...	Tips for Building Sustainable Partnerships
<b>Develop a Shared Understanding</b>	<ul style="list-style-type: none"><li>• Look for assets within organizations to help partners leverage strengths in the partnership.</li><li>• Name capacity constraints up front to help identify key roles and responsibilities.</li><li>• Assign roles and responsibilities with staffing capacity in mind.</li><li>• Learn about federal or state policies related to resettlement procedures and service delivery and consider how they apply to the partnership. For example, be aware of how policies such as HIPAA can affect resettlement work.</li></ul>
<b>Use Effective Partnership Processes and Procedures</b>	<ul style="list-style-type: none"><li>• Streamline resources and protocols by outlining implementation processes for all partners. Create a memorandum of understanding (MOU) that includes the scope of work, standard operating procedures, and guidelines for how partners will work together. Guidelines may cover meeting frequency, preferred communication approaches, and roles and responsibilities.</li><li>• Specify the appropriate number of staff to be contributed by each partnering organization and create a plan for staff turnover.</li><li>• Engage in risk management planning: create a plan for identifying and addressing problems as they arise. The plan may include a team of problem solvers, resources, or ongoing monitoring.</li></ul>
<b>Have Strong Communication</b>	<ul style="list-style-type: none"><li>• Have regular, ongoing, and transparent communication. Communication builds trust between partners and allows clear expectations to be set for the partnership.</li><li>• Be specific about the “give and take” of each partner when working toward common goals. For example, name specific services that organizations can provide and/or their budgetary needs and contributions.</li></ul>

If Your Goal Is to ...	Tips for Building Sustainable Partnerships
	<ul style="list-style-type: none"> <li>• Respond to requests for collaboration promptly—even if your organization cannot partner right away.</li> <li>• Find time for in-person meetings, perhaps once every 2 months, to build sustainable relationships.</li> </ul>
<b>Invest in Relationships</b>	<ul style="list-style-type: none"> <li>• <b>Resettlement agencies</b> and <b>community organizations</b> can invest time in developing relationships during less intense periods (e.g., resettlement agencies can share information with local community organizations about how resettlement agencies work or about the requirements and rules for spending federal funds).</li> <li>• <b>Resettlement agencies</b> and <b>government organizations</b> can look for opportunities to financially support CBOs during “times of plenty” (e.g., government agencies and other partners should compensate community organizations for providing interpreters, and community partners could provide one staff member who works with the resettlement agency as a liaison and is paid by the resettlement agency).</li> <li>• Use government-mandated community stakeholder meetings as an opportunity to identify partnership opportunities and build relationships.</li> <li>• Workshops or webinars could help <b>community organizations</b> build skills necessary for partnering with resettlement agencies effectively. For example, <b>resettlement agencies</b> could vet and train volunteers from community organizations in the processes and protocols of resettlement agencies.</li> <li>• Acknowledge and celebrate community partnerships that are working.</li> </ul>
<b>Ensure Accountability</b>	<ul style="list-style-type: none"> <li>• Encourage shared decision-making that considers the perspectives of all partnering organizations.</li> <li>• Prioritize coordination and timely conflict resolution. For example, early in the partnership, partners can discuss a process for resolving conflict to address concerns as they arise. When a conflict happens, set up a time to meet with the team and discuss your concerns openly with the intent to repair the relationship.</li> </ul>

The Health Equity for Afghan Refugees (HEAR) project is dedicated to better understanding the challenges of refugee resettlement and supporting organizations as they work toward building sustainable partnerships. The HEAR Learning Network is a learning community of 11 resettlement agencies, community organizations, and health care providers that support Afghan refugees as they resettle and become integrated into communities in Maryland and Virginia. For more information about the HEAR project, visit [www.air.org/hearproject](http://www.air.org/hearproject).

