Call for Proposals: Capacity-Building Initiatives for Grassroots and Ethnocultural Organizations Supporting Newcomers

Frequently Asked Questions (FAQs)

A. GENERAL QUESTIONS

A1 - What is the goal of the Equity Project?

To fund equity-led grassroots organizations across Atlantic Canada for up to 21 months to strengthen organizational capacity, improve stability, and build readiness to support newcomers. Funding is paired with mentorship, training, and networking.

A2 - What do we submit and by when?

After completing the self-assessment:

- Document that includes Tool, Application form, and Budget (link to be provided)
- Most recent financial statement (audited **not** required)
  Deadline: January 31, 2026.

A3 - Can we apply with an oral submission?

Yes. Email equityequite@araisa.ca by **January 15, 2026** to request an oral option and receive instructions.

A4 - What supports are available to applicants?

- **Dec 1:** CFP launch & info session
- **Dec 1–17:** Support using/interpreting the self-assessment tool
- **Jan 8 & 13:** Online drop-in Q&A (e.g., tool results, application & budget clinic)
  Training and some networking opportunities are also available to **non-funded** organizations.

A5 - Who do we contact with questions?

Email equityequite@araisa.ca

B. QUESTIONS ABOUT ELIGIBILITY OF ORGANIZATIONS

araisa
NEW BRUNSWICK MULTICULTURAL COUNCIL
CONSEIL MULTICULTUREL DU NOUVEAU-BRUNSWICK
Funded by: Immigration, Refugees and Citizenship Canada
Financé par : Immigration, Réfugiés et Citoyenneté Canada

B1 - Who can apply?

Registered non-profits (including charities and societies). Faith-based organizations may apply if they are registered non-profits providing community/settlement services (not religious activities). Applicants must serve newcomers in Atlantic Canada and have an annual operational budget of $500,000 or less. Organizations currently or previously funded by IRCC, individuals, and for-profits are ineligible.

B2 - Are faith-based organizations eligible?

Yes—if they are registered non-profits serving newcomers. Funds **cannot** be used for religious/faith-promoting activities (e.g., worship, prayer, proselytizing, religious instruction).

B3 - Will we be eligible if our organization is new and have not filed a tax return as yet?

We will need to review organizations that are less than 1 year old on a case-by-case basis. We would also consider organizations who have done work for their community for more than a year, but just recently registered.

B4 - If organizations serve newcomers that later become Canadian citizens, does this affect eligibility or project compliance?

No, if they are serving some permanent residents, and some become Canadian citizens, they are still serving some permanent residents~~, and therefore will be prioritized~~.

B5 - What is your definition of newcomers? And does the type of newcomers we support affect our eligibility?

Newcomers are any of the types of clients that are outlined in the application form under "newcomers you currently support" and "newcomers you plan to support in the next 3 years". However, we are looking to see if some of the clients you serve, or plan to serve, include IRCC funded clients (pre-arrivals, refugees, permanent residents, youth, francophones, etc.)

B6 - Are organizations that support new immigrant entrepreneurs eligible for funding?

Immigrant entrepreneurs have the same status as those described in Q22, so organizations supporting immigrant entrepreneurs are eligible. However, this funding is still to build the capacity of the organizations. (Direct services for immigrant entrepreneurs, or any newcomers, are not eligible.

B7 - It says that not for profit associations should be registered – does it mean that those not yet registered cannot apply?

Non-profit organizations that are not registered will not be able to apply alone, however, they can work with an organization who is registered, under Stream 2. For example, if a registered organization applying for Stream 2 includes an activity with shared space and partner with you, they will pay for the space, but you can utilize the space. Organizations that are not registered will also be able to access the ARAISA-NMBC learning materials and participate in some networking activities. It is hoped that all of these activities will allow not registered organizations to build enough capacity to apply in future years, should this type of funding continue.

C. QUESTIONS ABOUT STREAMS AND ACTIVITIES

C1 - How should we choose our stream?

If your primary goal is to **strengthen internal capacity**, choose **Stream 1 – Grow**. If you want to build your organization capacity AND are **ready to collaborate** (ex. building shared infrastructure/activities with partners, managed by one lead), choose **Stream 2 – Connect**.

C2 - Can an organization only apply for stream 1, or stream 2, or both?

An organization can only apply for one stream

C3 - Can the second stream support paid staff too?

Yes, you can hire paid staff for stream one or stream two. Stream 2 is for building collective at the same time as building your own organization.

C4 - If applying for funding stream 2, what is needed to demonstrate that you have connected with other organizations to work together with them?

