



**Kivalliq Inuit Association  
Office of the Chief Operating  
Officer**

# Sapuulutaq Bylaw

Community Initiatives Fund Spending Guidelines



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## 1. Purpose

The Kivalliq Inuit Association (KIA) passed the Sapuulutaq Bylaw to establish rules for how the organization manages various revenue sources. The Sapuulutaq Bylaw established the Community Initiatives Fund to structure how 90 percent of the investment income generated from the Sapuulutaq (up to 4%) can be spent. The Bylaw further requires that spending guidelines be created which provide operational-level details, processes and procedures for directing spending under the Community Initiatives Fund.

The Community Initiatives Fund Guidelines are established to provide a principled and transparent framework for the allocation and management of resources from the Community Initiatives Fund, in alignment with the Sapuulutaq Bylaw. They are one of four integrated guidelines that are required under the Bylaw, which also includes the Sapuulutaq Guidelines, Income Stabilization Fund Guidelines, and Education Fund Guidelines.

As a primary spending vehicle of the Sapuulutaq, the Community Initiatives Fund serves as a critical resource to support the long-term social, cultural, and economic well-being of Kivalliq Inuit, addressing community priorities and promoting collective benefits across the region.

### Guiding Principles

The management and allocation of the Community Initiatives Fund are guided by the following principles to ensure compliance with the Sapuulutaq Bylaw and maximize benefits for all Kivalliq communities:

1. **Equity:** Ensure all communities benefit from the Fund through fair and proportional distribution mechanisms based on equal shares and population size.
2. **Collective Impact:** Prioritize programs and initiatives that provide broad benefits across communities.
3. **Sustainability:** Focus on funding projects that promote long-term social, cultural, and economic well-being while maintaining the financial health of the Fund.
4. **Accountability:** Ensure transparent and responsible decision-making aligned with the priorities identified by communities and approved by the KIA Board.
5. **Cultural Alignment:** Reflect Inuit traditions, values, and aspirations in the design and implementation of funded initiatives.

Through the consistent application of these principles, the Community Initiatives Fund will help create lasting positive impacts across all Kivalliq communities. It will empower communities by focusing on initiatives that align with their needs and aspirations, while also ensuring prudent financial management to sustain these benefits over the long term. Ultimately, the Guidelines are a



tool to strengthen the shared vision of the KIA, fostering self-sufficiency and prosperity for Kivalliq Inuit today and for future generations.

## 2. Revenue Allocation Framework

### Investment, Income and Allocation

The Sapuulutaq serves as the cornerstone of KIA's long-term financial strategy, ensuring that revenues are responsibly managed and generate sustainable income for the benefit of Kivalliq Inuit. Guided by the KIA Investment Policy, the Sapuulutaq is invested prudently across a diversified portfolio, balancing risk and return to preserve capital and achieve long-term growth of new income.

#### Investment Strategy

The Sapuulutaq is invested in accordance with the KIA Investment Policy, which prioritizes stability, income generation, and growth. The policy ensures that investments are diversified to minimize risk while achieving consistent returns. This strategy reflects KIA's commitment to maintaining the financial health of the Sapuulutaq for the benefit of both current and future generations.

#### Income Generation

The Sapuulutaq generates income through investment returns. Each year, up to 4% of the Fund's investment return may be allocated for distribution, ensuring that the Fund continues to grow while meeting the needs of Kivalliq Inuit communities. This income forms the foundation for KIA's ability to fund initiatives and programs that align with the goals of the Sapuulutaq.

#### Allocation of Income

In accordance with the Sapuulutaq Bylaw:

- 90% of the allocable investment income is directed to the Community Initiatives Fund, which supports programs across the designated Community Investment Areas.
- 10% of the allocable investment income is directed to the Education Fund, which is dedicated to supporting educational opportunities for Kivalliq Inuit.