Created and distributed: October 2023

# HEAR Learning Network: A Resource Inventory to Support Refugee Resettlement

## How can this resource inventory support my work?

For organizations in the HEAR Learning Network, and other organizations supporting refugees in Maryland and Virginia, this document can help identify opportunities for collaboration based on the types of services different organizations provide. The Resource Inventory Chart in Section 1 provides an overview of the types of services that HEAR Network organizations offer. The descriptions of organizational assets and resources in Section 2 offer more detail, including specific services and contact information for HEAR Network members to support collaboration.

Community organizations, resettlement agencies, and health care organizations can use this resource map when reaching out to new potential partners, connecting refugees to services through partners, and working together to apply for grant funding and in other ways.



### HOW CAN I USE THIS RESOURCE INVENTORY?

- **Look at the chart in Section 1.**
  - » Do any organizations provide services that your organization needs?
  - » Does your organization offer services that other organizations need?
- **Read the service descriptions for organizations in Section 2.**
  - » Could your clients benefit from a referral to another organization listed?
  - » Could your organization benefit from a partnership with another organization?
- **Use this document as a template to create your own internal resource map.**
  - » What organizations do you already work with?
  - » How can you strengthen existing partnerships?

## Section 1: Resource Inventory Chart

	Maryland					Virginia					
	<a href="#">MCC Medical Clinic</a>	<a href="#">Luminus Network for New Americans</a>	<a href="#">American Diversity Group</a>	<a href="#">Montgomery County DHHS Division of Public Health</a>	<a href="#">HIAS</a>	<a href="#">USCRI Refugee Health Services/USCRI</a>	<a href="#">Fresh Start Refugee Assistance Center</a>	<a href="#">Virginia Department of Behavioral Health</a>	<a href="#">Church World Service</a>	<a href="#">Muslim Association of Virginia</a>	<a href="#">AMPAA</a>
Food	○	○	○		○	○			○	○	
Housing	○				○		○		○		
Clothing/goods	○	○			○				○	○	
Cash assistance	○			○					○	○	
Social support	○	○	○	○	○		○		○	○	○
Interpretation/translation	○	○			○				○		○
Benefits sign-up	○	○			○				○		
Legal services	○	○			○	○			○		
Employment support	○	○			○		○		○	○	○
Training and education	○			○	○		○	○	○	○	○
Health care	○		○	○		○		○	○		○
Dental care	○		○	○					○		
Vision	○		○						○		



## Section 2: Organizational Contacts and Service Descriptions

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### American Diversity Group

#### Point of contact

Mayur Mody, Administrator ([mayur.mody@americandiversitygroup.org](mailto:mayur.mody@americandiversitygroup.org))

Nagarajan Pattabiram, Steering Team Member ([nagarajanpattabiraman@gmail.com](mailto:nagarajanpattabiraman@gmail.com))

Website: <https://www.americandiversitygroup.org/>

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#### Services provided

- Food support
    - Provides groceries
  - Social support programs
    - Senior coffee club (education-based sessions)
    - Laughter club (entertainment and food)
  - Health care
    - AASTHA adult medical day care
    - Primary care coordination
    - Dental care (mobile dental care van)
    - Vision care (in partnership with Columbia Lighthouse for the Blind)
- 

#### Services desired through partnership

Interested in gathering a group of organizations and Afghan community members to collectively identify issues that refugees are facing and inform government officials. This could support efforts to secure future funding.

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#### Other information

Currently holding services on the weekend and social programs on Saturdays only - funding ends in June. Going forward, will only be able to host programs second and fourth Saturday of each month without further funding.

Also working on developing a 'mobile lab' with clinician services to bring medical care to community members.

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## Afghan Medical Professional Association of American (AMPAA)

### Point of contact

Dr. Yousuf Jabarkhil, Program Manager ([yousuf\\_jabarkhil@hotmail.com](mailto:yousuf_jabarkhil@hotmail.com))

Dr. Zohal Hamidi, Treasurer ([ampaa.usa@gmail.com](mailto:ampaa.usa@gmail.com))

Website: <https://www.ampaa.org/>

### Services provided

- Social support programs
  - Mentorship for medical students
- Interpretation/translation
  - Interpreter available for health care services
- Employment support
  - Career counseling
  - CV/résumé development for medical professionals
  - Developing a mentorship app to support Afghans reentering the medical field
- Training and education
  - Cultural competency training
  - Health care education and training
- Health care services
  - Mental health support
  - Telehealth (primary care and mental health)

### Services desired through partnership

Advice and collaboration for grant writing.