On the application form please select Stream 2, the organizations you will work together with, contact information for those organizations, and how you will collaborate. We may contact some of the organizations to ensure the collaboration is valid and that they understand the collaboration too.

C5 - How do collaborations work if transferring funds to other organizations is not allowed?

One organization (the applicant) manages the full budget. For example one organization can pay for the rent for a shared space for a collaborative group, or software for several organizations to share. Funds cannot be transferred to partner organizations.

C6 - Can two or three ethnocultural groups apply together for one project? For example, if they want to create a shared space to support newcomers in both communities?

Yes, but they will apply under the name of the one organization who will receive the money, be the organization who will sign a contribution agreement, and take care of the finances (ex. pay for the shared space/activities). Please write in the other organization names, their contact info, and how you will all collaborate together in the application form, at the bottom of the "Organization Information category" where it asks for this information.

C7 - What kinds of activities are eligible?

Capacity-building only (not direct services). Examples include: hiring staff/consultants to lead capacity work; volunteer systems; strategic/sustainability planning; diversified revenue training; grant/financial planning support; professional development; newcomer-service training; websites/communications; setting up digital communication systems (team messaging platforms, cloud file sharing, shared calendars, etc); outreach to rural/under-represented groups; networking and peer-learning; shared space/hubs (with a plan to sustain after funding); coordination tools; simple impact measurement; needs assessments. See full CFP for more examples.

C8 - Can we include shared space or a hub?

Yes—rent for shared offices/meeting spaces or collaborative hubs is eligible **if** you include a plan to sustain the space beyond the grant period.

C9 - Are legal, financial, or compliance supports eligible?

Yes—**when they build capacity**, such as setting up systems, policies, tools, or receiving one-time training/advice. Ongoing operations (e.g., monthly bookkeeping, routine filings) are not eligible.

C10 - Can the funding be used to add hours for an existing employee or to hire a volunteer?

Yes, if that person has the skills required, it is a fair process, and has no other conflicts (ex. Relative)

C11 Is there a list of available consultants who can be hired for their project (if it is funded)?

You are free to hire any consultants of your choice, provided that: 1) the person selected has the required experience and knowledge, and 2) you have followed a fair selection process to verify their skills (for example, by asking three consultants to provide you with a quote and explain the proposed work). Community sector councils often have relationships with consultants (e.g., Impact Organizations of Nova Scotia (IONS), Community Sector Network of PEI, Community Sector Council of Newfoundland). Here is

an example of a list of consultants: Consultant Directory - IONS - Impact Organizations of Nova Scotia

D. SELF ASSESSMENT TOOL

D1 - Do we have to complete the Self-Assessment Tool?
Yes. It helps you reflect on current capacity, identify growth priorities, and align your project and learning plans. Results inform your proposal and training/mentorship participation.

D2 - Can organizations propose additional capacity-building activities beyond those recommended by the tool?

Yes, and we encourage you to suggest and describe those additional capacity building activities (and how they will help you)! We developed the tool to: 1) allow your organizations to assess your own needs; 2) to provide ideas for you to start with, so that everyone was on a level playing field, even if they have not done capacity building activities, or even if they have not applied for funds previously.

D3 - For the self assessment, are we able to save our response and come back to it?
Yes. Please download the application form, fill it, and save it, before sending it to us.

E. ASSESSMENT OF APPLICATIONS

E1 - How will applications be assessed?
By an impartial panel with diverse experiences, including in capacity building, economic development, newcomer services, and lived experience. Criteria and weights:

- Alignment with Capacity-Building Goals **(20%)**
- Feasibility and Planning **(15%)**
- Learning and Readiness **(15%)**
- Budget Fit **(20%)**
- Sustainability **(15%)**
- Collaboration & Community Connection **(15%)**
- Balance (regional/stream) **(0% qualitative consideration)**

E2 - What does "Budget alignment" mean?

Your budget is realistic, aligns with your activities and eligible expenses, and clearly supports capacity-building outcomes.

F. DISTRIBUTION OF FUNDS

F1 - How will funds be disbursed and what reporting is required?

Disbursements will be 4 times a year. Funded organizations will also join **monthly sharing circles**, and will share/submit short progress updates and related cost submissions. We will work on report writing together for capacity building.

F2 - Is the funding a grant or a contribution agreement? If at the end of the project, the funds are not spent completely, can the organization continue with the project?

The funding will be a contribution agreement. This means the exact amount of money needs to be used for the capacity building activities it was allocated for. If there is a change in activities, or a change in costs, there will be discussions between each funded organization and ARAISA – the money may be able to be reallocated to different capacity building activities.