This structured approach to income allocation ensures that resources are distributed in a way that maximizes community benefit while preserving the Sapuulutaq's ability to generate future income. The annual allocation process is overseen by the Chief Operating Officer, ensuring transparency, accountability, and alignment with KIA's mandate and Board direction.



## Community Investment Areas

The Community Initiatives Fund adopts a structured approach to prioritize spending, ensuring resources are allocated in a way that aligns with the objectives of the Sapuulutaq and delivers maximum benefit to Kivalliq communities. All spending must fall under one or more Community Investment Areas, which provide a clear focus for investments based on feedback from community engagement.

Projects and services funded under the Community Initiatives Fund may be initiated through either the annual application process or by selecting offerings from the pre-qualified service provider roster. In all cases, projects must align with one or more of the Community Investment Areas below. Community Needs Assessments help inform which areas are most pressing in each community, and support evidence-informed planning across the region.

### Inuit Employability and Economic Development

This area focuses on fostering economic opportunities and employability for Kivalliq Inuit through targeted initiatives that build skills, promote entrepreneurship, and enhance workforce readiness. By addressing systemic barriers to employment and economic growth, this area seeks to empower Inuit communities to participate more fully in regional and global economies. Programs funded under this area emphasize capacity building, job creation, and the development of industries that align with Inuit values and aspirations. This includes a focus on creating opportunities within traditional industries as well as emerging sectors, ensuring that economic benefits are inclusive and sustainable.

#### Examples of Eligible Projects:

- i. Developing culturally relevant job training programs in industries like resource development, construction, or tourism that incorporate Inuit traditional knowledge alongside modern practices.
- ii. Offering entrepreneurship workshops and small business grants to support the establishment or growth of Inuit-owned businesses.
- iii. Creating apprenticeship programs that provide hands-on experience and skill development for Inuit youth and adults entering the workforce.
- iv. Supporting cooperative ventures that leverage local resources, such as fisheries, carving collectives, or sewing enterprises, to provide shared economic benefits.
- v. Direct employment of KIA Guardians is an example of a project that would qualify under this area.



## Cultural Protection and Revitalization

This area aims to protect and revitalize Inuit culture, language, and traditions by investing in initiatives that strengthen community identity and pride. Recognizing the central role of culture in community well-being, this area focuses on preserving Inuit heritage while fostering its adaptation to contemporary contexts. Programs funded under this area seek to connect generations, promote traditional knowledge, and celebrate Inuit artistic and cultural expression. This ensures that Inuit cultural practices remain vibrant and accessible, enriching the lives of current and future generations.

### Examples of Eligible Projects:

- i. Funding programs that teach traditional skills, such as hunting, sewing, and carving, by pairing elders with youth in mentorship settings.
- ii. Supporting language revitalization initiatives, such as Inuktitut immersion camps, online learning tools, or school-based programming.
- iii. Organizing community events like cultural festivals, music performances, or storytelling workshops to celebrate and share Inuit heritage.
- iv. Creating archives or digital platforms to document and preserve Inuit oral histories, traditional knowledge, and artistic works for educational and cultural use. Community Infrastructure and Services
- v. Investing in shared community resources, such as facilities, technology, or services that improve quality of life and enhance community cohesion.
- vi. Direct employment of KIA Guardians is an example of a project that would qualify under this area, if the Guardians are mandated to facilitate activities related to cultural preservation (e.g., hunting demonstrations).

## Community Wellness and Resilience

This area emphasizes improving the overall well-being of Kivalliq Inuit by addressing physical, mental, and social health challenges while fostering resilience in the face of adversity. Community Wellness and Resilience initiatives recognize the unique experiences and needs of Inuit communities, focusing on culturally relevant approaches to support healing, empowerment, and connection. These programs aim to build stronger, healthier communities by providing accessible resources and fostering social cohesion. Whether by addressing critical issues like mental health, food insecurity, or elder care, this area prioritizes initiatives that have both immediate and lasting impacts on community well-being.



