

# **KAIROS: Canadian Ecumenical Justice Initiatives**

## **Global Partnership Program**



# **Background Information and Guidelines for Partners**

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# **KAIROS Global Partnership Program**

## **Background Information and Guidelines for Partners**

### **1. What is KAIROS?**

KAIROS is a Canadian organization that unites churches and religious organizations in a faithful ecumenical response to the call to “do justice, and to love kindness and to walk humbly with your God” (Micah 6:8). We deliberate on issues of common concern, advocate for social change and join with people of faith and goodwill in action for social transformation.

KAIROS works with its members, partners, and community based networks in the following areas:

- Aboriginal Rights
- Canadian Social Development (including Refugees/Migrants and Anti-poverty)
- Ecological Justice (focusing on climate change and resource extraction/fossil fuels)
- Global Economic Justice (including Fair Trade and Corporate Social Accountability)
- International Human Rights and Peacebuilding

Advocacy with the Canadian government and other political leaders, support to partners’ initiatives, and public engagement in Canada are several of the ways in which we carry out this work.

Complete information about KAIROS is available on the KAIROS website at: [www.kairoscanada.org](http://www.kairoscanada.org)

### **2. What is the Global Partnerships Program (GPP)?**

The GPP is a KAIROS program that works with partners in Africa, Asia, the Pacific, the Middle East, the Caribbean and Latin America to bring about economic justice, promote ecological sustainability, protect and promote human rights, and forge just and lasting peace.

KAIROS has no personnel or field offices in the Global South. Partnership is therefore fundamental to the global social transformation mandate of KAIROS. We recognize that justice and peace can only be brought about when people work together for common cause. Accordingly, in addition to more purely solidarity relationships, KAIROS seeks out other like-minded organizations to form formal partnerships that can facilitate joint work. KAIROS partners in the South include church related organizations, other faith based organizations, and other non-governmental organizations.

The partnership consists of the pooling of resources for particular objectives. Resources that KAIROS makes available include advocacy and policy expertise, information, social change networks, access to Canadian decision-makers, and funding. Our partners in the South also bring a variety of resources to the partnership that include their own advocacy and policy expertise, information, social change networks, and local and other international funding that is applied to joint work with KAIROS.

As much as possible, KAIROS tries to enter into long-term partnerships. The social justice goals we are working towards with partners cannot be accomplished in a short period of time. Solidarity with partners is also an important aspect of our relationship. We do not enter into partnerships only to implement joint work, but also as an expression of our mandate to stand with others who are working for justice.

In our joint programs with partners, we focus on mobilizing civil society to participate in social movements that are focused on political change in the areas of economic justice, ecological sustainability, and human rights/peacebuilding. Our specific goals are to:

- 1) To strengthen the capacity of partners to defend political and civil rights and to build alternatives based on justice and durable peace in areas of conflict (primarily in KAIROS focus countries).
- 2) To strengthen the capacity of partners to defend economic, social and cultural rights and promote ecological sustainability related to resource extraction, trade and foreign investment, (particularly from Canada) and to support models of sustainable communities (primarily in KAIROS focus countries).
- 3) To increase the commitment of Canadians to the advancement of human rights, particularly in areas of conflict, and secure greater support for the primacy of human rights and ecological sustainability over trade and investment rules.

Accordingly, KAIROS places a priority on partnering with organizations that are attempting to change policies and structures through advocacy and social mobilization.

### **3. What is CIDA?**

KAIROS receives funds for its Global Partnership Program from the Canadian International Development Agency (CIDA), a department of the Canadian government mandated to provide development assistance to countries in the South. Every three years, KAIROS must submit a funding proposal to CIDA that indicates the overall goals, objectives, and activities it plans to undertake and developmental results we anticipate with the CIDA funding.

Like all government agencies, CIDA has reporting requirements that we must fulfill in order to receive ongoing funding. In order for us to comply with these requirements, and to be accountable to our other funders which include Canadian churches and the general public, KAIROS requires certain information from our partners. Some of these requirements are spelled out in the partnership contract that is signed by both KAIROS

and the partner before funds are transferred. Others are worked out with the KAIROS staff person on an individual basis. This guide lays out some of these basic requirements.