F3 - What is the maximum amount of money than each organization may request?

For Stream 1, the minimum an organization can apply for is $75,000 and the maximum an organization can apply for us $100,000.

For Stream 2, the minimum and organization can apply for is $100,000 and the maximum an organization can apply for is $140,000.

F4 - How many organizations will ARAISA be funding?

We will be funding approximately 12 to 17 contribution agreements of $75,000 to $140,000.

F5 - How many organizations will be funded for stream 1 and how many organizations will be funded for stream 2

We do not know. We are waiting to see how many organizations apply for each stream.

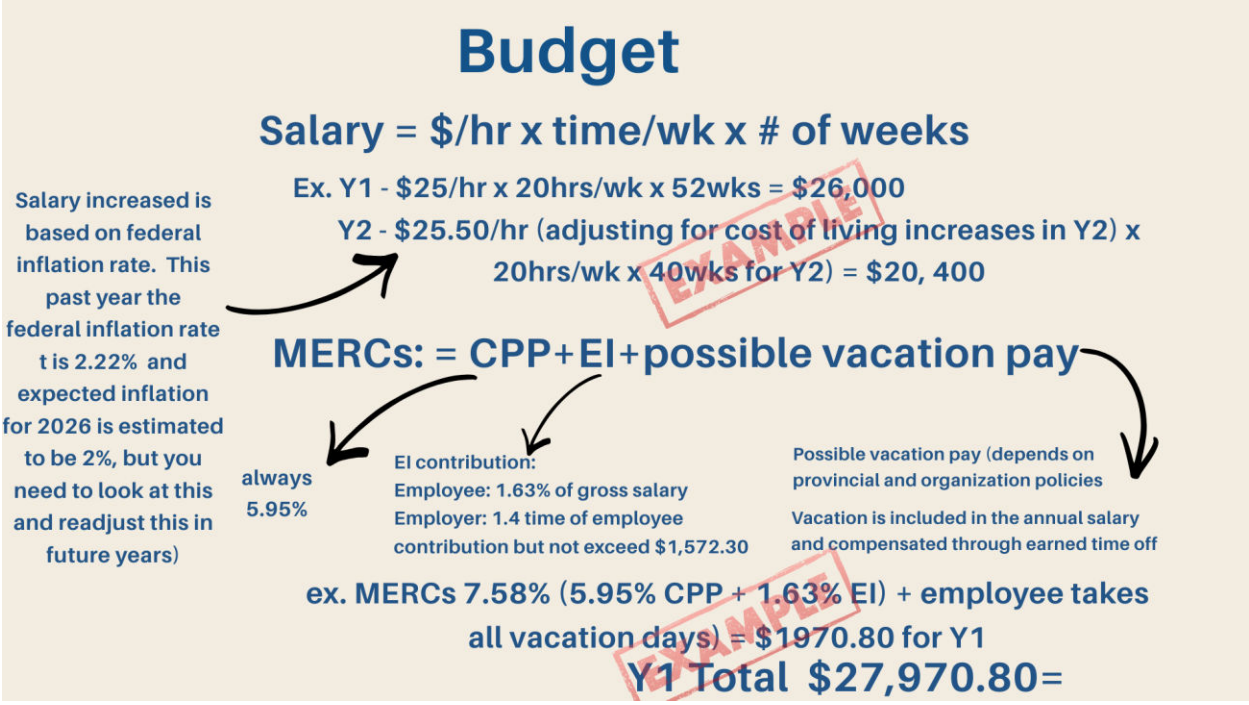
F6 - Could there be instances where an organization is granted part of but not the full amount of funding requested?

Yes – if an organization that is selected has some activities that are eligible and some that are not eligible, it may be partially funded. Also, if organizations are ranked by the

nominating committee and is the last and second last organization to be funded, we may not have the full amount of funds to fund all their activities.