## Fresh Start Refugee Assistance Center

### Point of contact

Neelab Yousafzai, President and Founder ([neelaby27@gmail.com](mailto:neelaby27@gmail.com))

Website: <https://www.freshstartrefugee.org/programs>

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### Services provided

- Housing support
  - Social support
  - Employment support
  - Youth mentorship program
  - Training and education
    - English as a second language (ESL) classes
    - Driving workshop
- 

### Services desired through partnership

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## Luminus Center for New Americans

### Point of contact

Nicole Guimaraes, Director of Programs ([nguimaraes@beluminus.org](mailto:nguimaraes@beluminus.org))

Hafizullah Ghashtalai, Employment Specialist ([hghashtalai@beluminus.org](mailto:hghashtalai@beluminus.org))

Website: <https://www.beluminus.org/programs/family-community-services/>

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### Services provided

- Food support
  - SNAP access
  - Food pantry access
- Social support
  - Connection to benefits and programs
  - Enrollment in English classes
  - Driver's license learning permit preparation
  - Driver's license sponsorship project
- Interpretation/translation services
- Legal immigration services
- Employment support
  - Résumé writing
  - Credential evaluation (Gateway Program/WES)
  - Mentorship
  - Cultural orientation

Location(s): Columbia, Maryland. Covering clients from Howard County, Prince George's County, Anne Arundel County, and Montgomery County.

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### Services desired through partnership

Would like to develop partnerships at the state level for funding and without geographic restriction (i.e., restriction to a single county).

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## Muslim Association of Virginia (MAV)

### Point of contact

Yaqub Zargarpur, Co-Founder of One Community Social Services

(<https://www.ocsocialservices.org/contact-us>)

- Yaqub Zargarpur served as the chair of MAV in the past and is now supporting MAV and other organizations through an affiliate organization he founded called One Community Social Services.

Asma Shuaib, Board Member ([ashuaib@daralnoor.org](mailto:ashuaib@daralnoor.org))

Website: <https://www.daralnoor.org/services/>

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### Services provided (through MAV and/or [One Community Social Services](#))

- Food support
  - Food pantry access
- Clothing/goods
  - Operates a 5,500 square foot donation center that stores donations of household goods, clothing, personal hygiene products, infant formula, blankets, and mattresses.
  - Partners with religious organizations to secure toiletries and hygiene products for distribution.
- Cash assistance
  - Available for eligible applicants from Dar Al Noor's congregational Zakat fund
- Social support
  - Connection to organizations
- Employment support
  - Connection to employment opportunities
- Mental health
  - MAV
- Training and education
  - English as a second language (ESL) classes in partnership with a church that provides facilities and teachers
  - Life skills training

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### Services desired through partnership

Interested in service delivery partnerships and material goods partnerships to provide culturally competent services to refugees from all parts of the globe. Also interested in partnering with other organizations that have volunteers and staff able to support our work.

Also interested in partnering to addressing the housing crisis by securing funding to pay for additional staff who could help identify affordable housing for community members.

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## Muslim Community Center Medical Clinic (MCC-MC)

### Point of contact

Abdul Aziz Kamus, Senior Clinic Manager ([a.kamus@mccclinic.org](mailto:a.kamus@mccclinic.org))

Website: <https://www.mccclinic.org/>

### Services provided

- Food support
  - Food pantry access
- Housing
  - Shares listings via bulletin board
- Clothing/goods
  - Delivers directly to homes
- Cash assistance
  - Provides support for rent, gas, utilities, medical, and other bills
- Social support
  - Sisters group (domestic violence support group with counseling and behavioral health provider and psychiatrist)
  - Social workers provide services on Fridays
  - Coffee club for Afghan women
- Interpretation/translation services
  - Two in-house providers
- Benefits enrollment
  - Provides assistance for Medicare/Medicaid sign-up (In partnership with United Healthcare)
- Legal services
  - Conducts workshops in partnership with Casa de Maryland
- Employment support
  - Shares information via bulletin board
- Training and education
  - English classes
- Health care
  - Specialty health care services
  - Mental health support
  - Patient referrals to Montgomery County services
  - Dental care (in-house 7 days a week)
  - Vision care (in-house 1 day a week)
- Casa de Maryland provides helpful legal services that may be useful for other partnerships.