### Examples of Eligible Projects:

- i. Establishing mental health and counseling services tailored to Inuit cultural and linguistic needs, such as hiring Inuit mental health practitioners or creating spaces for on-the-land healing programs.
- ii. Supporting elder-focused initiatives, including wellness workshops, accessible transportation, and social programs to combat isolation.
- iii. Addressing food insecurity through the creation of community greenhouses, expansion of community freezers, or support for local food harvesting programs.
- iv. Promoting social and physical health through sports leagues, youth mentoring programs, or wellness campaigns that encourage active living and community engagement.

### Community Infrastructure and Services

This area invests in projects that enhance the physical infrastructure and essential services needed to support healthy, connected, and thriving communities. Infrastructure improvements are key to addressing inequalities and enhancing quality of life, particularly in remote and underserved areas. Programs under this area focus on shared community resources and services that benefit all residents, from safe public spaces to accessible technology. By strengthening infrastructure, this area fosters social cohesion, improves access to opportunities, and ensures communities have the tools to thrive.

### Examples of Eligible Projects:

- i. Completing feasibility studies and/or engineering studies related to community infrastructure.
- ii. Building or upgrading multipurpose community centers that can host recreational, cultural, and educational activities for all ages.
- iii. Developing reliable transportation services or infrastructure to improve access to resources, jobs, and other communities.
- iv. Installing modern telecommunications systems to enhance internet connectivity and close the digital divide in remote regions.
- v. Supporting renewable energy projects, such as solar panels for community buildings, to reduce costs and improve sustainability.

### Environmental Stewardship and Sustainability

This area supports initiatives that ensure the sustainable use of natural resources, promote environmental protection, and strengthen resilience to climate change. Inuit communities have a deep connection to the land and waters of the Kivalliq region, and programs in this area reflect the importance of maintaining that relationship. Investments under this area focus on preserving natural



ecosystems, promoting sustainable practices, and equipping communities to adapt to environmental changes. These efforts help safeguard the land for future generations while empowering Inuit to lead environmental decision-making and stewardship.

#### Examples of Eligible Projects:

- i. Establishing community-based monitoring programs that integrate Inuit Qaujimagatuqangit (traditional knowledge) with scientific research to track changes in wildlife and ecosystems.
- ii. Funding renewable energy initiatives, such as wind turbines or hydroelectric projects, to reduce reliance on fossil fuels and promote sustainability.
- iii. Supporting conservation projects, such as protecting caribou migration corridors or marine habitats critical to Inuit livelihoods.
- iv. Creating training programs for Inuit stewards to manage protected areas and develop adaptive responses to climate change challenges.

### 3. Integrated Delivery Model

KIA has adopted an Integrated Delivery Model for the Community Initiatives Fund. This model is designed to strengthen alignment with community priorities, support capacity building, and streamline program delivery across the region. It integrates three core components into a single coordinated approach:

- i. Community Needs Assessments**
- ii. Community Application Process**
- iii. Access to Pre-Qualified Service Providers**

Together, these components create a responsive, transparent, and community-informed system for identifying priorities, proposing projects, and delivering initiatives under the Fund.

#### Community Needs Assessment

KIA will conduct periodic region-wide and community-specific needs assessments to identify systemic gaps and emerging priorities across key dimensions such as infrastructure, health, education, economic development, culture, and wellness.

Community Needs Assessments will:

- Use both quantitative and qualitative data, including surveys, public meetings, interviews, and document review.



- Engage a wide range of stakeholders, including Hamlets, HTOs, CLARCs, and community members.
- Produce Community Profiles and a Regional Synthesis Report that will guide funding decisions and inform future application and delivery processes.
- Be updated on a periodic basis as determined by the Chief Operating Officer to ensure ongoing relevance.

## Community Application Process

An annual application process allows communities to propose initiatives that align with their local priorities and the Community Investment Areas outlined in these Guidelines.

Key features of the application process include:

- A standardized application template and guidance materials to support clarity and ease of completion.
- Workshops and technical support offered by KIA staff to assist communities in preparing applications.
- A transparent and objective evaluation process, with clear funding decisions and feedback for all applicants.
- An optional appeals or clarification process to promote fairness and trust.