G – BUDGET

G1 – Here is guidance and an example for calculating Salary and MERCs



G2 - Here are some rates and allowances Rates & Allowances

G3 - Here are key sections from the federal government Budget submission guidance (Budget submission guidance - Canada.ca)

Salaries, Wages and Benefits
IRCC contributes toward the proposed costs related to the **position** providing services under a funding agreement, not the individual. IRCC will contribute to the costs of a position, for example, a language instructor. If the person hired for this position were to take parental leave, IRCC would no longer contribute to their salary costs. IRCC would contribute to the cost of replacement staff.
Gross Salaries and Wages

- IRCC salary contributions will reflect the prevailing rates for similar jobs and qualifications in the local labour market. IRCC may limit its contribution to only a portion of the salary if rates are not aligned with similar positions within the local labour market. Proposed salary rates should also correspond to the applicant's current salary grid.
- When preparing the budget form:
    - Each part-time and full-time position, if applicable, should be listed by job title
    - The rates of pay, hours of work per week and number of weeks (or any other frequency based on the pay frequency) should be listed for each position;
        - If the above stated information is the exact same for each position, these positions can be grouped in the same category and pay rate (for example, under the Settlement Program, 20 language instructors or under RAP, 3 reception house staff);

    - For full-time positions, either fully or partially funded by IRCC, where salary is based on an annual rate, the annual salary (pro-rated, if applicable) should be listed; and
    - For shared costs, the percentage of IRCC's portion should be clearly stated.
- Vacation pay and paid leave are eligible expenses.
    - Vacation pay is expressed as a percentage of the wages or salary which is paid to the employee every pay period or as a lump sum payout annually. Where there is no collective agreement, provincial/territorial rates should be consulted when establishing the basis for vacation pay. For temporary/casual employees, earned vacation pay is generally included as part of their regular pay and therefore they do not receive any pay when they are on leave/vacation.
    - Paid leave represents time off separate from vacation leave earned by employees as they work (for example, bereavement, non-statutory holidays if part of the applicant's personnel policy). Paid leave must be described in the applicant's internal HR policy or equivalent and apply to all staff, whether IRCC funded or not. IRCC will not fund leave that is accumulated or carried over to the following fiscal year.
    - Vacation leave accumulated within the Department's fiscal year (i.e. from April to March) and that is paid out is eligible if the applicants HR policy or equivalent stipulates that leave is paid out. It is expected that vacation leave accumulated during a fiscal year will be taken and/or paid in the same fiscal year.
- Overtime is an eligible expense under exceptional circumstances, but it should not be anticipated and therefore additional funds to account for overtime should not be included in the budget submission.
- Retroactive salary adjustments and one-time signing bonuses resulting from collective agreement bargaining (if ratified and incurred during the funding period of the funding agreement).
- For language instructors and language leads, the applicant is responsible for determining internal policies surrounding time required for training and implementation, including preparation time. Please note consultation with the Centre for Canadian Language Benchmarks (CCLB) may be required to determine adequate training time.

Mandatory Employment Related Costs (MERCs)

- MERCs are costs that employers are required to pay based on federal and provincial/territorial laws.
- MERCs and other benefits need to be individually listed, including the average percentage of wages they represent.
- MERCs include vacation pay, Employment Insurance (EI) and Canada Pension Plan (CPP).[Footnote*]
- Provinces and territories may also require such things as workers' compensation (for example, Workers' Compensation Board in Saskatchewan), health taxes (for example, Employers Health Tax in Ontario), education taxes, provincial pension plans, etc.
- Statutory holidays will be funded according to the employment standards of the province or territory. These must be identified in the employer's personnel policy or equivalent.

Other Benefits

- Discretionary benefits as per the employer's personnel policy or equivalent may include: medical and/or dental insurance plans, life insurance, and/or private pension plans or group registered retirement savings plans administered by a third party.
- Discretionary benefits must be offered to all staff under the employer's personnel policy or equivalent, not solely to those staff members funded through IRCC.
- Where employees do not take full advantage of these benefits the budget submission should reflect an amount that corresponds to the rate of uptake (for example, some employees might decline one or more health care benefits if they are covered under a spousal plan). IRCC is not required to contribute 100% of these benefits.

Ineligible Costs

- Pay in lieu of benefits, for example employee declines discretionary benefits, but receives percentage of benefit package in lieu.
- Employee benefits not administered by a third party.
- Salary costs related to union activities or membership.
- Retroactive salary adjustments and one-time signing bonuses resulting from collective agreement bargaining that are ratified and/or incurred outside the funding period of an agreement.
- Termination or severance pay.
- Employee portion of MERCs and benefits which is deducted/claimed from their salary.
- Income taxes paid on behalf of staff employed on overseas projects.
- Parental leave, including related top-up costs/benefits, except if legislated as mandatory employer costs.