### Services desired through partnership

Would like to partner with county and state funders and advocate for resettlement funding.

## Department of Health and Human Services (Montgomery County, Maryland)

### Point of contact

Christopher Rogers, Acting Chief, Public Health ([Christopher.Rogers@montgomerycountymd.gov](mailto:Christopher.Rogers@montgomerycountymd.gov))

Website: <https://www.montgomerycountymd.gov/HHS/ProgramIndex/HealthServicesIndex.html>

### Services provided

Through Montgomery County

- Certain FQHCs (e.g., [CCI Health and Wellness Center](#)) can bill the county for health care provided to refugees

The Department of Health and Human Services can identify additional state and federal resources such as the following:

- Cash assistance
  - Temporary Cash Assistance (TCA) Program
  - [Refugee Transitional Cash Assistance](#) (RTCA)
  - Temporary Disability Assistance Program (TDAP)
  - Emergency Assistance for Families and Children (EAFC)
  - Child Care Scholarship (CCS)
- Social support
  - Connection to programs
- Training and education
  - [Public Assistance to Entrepreneurship Program](#) (PA2E)
- Health care
  - Medicaid enrollment

### Services desired through partnership

Interested in services that can help patients with undiagnosed/untreated diabetes connect with primary care providers.

## Virginia Department of Behavioral Health and Developmental Services

### Point of contact

Eva Stitt, Behavioral Health Coordinator ([eva.stitt@dbhds.virginia.gov](mailto:eva.stitt@dbhds.virginia.gov))

Website: <https://dbhds.virginia.gov/human-resource-development-and-management/health-equity/>

### Services provided

- Training and education
  - Behavioral health interpreter training program (at no charge)
  - Community mental health awareness training program
- Health care
  - Physical and mental health

### Services desired through partnership

## Church World Service (CWS)

### Point of contact

Susannah Lepley, Director ([SLepley@cwsglobal.org](mailto:SLepley@cwsglobal.org))

Hamidullah Amiry, Director ([hamiry@cwsglobal.org](mailto:hamiry@cwsglobal.org))

Sharon Stanley-Rea, Director ([ssrea@cwsglobal.org](mailto:ssrea@cwsglobal.org))

Website: <https://cwsglobal.org/our-work/united-states/refugee-resettlement/>

### Services provided

- Food support, Housing & Clothing/goods allocation
  - Upon arrival
- Cash assistance
- Social support
  - Career counseling
  - Mentorship to high school students
  - Mentorship for re-entering medical field
- Interpretation/translation services
- Benefits enrollment
- Legal Services
  - Immigration
- Employment support
  - Connection to training programs
  - Collaboration with local community colleges
- Training and education
  - English as a second language (ESL) classes
  - Summer coding classes for children
  - Peer leader support program for high school students
  - Summer leadership development program
  - Connection to community college training programs
  - Connection to driving classes in native languages
- Health care
  - Health care navigation support
  - Connection to medical, dental, and vision clinic every 2 years

### Other services

- Provides orientation for local transportation systems
- Provides connection to organizations to support purchasing a car
- Provides phone and computer to adults and teaches them how to use them
- Supports financial literacy by helping adults open bank accounts

### Services desired through partnership

- Interested in setting up a local (Harrisonburg) advisory group with representatives from CBOs to connect services
- Wants to connect with service providers that offer telemedicine for immigrants.
- Needs connection to dental, vision, and mental health care services in Harrisonburg
- Continuously looking for partners to apply for grant funding opportunities.