This process ensures that all communities have equitable access to funding, with flexibility to accommodate varying levels of local capacity.

## Access to Pre-Qualified Service Providers

To support timely and effective delivery of approved initiatives, KIA will establish and maintain a roster of pre-qualified service providers through Standing Offer Agreements (SOAs).

This mechanism includes:

- A vetted list of qualified vendors, with preference given to Inuit and Northern organizations.
- Opportunities for communities to select services from the SOA roster through structured consultations.
- Centralized vendor management by KIA, ensuring contract performance, accountability, and service quality.



## 4. Annual Community Initiatives Fund Cycle & Delivery Mechanisms

The Community Initiatives Fund operates on a structured annual cycle that incorporates the Integrated Delivery Model described in Section 3. This model ensures that all funding decisions are grounded in community priorities, supported by technical expertise, and delivered through accessible mechanisms. This process begins with the identification of the annual allocation by KIA's Department of Finance and progresses through four key phases: Planning, Delivery, Monitoring and Evaluation, and Reporting.

### Community Initiatives Fund Working Group

A Community Initiatives Fund Working Group leads the planning and oversight of the cycle, ensuring all activities meet the Fund's objectives. The Community Initiatives Fund Working Group is comprised of representatives from the COO's Office, Inuit Programs and Services, Finance, and Implementation Departments, with support from Communications, Human Resources and other departments as needed. The Working Group should meet regularly throughout the cycle to review progress, address challenges, ensure alignment with objectives, and maintain effective communication among all involved departments.

The Working Group also oversees the implementation of the Integrated Delivery Model by ensuring that the community needs assessment, application process, and access to pre-qualified service providers are each functioning as intended and reinforcing one another. Coordination across departments is essential to deliver a seamless experience to communities and meet the Fund's accountability requirements.

### Determining the Annual Allocation

The first step in the Community Initiatives Fund cycle is determining the annual allocation, which is calculated by the Department of Finance. This process is based on the investment income generated by the Sapuulutaq, as outlined in KIA's financial policies and the Sapuulutaq Bylaw. Each year, the Department of Finance assesses the total income available, considering the Fund's performance, market conditions, and the maximum allowable distribution, which is capped at 4% of the Sapuulutaq's value.

Once the investment income is calculated, the Department of Finance allocates 90% of the available funds to the Community Initiatives Fund and 10% to the Education Fund, in accordance with the Bylaws. This ensures a balanced approach that supports both general community development initiatives and targeted educational priorities.

The allocation process also includes ensuring compliance with any restrictions on revenue sources, such as legally binding agreements, and segregating funds where necessary (e.g., Inuit employment target compensation from AEM). The Department of Finance communicates the final allocation



amount to the relevant stakeholders, allowing for detailed planning and alignment with community priorities in the upcoming year.

The Chief Operating Officer, in consultation with the Working Group, determines whether a phased or delayed release model will be used for that year's allocation, based on the status of community needs assessments and operational readiness.

## Planning Phase

The Planning Phase lays the foundation for the effective use of the Community Initiatives Fund. During this phase, resources are confirmed, priorities are identified, proposed initiatives are reviewed for alignment with community needs, and an annual plan is developed to allocate resources effectively. This phase ensures that the Fund's objectives are met while addressing the priorities of Kivalliq Inuit communities. Key activities include:

### Stakeholder Input and Priority Setting

The Working Group reviews input from stakeholders, including feedback from communities, past reports, and strategic goals, to identify funding priorities for the year within the Community Investment Areas. Stakeholder input includes analysis of recent or in-progress Community Needs Assessments where available, to help identify systemic trends and inform funding priorities.

KIA is not required to complete community engagement specifically for the Community Initiatives Fund, though it is important that the priorities reflect what KIA has heard from Kivalliq Inuit.