- Long-term disability (IRCC can require that the applicant specify what is meant by 'short term' in their HR policy. Where there is no provision for this in the HR policy, IRCC defines long-term as greater than 8 weeks), except if legislated as mandatory costs.
- Long term sick leave.
- Late fees related to payroll and/or payroll penalties (as assessed by the Canada Revenue Agency or other bodies).
- Late fees and/or penalties imposed by bank institutions.
- Paid lunch breaks, except if legislated as mandatory employer costs.
- Vacation leave that is not taken or used (and the applicants HR policy or equivalent does not stipulate that leave is paid out at the end of the fiscal year).
- Vacation pay for employees taking vacation outside of the funding period of an agreement or during periods when they are not otherwise employed by the applicant.
- Pay-out costs related to vacation accumulated under previous funding agreement(s).
- Pay-out of unused sick-leave accumulated by employees.
- Extra costs resulting from paid leave. Similar to overtime, costs for short-term sick leave replacements are eligible, but should not be included in the budget submission.
- Any form of remuneration for volunteer members of boards or other governing bodies.
- Staff bonuses and/or other discretionary benefits (for example, signing/hiring bonuses, parking, parking added into lease agreements paid for employees to use, a company car, subsidized rent, phone allowance).
- Costs associated with employee retention and recognition.

Training and Professional Development

- This line item is to be used to capture all costs associated with professional development for employees and volunteers. Professional development activities directly related to the activities and objectives of the project, and that improve employee performance in the delivery of services and/or programs (for example, lead teacher training, training for certified language assessors on IRCC assessment tools, anti-racism or equity training, trauma intervention training, etc.) Training and professional development activities can include tuition and registration fees.
- IRCC will continue to contribute towards the salary costs when an employee is on training. The salary amount should be captured within the Salary, Wages and Benefits line item. If the training instructor is an employee, only the salary costs would be considered eligible.

Ineligible Costs

- Training and professional development that is directed towards general capacity building of an organization and not tied to delivery of a specific service (for example, general accounting training). Employees hired for a position should have the skills required to perform the duties of their position.

Travel and Accommodation

- In order to be eligible for funding, travel must be considered necessary and reasonable for the provision of services, as determined by IRCC.
- IRCC funded travel should be by the least costly method considering time and expense (mileage, taxi, rental, airfare, etc.).
- IRCC funded travel is restricted to economy-class equivalent and alternatives to travel must be considered first.
- Eligible costs include transportation, meals, and accommodation during travel status, specifically related to the delivery of the program, for employees and volunteers only. This includes travel for professional development, workshops, events and training.
    - IRCC will fund the lesser of the rate outlined in the applicant's internal travel policy, or National Joint Council Travel Directive (meals and mileage up to the allowances set out in the Directive). It should be noted that rates are updated on a regular basis.
- City rate limits for accommodations in accordance with the National Joint Council Travel Directive will be used by IRCC to guide the assessment of reasonable and maximum costs. Check the directory for city limits and accommodation maximums.
- In the case of Service Delivery Improvement agreements and pre-arrival services, international travel, accommodation and other related costs are eligible providing they are considered essential, necessary and reasonable for the delivery of the project or projects delivering services overseas.

Note: Travel costs for consultants and/or third party contractors, should be part of the associated fees and included under the Professional and Consultant Fees line item.

Ineligible Costs

- International travel costs, including international travel for indirect activities outside of Canada (for example, attending conferences) except for pre-arrival agreements which will be determined on a case-by-case basis.
- Costs for travel among various office locations and to attend staff meetings, annual general meetings and/or executive or board meetings, as well as, from home to work and/or vice versa.
- Incidental expenses.

Delivery Assistance Tools and Materials

- Program-specific delivery assistance tools and associated costs must support direct service delivery to clients and/or the delivery of indirect service activities. This includes stationery supplies (if systematically tracked/coded), for example paper, pens/pencils.
- Photocopying or printing costs (if systematically tracked/coded) of non-copyrighted and copyrighted material approved for copying which relate directly to program delivery (for example, questionnaires, handouts to newcomers, worksheets for language learners).
- Copyright fees related to the approved duplication/printing of copyrighted materials.
- For ongoing programs, textbooks and other instructional material to augment existing delivery materials or to replace what is outdated, broken or unusable.
- For new programs, the purchase of new delivery tools and materials. Any assets costing more than the equivalent of $1,000 CAD should be included in the Capital cost category.
- Field trip costs that are directly related to and necessary for the provision of services, for example, transportation to and from the site and admission costs (if applicable).
- Refreshment costs for snacks and/or beverages necessary to the successful delivery of youth programming.
- Refreshments costs should be the lesser of the applicant's policy on food and beverages, or the *Standard Cost per Person* within the TB Policy on Travel, Hospitality, Conference and Event Expenditures.