**Point of contact**

Hefzi Alvarez, Program Coordinator ([hefzi.alvarez@hias.org](mailto:hefzi.alvarez@hias.org))

Rahatullah Shaiq, Program Coordinator ([rahatullah.shaiq@hias.org](mailto:rahatullah.shaiq@hias.org))

Website: <https://hias.org/what/resettle-refugees/>

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**Services provided**

- Food support
    - Upon arrival
  - Housing
    - Upon arrival
  - Clothing/goods
    - Upon arrival
  - Social support
    - Connection to programs
    - Co-sponsor groups and mentor
  - Interpretation/translation services
  - Benefits enrollment
  - Legal services
  - Employment support
  - Training and education
    - Cultural orientation classes
    - English as a second language (ESL) classes
- 

**Services desired through partnership**

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## U.S. Committee for Refugees and Immigrants (USCRI)

### Point of contact

Tanisha Elizaire, Associate Director ([telizaire@uscrdc.org](mailto:telizaire@uscrdc.org))

Gursimran Grewal, Director of Refugee Health Services ([ggrewal@uscmail.org](mailto:ggrewal@uscmail.org))

Sher Ahmad, Senior RMA Program Officer ([sahmad@uscmail.org](mailto:sahmad@uscmail.org))

Website: <https://refugees.org/refugee-resettlement/>

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### Services provided

- Food support
    - Upon arrival
  - Social support
    - Connection to programs
    - Co-sponsor groups and mentors
  - Interpretation/translation services
  - Benefits enrollment
  - Legal services
  - Health care
    - Mental health support (telehealth)
    - Insurance coverage
- 

### Services desired through partnership

- Interested in building programs similar to ORR's Afghan support centers
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Created and distributed: October 2023

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# HEAR Learning Network: Funding for Collaboration to Support Refugee Resettlement - Frequently Asked Questions



## Funding for Collaboration in Refugee Resettlement

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Collaboration is essential for providing refugees with streamlined, responsive, and timely services to support their health and well-being and their successful integration. Funding serves as a key mechanism that incentivizes and promotes collaboration across resettlement efforts. It can support activities such as capacity building, operations, and partner outreach.

Resettlement agencies, community organizations, service providers, and government agencies often struggle to identify or receive appropriate funding to support their collaborative efforts. They might be unfamiliar with funding requirements, funder perspectives, or the constraints that funders operate within and thereby miss opportunities to either apply for or retain funding. Moreover, funders might not be aware of the specific hurdles or operational issues that organizations confront when trying to identify funding for collaborative work.

Following a HEAR network meeting with representatives from the [Kresge Foundation](#) and the [Healthcare Initiative Foundation](#), the HEAR network developed this FAQ summary. The FAQ summary includes common questions and considerations related to funding for collaboration in resettlement efforts. The information below is intended to stimulate planning conversations among partnering organizations and help them identify funding opportunities and mechanisms that could support their collaborative efforts.

## Frequently Asked Questions

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### ***1. How should organizations partner with each other to develop proposals for funding opportunities?***

When developing proposals for funding opportunities, partnering organizations should articulate a shared vision and shared priorities. They can then communicate these to potential funders. Partnering organizations can also submit one application in which they show how their approach will serve a shared population. Funders need to understand how organizations will collaborate and what each organization is responsible for in the partnership. Funders are more likely to choose proposals that show how the collaborative partnership allows organizations to meet the holistic needs of the population being served.

Consider answering these questions in the application:

1. How will the partnering organizations handle decision-making?
2. What are the roles and responsibilities of each organization?
3. How will partners engage the community of interest in the project?

**2. *What constraints or limitations do funders have that applicants should be aware of?***

In recent years, funders have experienced an increase in the number of applications received. Resources, however, have remained stable and finite, and there is more competition for the same amount of funding. Funders appreciate seeing proposals where organizations in any given geographic region partner together rather than apply for funding separately. Separate applications may create a dilemma for funders, forcing them to choose between similar organizations doing closely related work in a shared geographic region.