### Project Planning

The Working Group will assess existing and proposed projects across the Community Investment Areas, referencing insights from Community Needs Assessments, pending applications, and planned SOA-supported services. This helps ensure alignment with articulated community priorities and facilitates targeted support.

Current budgets and work plans will be used to support this work; Working Group participants are also encouraged to bring ideas and project plans and budgets to the planning sessions.

### Community Initiatives Fund Plan

The Community Initiatives Fund Plan is developed annually by the Working Group to guide the allocation and use of resources within the Fund. This Plan ensures that funding decisions align with the Fund's objectives and policies, reflect the priorities of Kivalliq Inuit communities, and provide clear accountability for resource use.

The Plan provides a detailed roadmap for the Fund's activities in the upcoming cycle. It includes the following elements:



## 1. **Overview of the Annual Allocation**

- Total allocation from the Sapuulutaq's investment income, broken down by amount allocated to the Community Initiatives Fund and Education Fund.

## 2. **Project Descriptions**

- A summary of all approved projects and initiatives, with a focus on their goals, expected outcomes, and alignment with one or more Community Investment Areas.

## 3. **Resource Allocation Across Communities**

- A description of how the allocated resources benefit all Kivalliq communities equitably, in accordance with the Bylaw and distribution principles.

## 4. **Community Investment Area Budgets**

- Approximate budgets for each Community Investment Area, providing transparency into how funds are being distributed across them

## 5. **Monitoring and Reporting Plan**

- A description of how funded initiatives will be monitored to ensure they meet objectives, along with a reporting framework to document results and lessons learned.

## 6. **Contingency Measures**

- Plans for addressing unforeseen challenges or reallocating resources if required during the cycle.

Once finalized by the Working Group, the Community Initiatives Fund Plan is submitted to the COO for approval and presented to the Board as an update during the KIA Annual General Meeting and other Board meetings as appropriate.

## **Delivery Phase**

The Delivery Phase stage of the Community Initiatives Fund cycle where approved initiatives are executed to deliver meaningful outcomes for Kivalliq communities. This ensures that resources are utilized effectively and that stakeholders remain informed throughout the process.

## **Resource Allocation & Targeted Disbursement**

Resource allocation may occur through two channels: (1) community-approved projects submitted through the application process, and (2) direct access to services from KIA's roster of pre-qualified providers. The balance between these channels may vary by community and funding cycle.



Once the Community Initiatives Fund Plan is approved by the COO, the allocated funds are disbursed to the appropriate departments or third-party partners responsible for delivering the approved initiatives. Resources are distributed based on the approximate budgets established for each Community Investment Area and the specific needs of the projects within them.

### Tracking and Oversight

Mechanisms are put in place to monitor the flow of funds, ensuring they are used as intended and remain within the approved scope of the initiatives. This includes setting up specific accounts or budget lines for each project to maintain clear financial records

### Partnership Coordination

For initiatives involving third-party delivery partners, contracts or contribution agreements are established to define responsibilities, timelines, and eligible expenditures. This ensures accountability and alignment with the goals of the Fund.

### Execution of Activities

Departments and community organizations implement project activities as outlined in the Community Initiatives Fund Plan. These may include training programs, infrastructure development, cultural events, or environmental conservation projects, depending on the Community Investment Area.

In addition to community-led initiatives, service providers retained through SOAs may deliver programming based on community selections and KIA-managed contracts. This helps reduce administrative burden on communities while ensuring timely implementation.

### Milestone Tracking

Progress is tracked against predefined milestones and timelines to ensure that initiatives remain on schedule and achieve their intended outcomes.

### Monitoring and Evaluation Phase

The Monitoring and Evaluation Phase is a critical component of the Community Initiatives Fund cycle, ensuring that funded initiatives remain on track, deliver their intended outcomes, and align with the Fund's objectives. By actively monitoring progress and evaluating results, KIA can identify areas of success and opportunities for improvement, ensuring that resources are used effectively to benefit Kivalliq Inuit communities.