Note:

- Stationery and/or other supply costs not directly associated with program-specific delivery assistance tools should be included under the Administrative cost category. This includes stationery or supplies that may be used for program delivery, but are not systematically tracked/coded.
- Other photocopying or printing costs not directly related to program delivery should be included under the Administrative cost category.
- Costs related to the preparation of publicity material by a centralized marketing department for IRCC funded program projects should be included under the Administrative cost category.

Ineligible Costs

- Food and beverage costs related to field trips.
- Hospitality costs for program employees.
- Costs related to publicity material, purchase of promotional items and advertising to market, promote and/or brand the applicant organization itself, including business cards; and costs related to networking for the purpose of promoting applicant organization.

Conferences and Workshops

- Costs related to the organization of external events and workshops should be captured under this line item, and may include logistics and venue; honoraria payable to speakers; and food and/or refreshments for larger one-time events. These costs should not be included for reoccurring/regular staff meetings and/or working groups.
    - Food and beverage should always be the minimum necessary to accomplish the objective. The most common forms include: meals (food and non-alcoholic beverages offered as breakfast, lunch and/or dinner); and refreshments (snacks and/or non-alcoholic beverages served between meals).
    - Food and beverages should be the lesser of the applicant's policy on food and beverages, or the *Standard Cost per Person* within the TB Policy on Travel, Hospitality, Conference and Event Expenditures.

Ineligible Costs

- Purchase of alcoholic beverages, cannabis or illegal substances.
- Food and beverage exclusively for internal employee functions, training events, and meetings.

Publicity

- Costs related to publicity (for example, signage), purchase of promotional items (for example, pamphlets) and advertising to market or promote a particular program/service funded by IRCC.

Note: Costs related to the preparation of publicity material by a centralized marketing department for IRCC funded program projects should be included under the Administrative cost category.

Ineligible Costs

- Costs related to publicity material, purchase of promotional items and advertising to market, promote and/or brand the applicant organization itself.
- Costs related to networking for the purpose of promoting applicant organization.

Professional and Consultant Fees

- Costs that support direct program/project costs, including service contracts such as translators, interpreters, subject matter experts, third party evaluators, services to develop and set up the computer infrastructure required for program delivery.

Note:

- Where applicable, if the above services are being provided by applicant employees, costs should be included under the Salaries, Wages and Benefits line item.
- Professionals and consultants are not employees, therefore MERCs and other benefits do not apply.
- Child care costs associated with outsourced daycare are to be captured under the Child Care line item.
- Computer maintenance costs are not professional fees, but rather are to be included under the Overhead line item if associated with program delivery (for example, program delivery language software program installed on computers in a lab solely used by clients) or the Administrative cost category if associated with corporate function (for example, software upgrades for MS Office, server maintenance).

Overhead Costs (Other Non-salary Program Delivery Costs)

This section includes other incremental costs directly related to program activities/delivery, excluding costs associated with administration.

- Rental of office space and utilities (it should be noted that rent for buildings owned by applicant organizations will require a fair market value assessment).
- Equipment dedicated to program delivery (equipment leases).
- Utilities and janitorial services (retained through a third-party contract) if not part of lease agreement.
- Equipment (under $1000 CAN) necessary for the direct program delivery.
- Repairs and maintenance (under $1000 CAN). If repairs and maintenance are over $1000 CAN and considered a leasehold improvement, associated costs should be captured under Capital cost category. Note that repairs and maintenance are not considered leasehold improvements when the applicant owns the building. Rather, repairs are considered to be covered by IRCC's payment of the equivalent to rent at fair market value.
- Communication costs (only incremental costs) required as a direct result of program delivery should be included in overhead. This may include, but is not limited to:
    - cell phones for staff who primarily deliver itinerant services, are on-call or work after hours;
    - a computer dedicated to eligible RAP clients (for example, internet to a computer in a general area (lobby) for eligible RAP clients to use); and
    - telephone landlines used primarily to offer services to clients over the phone.
- Communication costs not directly related to program delivery are to be claimed under the Administrative cost category. Applicants are to use the principles outlined below to help them determine whether a communication cost should be listed under administrative or program delivery:
    - Administrative: Costs for telephone lines used to schedule appointments and respond to general enquiries.
    - Program Delivery: Communication costs related to program delivery (for example, costs to connect program delivery staff workstations to the internet and/or telephone and/or a teleconference line to conduct focus groups for an indirect services).
- Security costs directly related to the delivery of a specific activity, rather than the organization as a whole. For example, security guard required for afterhours programming for safety.
- Specific insurance associated with program delivery that would not otherwise be required at an organizational level (for example, insurance for capital costs, IRCC funded child care, transportation of clients to participate in activities or services).
- Postage and courier associated with program delivery (if systemically tracked/coded). All other postage and courier is to be captured under the Administrative category.
- Licensing permits, fees and external maintenance associated with client information database systems directly related to program delivery.