Applicants should be aware of any tax implications associated with receiving funding. Since funders cannot provide legal advice, organizations must know how much funding they can receive without jeopardizing their tax-exempt status.

In spite of these constraints, applicants may consider having conversations with potential funders to get clear on the available options for supporting collaborative efforts.

**3. *Collaborative efforts that support service delivery for refugees can benefit from using a multigenerational approach, but this can be challenging. What strategies can applicants use when describing a multigenerational approach?***

Many funders prioritize meeting families' needs in the long term. A two-generation model of meeting families' needs can (a) integrate key features, including core principles such as equity and interconnectedness among families; (b) track progress of the whole family, including caregivers and children; (c) generate evidence to inform and improve policy; and (d) describe impacts on systems change. Strong proposals are those that identify root causes of inequality and look beyond the individual for solutions while explaining the connection between the proposed work and broader structural change.

**4. *Funding sources typically support programs and services. To support collaborative efforts, funding is also needed to strengthen operations, including processes and procedures for partnering with other organizations. What strategies can help secure funding for operational needs?***

One strategy is to show funders how each dollar contributes to the impact of the proposed project. This includes outlining operational needs such as staffing, volunteers, and materials, and connecting those needs to community impact. The more clarity organizations can provide, the better understanding funders can gain. Another strategy is to apply for

capacity-building grants that can support specific staff positions in the organization. However, applicants should define what they mean by capacity building and be clear that a need for capacity-building support is about resources and not about the competence of the organization applying for funding.

Applicants may consider having conversations with potential funders to get clear on the available options for supporting operational needs. Some funders offer applicants the opportunity to ask questions to clarify the direction of the proposed work, while others offer technical assistance to guide applicants through the process. These conversations can help partnering organizations generate a plan to attract resources from diverse funding streams so that operational costs can be met after short-term funding ends.

**5. *Refugees may have transferrable skills due to professional experience in their country of origin. How can we leverage these skills to connect them with employment opportunities in the United States? How can we get people into the fields that they have training for?***

The [Welcome Back Center](#), for example, is a resource that helps internationally trained health professionals enter the local health care workforce. The center recommends that new Americans enroll in English courses (in person or online). Newcomers interested in the health care field may consider volunteering in the health care sector to familiarize themselves with service delivery and health care administration in the United States. Also, some funders offer grants and scholarships to support continuing education or credentialing services.

**6. *What vision do funders have for improvements in refugee housing availability?***

Affordable housing is a concern for many populations across the United States. Some funders are partnering with local government leaders to support refugee resettlement needs, including housing needs and income assistance. Further, some funders apply an equity lens to the lack of affordable housing, and approach barriers to housing as an injustice that should be addressed. Applicants can communicate with funders to brainstorm strategies for increasing access to affordable housing for refugees.

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The Health Equity for Afghan Refugees (HEAR) Project is dedicated to better understanding the challenges of refugee resettlement and supporting organizations as they work toward building sustainable partnerships. The HEAR Learning Network is a learning community of 11 resettlement agencies, community organizations, and health care providers that support Afghan refugees as they resettle and become integrated into communities in Maryland and Virginia. For more information about the HEAR project, visit [www.air.org/heardproject](http://www.air.org/heardproject).

Created and distributed: October 2023

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# Additional Resources

- [Powering Change Curriculum](#). This document contains the “Powering Change: Building Health, Equitable Communities Together” curriculum, which was designed by the Population Health Innovation Lab to help multisector collaboratives establish and refine practices for sustainable, successful operations. The curriculum includes 11 modules of learning and application, with additional resources and templates to support fundraising, collaborative planning, and the development of memoranda of understanding and data sharing agreements.
- [Partnership Toolkits](#). Developed by the National Resource Center for Refugees, Immigrants, and Migrants (NRC-RIM). This resource includes [guides](#), [checklists](#), and [promising practices](#), that can enable community-based organizations, faith communities, and public health professions to collaborate more effectively.

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