Occasionally, CIDA staff ask for permission to visit KAIROS partners. We attempt to either accompany the CIDA staff person or give as much advance notice as possible to partners.

#### **4. What does KAIROS need in order to grant funding to a partner?**

Partners planning a particular project or program initiative will normally draw up a proposal to guide their own planning and implementation processes. We hope that the need for a proposal to KAIROS does not entail a large amount of work over and above what is necessary for the partner's own purposes. The following information is critical to us:

a) context

Provide some general background to the program proposal. Why is it needed? What problems will be addressed? What are some of the factors, other than the partner's work, that will impact on the ability to carry out the program?

If the partner has previously received funding from KAIROS for similar work, what has been achieved in the past and how does the current request for funding build on those achievements?

b) goals and results

What do you hope to accomplish with your program? What changes are anticipated to have taken place at the end of your program?

How does the program fit with KAIROS objectives? How will the program facilitate joint advocacy between KAIROS and your organization?

The goals should be achievable within the timeframe of the proposed program. You should also have some way of measuring, at the end of the program the degree to which you have been successful in meeting the goals of the program.

c) activities and timeline

What activities will be carried out to meet the goals of the program? Within what timeframe?

d) gender considerations

What consideration has been given to the role of gender in setting programme objectives and implementing activities? How will the programme contribute to meeting the different needs of men and women and to gender equity? How do women actively participate in decision-making at various levels of the program? Does your organization have a gender policy in place?

e) evaluation

How do you plan to evaluate the actual results of the program against the expected results? What mechanisms do you normally use to do this?

f) budget

What financial resources do you need to carry out the program proposal? KAIROS requires a budget to accompany narrative proposals. The budget should include the following information:

Program:

- Program salaries – personnel costs for the staff who will be paid to carry out the direct implementation of the program. This could include both salaries and benefits.
- Capital costs – any costs for equipment purchase and other major material costs directly related to the program. Minor costs such as office supplies and so forth should be included in administrative costs.
- Activities – costs for training, workshops, meetings and other main activities of the program
- Evaluation – costs for planning, monitoring and evaluating the program should be built into the budget

Administration:

- Administration costs – costs for administrative related expenses that support the program such as office rent, communications, administration personnel salaries, financial audits and so forth. These costs should generally not exceed 15% of the overall program budget.

A few other budget considerations:

Please note that all budget formulations should be in U.S. dollars (you can include your local currency in a separate column as well). KAIROS makes most transfers to partners in U.S. currency.

Every budget has two components: revenues and expenditures. Therefore, please include your anticipated sources of revenue from all sources, as well as the expenditures.

Please include your whole budget, even if KAIROS is only funding part of the budget.

When you are giving financial reporting to KAIROS, please use the original format and budget categories in which you submitted your budget. **KAIROS has prepared a budget/reporting template and we ask that all partners use this form when submitting budgets and financial reports.** The form is available on our web site ([www.kairoscanada.org/e/partners/index.asp](http://www.kairoscanada.org/e/partners/index.asp)) or from your program coordinator at KAIROS.

If you are unsure as to what can be included in the budget, please contact your KAIROS program coordinator. Generally, more detail in the budget will result in less need for clarification and speedier processing of your proposal.

## **5. What happens if we want to change our program after it has been approved for funding by KAIROS?**

If your program will be changing substantially after it has been reviewed and approved by KAIROS, please contact your program coordinator to discuss these changes before they occur. In many cases, we can accommodate the changes, provided that the original program goals do not change.

## **6. What kind of funding can partners apply for?**

KAIROS provides four kinds of funding:

### a) Project funding

A project is a special set of activities, usual fairly limited in scope and time, that lie outside the normal program activities of an organization. A project is designed to meet a special need of an organization not covered by its regular program and activities. An example of project funding could be a one time conference.