- Computer maintenance costs associated with program delivery (for example, program delivery language software program installed on computers is a lab solely used by clients).
- Costs for volunteers, such as non-monetary volunteer recognition awards for IRCC funded programs, and refreshments for volunteer recognition ceremony to show appreciation of volunteers' efforts. Refreshments should be the lesser of the applicant's policy on food and beverages, or the *Standard Cost per Person* within the TB Policy on Travel, Hospitality, Conference and Event Expenditures.
- Honoraria for guest speakers at workshops and/or group sessions for direct services, in cases where an organization does not have the expertise and guests invited to speak are not being paid to do so as part of their job (for example, an individual speaking on how they learned to network to find employment).
- Honoraria for participants in focus groups that is distributed at the end of each focus group member's participation (not following each focus group session).
- Honoraria, including tobacco and appreciation gifts to Indigenous elders customary for participation in a direct and/or indirect activity.
- Honoraria for newcomer participants for participation in a direct and/or indirect activity (for example, Local Immigration Partnership meetings). Newcomers cannot receive honoraria for participation in a project from which they are also receiving a direct benefit as a client.

Ineligible Costs

- Costs associated with validation of individuals' professional credentials. This applies to both applicant employees and clients.
- Gift cards (including event passes) and honoraria for volunteers participating in an activity or employee recognition.
- Costs for personal cell phones.

Capital Costs: Settlement and Resettlement Assistance Programs

- Necessary costs to facilitate the program delivery activities for capital assets exceeding $1000 CAD as a single unit or group of similar items such as computers, printers/photocopiers (purchased), one-time software license fees (yearly subscription fees are to be included under Overhead), furniture, other tangible property, purchased . It also includes leasehold improvements (not applicable to the owner/landlord of the building), as well as costs for arrangements and devices for eligible clients with disabilities.

Note: Licensing permits, fees and external maintenance associated with client information database systems directly related to program delivery are to be captured under the Overhead line item.

- Any assets costing more than the equivalent of $1,000 CAD should be included in the Capital cost category:
    - Multiple items of one kind costing more than $1,000 CAD are to be considered capital, even if less than $1,000 CAD individually (for example, desks/tables and chairs for classes).
    - Components: items that work together to make a whole are to be considered capital even if each item taken individually is less than the equivalent of $1,000 CAD (for example, a computer, printer, screen, keyboard).

Administrative Costs (Negotiated Administration Rate): Settlement and Resettlement Assistance Program

IRCC uses a negotiated rate for administration-related expenses. The administrate rate constitutes a percentage (generally not exceeding 15%) of IRCC's total contribution for program delivery expenses.

IRCC's portion of administrative-related costs should consider all IRCC funding agreements and all other sources of non-IRCC funding for the fiscal year.

Corporate functions are activities and/or services carried out by an organization regardless of IRCC funding. If the activities are needed to keep the organization running they are considered administrative in nature and should be allocated to the Administrative cost category.

- Administrative costs are presented as a single line item on the budget. Additional details regarding the determination of the percentage will be requested during negotiations for successful applicants.
- The details of costs proposed to be covered under the administrative rate are reviewed at the negotiation stage. The administrative rate of each agreement is subject to periodic review during the life of the agreement, particularly if additional funding is requested at any point under program delivery.
- The administrative rate is applied against the total eligible program delivery costs for each claim submitted over the life of the agreement (that is, the maximum amount of administrative expenses claimable are directly related to the amount of program delivery expenses incurred in any given period).
- When preparing the budget submission, no cost associated with administration are to be included under the Program Delivery cost category and vice versa. The administrative rate is intended to reduce administrative burden for funding recipients. For

those costs that can be either program delivery or administrative, it is important to consider the level of effort required by the recipient to track these expenses.

The following costs are considered administrative:

- Personnel costs associated with corporate functions, such as finance, human resources, corporate administrative assistant, IT support staff, etc. It should be noted that fundraising coordinators and/or development managers are not considered eligible under the administrative rate.
- Rent, utility and other facility charges associated with the corporate functions/personnel, including common areas (for example, kitchens, reception areas, lobby, etc.), if space is solely used by project staff/employees. If space is used solely by clients, costs should be captured under the Program Delivery cost category under the Overhead line item.
- Telephone, facsimile, internet or other communications costs that are administrative in nature or normally centralized (for example, communication costs for scheduling appointments, responding to enquiries).
- Postage not associated directly with program delivery, and that is incurred on an ongoing basis for general operating purposes.
- Printing and photocopying not associated with delivery assistance tools and materials (refer to Delivery Assistance Tools and Materials section).
- Bank charges (for example, bank account fees for funds received from IRCC, and fees related to IRCC funded payments to suppliers and/or vendors).
- Payroll charges, if outsourced.
- Office supplies not used for program delivery (for example, toner, paper).
- Stationery and/or other supply costs not directly associated with program-specific delivery assistance tools, including stationery and/or supplies that may be used for program delivery, but are not systematically tracked/coded.
- Training and professional development costs for corporate personnel associated with corporate functions.
- Travel, accommodation and other costs for corporate personnel associated to the administration of the funding agreement.
- Financial statement audit costs.
- Standard insurance costs (for example, property, board of directors' liability, cyber security).
- Staff recruitment, including, but not limited to security/criminal record checks, costs related to posting advertisements, etc.
- Costs related to the preparation of publicity material by a centralized marketing department for IRCC-funded program projects.
- IRCCs share of security costs related to ongoing on-site alarm and security measures (for example, security guards, alarm systems, professional services).
- IT support for maintenance (for example, internal IT maintenance for client information databases), software upgrades and purchases and/or licenses (for example, MS Office products, Windows, etc.). Computer maintenance associated with program delivery (for example, program delivery language software program installed on computers in a lab solely used by clients) should be captured under the Program Delivery cost category under the Overhead line item.
- Professional consultants used to evaluate the feasibility, creation or modification of/to existing infrastructure (for example, accessibility (ramps, elevators, etc.), information systems (accounting systems, databases, etc.), health and safety (HVAC, etc.) servers, etc.) and/or those that provide expertise to an organization on corporate aspects (for example, HR, finance and internal policies.
- Legal fees that support program delivery (for example, seeking legal advice related to the delivery of services).

In certain situations, some costs can be split between Administrative and Program Delivery cost categories. These may include:

- Executive director's salary, if that person contributes directly to the program delivery (for example, delivery of a language class or workshop, or facilitating an employment-related networking session).
- Incremental insurance (for example, additional insurance beyond the organization's basic coverage, such as insurance needed for transportation of clients to attend services, etc.).
- Software specifically for direct delivery (for example, a language program installed on computer lab computers used solely by clients).

The administrative rate is intended to reduce administrative burden for funding recipients. For those costs that can be either program delivery or administrative, it is important to consider the level of effort required to track these expenses.

Other Ineligible Costs: Settlement and Resettlement Assistance Program

IRCC reserves the right to identify other ineligible expenses on a case-by-case basis. While some ineligible costs are listed within the applicable cost categories, the following are other general costs that are considered ineligible:

- Activities or costs that have been undertaken or incurred before the signing of a funding agreement or take place after the end date of the agreement.
- Activities or costs paid by partners or other funders.
- Annual general meetings or regular executive board meetings of an organization or association, including related travel.
- Any type of fees for board of directors such as directors' fees, volunteer board members or other governing bodies.
- Car allowances for the use of personal vehicles.
- Costs associated with applicant employee professional membership or certification.
- Costs associated with validation of clients' professional credentials.
- Costs relating to entertainment (for example, theatre tickets and sporting events).
- Fitness memberships.
- Child care costs for settlement clients cannot be funded by a RAP contribution agreement and vice versa.
- Food and beverages for staff functions, training, meetings and events (for example, staff parties or meetings) provided to employees (breakfast, lunch, dinner, snacks, including coffee and tea).
- Honoraria as a charitable donation.
- Hospitality and honoraria for field trips.
- In-kind contributions and/or expenses.
- International travel with the exception of Service Delivery Improvement agreements and pre-arrival services.
- Penalties such as parking fines, speeding tickets, government tax assessments, audits and other such as late payment fees.
- Profit-making activities, including, but not limited to interest on loans.
- Retail sales tax associated with payroll services if reimbursed by another means.
- Start-up and operational costs for organizations (i.e. general capacity building costs in the context of infrastructure).
- Contingency and miscellaneous fees not specified or authorized by IRCC.
- Unless specifically allowed in the funding agreement, no user or membership fees can be charged to clients for services funded by IRCC.