### b) Program funding

This is the usual kind of support given by KAIROS. A program is a coordinated set of activities, often ongoing from year to year, designed as a major tool to carry out the mandate of an organization. KAIROS often provides program funding to partners where one or more of the partner's programs are congruent with the mandate and criteria of KAIROS, but others are not. An example of program funding might be the human rights program of a partner that also has other programs which are not supportable with KAIROS funds.

### c) Core funding

Where all the programs and activities of an organization are congruent with the mandate of KAIROS' Global Partnerships Program, KAIROS can provide core funding to that partner. In such a situation, the partner can present its entire program plan to KAIROS, whereupon KAIROS makes a general contribution to the partner that can be applied to its overall operating budget.

d) Responsive funding

Sometimes KAIROS can provide funds for unforeseen expenses on a responsive or emergency basis. This type of funding is intended to respond to an emerging need for funds for a very limited initiative, less than \$10,000 in scope. An example of this type of request might be the need for a staff person of a partner to attend a sudden international meeting that they feel is very important but did not have the funds in their regular budget to cover. Contact your program coordinator about the process and requirements for applying for these funds.

Partners should make it clear to KAIROS as to the type of funding being sought (project, program, core, responsive).

## **7. Can partners apply for funds for longer than one year?**

Partners can apply for funds for up to a three year period. However, partners who apply for multiyear funding must give evidence in their proposal of thorough planning for the whole period for which funds are being sought. Multiyear funding is usually the result of a partner having undergone a strategic planning and program planning process.

If KAIROS approves more than one year of funding, some of the funding may be conditional. KAIROS receives funding in three year agreements from the Canadian government. If we are in the third year of such an agreement, for example, we may only be able to guarantee one year of funding, with the remaining funds conditional on our receiving a further agreement with our own funders.

Multiyear agreements with partners have interim reporting requirements, usually yearly, and the forwarding of funds to partners for subsequent years is contingent upon satisfactory progress reports.

## **8. What happens after we apply for funds?**

A KAIROS program coordinator will work with you to make sure we have all the information we need to review your proposal. Once the proposal has been approved, KAIROS draws up a contract with the partner based on the proposal. The contract outlines the responsibilities of KAIROS and the partner and includes reporting dates, payment schedules, and so forth. After the contract is signed by KAIROS and the partner, funds are wired to the partner's account, a process that normally takes at least two weeks.

## **9. What kinds of reports are needed?**

a) Narrative report

KAIROS is interested in human interest stories, along with captioned photographs, about how the lives of people have been impacted by our mutual work. In addition to human interest stories and annual interim narrative and financial reporting, after a program is completed and sometimes, depending on the length, during the program, KAIROS requires reports regarding the outcomes of the program. These are used for our own purposes as well as those of our major funder, CIDA.

The most important aspect of reporting is to focus on the developmental changes that have resulted from, and are essentially attributable to, the program. Reports about activities carried out are welcome, but partners should also report on the changes that have resulted from the activities. In other words, the reporting should focus not just on what was done in the program, but what difference it made. This requires careful planning before the program is carried out that includes a plan, including indicators of desired results, to measure the extent of the desired changes.

Check the KAIROS web site for guides on planning for results. While we do not expect all partners to adopt this particular methodology, we do hope that all partners will be able to report not only on activities but on the impact of those activities.

b) Financial report

While KAIROS appreciates audited financial statements, particularly for those proposals that involve core funding, we also require specific financial reports against the budget which was proposed that tracks expenditures of KAIROS' specific contributions. Please use the KAIROS financial budget and reporting form for this purpose.

As noted in our partnership contract, partners are required to maintain accounts and receipts for expenses in such a way that expenses can be verified in an audit. Occasionally, CIDA requires that a KAIROS partner be audited. We attempt to notify partners as far in advance as possible when this occurs.

The contract signed by KAIROS and the partner gives dates for completing the narrative and financial reports. If you cannot provide the report by the date given, please inform KAIROS well ahead of time since we rely on these reports for meeting some of our own deadlines.