## Performance Monitoring

Performance monitoring involves the systematic collection and analysis of data throughout the implementation of funded initiatives. For service delivery through SOAs, performance monitoring includes real-time feedback mechanisms, standardized reporting from providers, and confirmation from communities on service quality. Application-based projects are monitored using self-reported milestones and financial tracking.

Key performance monitoring activities include:

### Data Collection

Regularly gathering quantitative and qualitative data on key aspects of program implementation, including participant numbers, community involvement, and milestone achievement. This may involve surveys, attendance records, financial tracking, and progress reports from delivery partners.

### Impact Assessment

Evaluating the short- and medium-term impacts of initiatives on communities, with a focus on the specific objectives of each project. For example, job training programs may be assessed based on the number of participants who gain employment, while cultural programs may be evaluated on community participation and feedback.

### Internal Updates

Regular progress reports are shared among departments and with the COO to monitor delivery and address any challenges promptly.

The Delivery Phase ensures that the resources allocated through the Community Initiatives Fund are effectively implemented and that the initiatives provide measurable benefits for Kivalliq Inuit. By combining careful resource management, active implementation, and consistent communication, the Delivery Phase ensures that the Fund achieves its objectives while maintaining transparency and accountability.

### Compliance Checks

Ensuring that initiatives adhere to the approved Fund Plan, including alignment with the Community Investment Areas, budget constraints, and agreed-upon timelines.

### Stakeholder Engagement

Updates are provided to communities, delivery partners, and other key stakeholders to maintain trust and transparency. This includes sharing information about progress, challenges, and any adjustments to project plans.



## Mid-Cycle Adjustments

Monitoring allows for the identification of challenges and opportunities that arise during implementation, enabling timely adjustments to improve outcomes. Activities include:

### Problem Identification

Analyzing data and feedback to detect issues such as delays, budget overruns, or barriers to community participation. This ensures that any potential obstacles are identified early in the cycle.

### Solution Development

Collaborating with delivery teams and stakeholders to develop strategies for overcoming identified challenges. For example, reallocating resources, modifying timelines, or adjusting program activities to better meet community needs.

### Implementation of Adjustments

Making necessary changes to project plans or resource allocations while maintaining alignment with the Fund's overall objectives. Adjustments are documented to ensure transparency and accountability.

### Continuous Feedback Loop

Establishing mechanisms for ongoing feedback from communities and stakeholders to inform real-time decision-making and improve program delivery.

By integrating robust monitoring and evaluation practices, the Working Group ensures that funded initiatives are effectively managed and deliver measurable benefits for Kivalliq Inuit. This phase not only strengthens accountability and transparency but also builds a foundation for continuous improvement in the management of the Community Initiatives Fund.

## Reporting Phase

The Reporting Phase ensures transparency, accountability, and the dissemination of results from the Community Initiatives Fund. This phase involves compiling comprehensive reports, securing necessary approvals, and sharing outcomes with key stakeholders, including the KIA Board. The reports serve as a vital record of how resources were utilized and the impact achieved in Kivalliq communities.

### Preparation of Reports

The Reporting Phase begins with the Working Group compiling detailed financial and programmatic reports that document the year's activities. This process involves:



## Financial Reporting

- Itemized records of all expenditures for each funded initiative, broken down by Community Investment Area.
- Budget comparisons to ensure spending aligns with the approved plan and addresses any variances.

## Programmatic Reporting

- Comprehensive summaries of funded initiatives, including descriptions of activities, participation data, and milestones achieved.
- Analysis of the initiatives' alignment with Community Investment Areas and the Fund's objectives.

## Impact Assessments

- Quantitative and qualitative evaluations of the outcomes achieved by each initiative, such as employment rates, cultural engagement levels, or environmental improvements.
- Community feedback and lessons learned to inform future planning cycles.

## Annual Community Initiatives Fund Report

The Working Group ensures that all relevant information is compiled into a cohesive annual report, formatted according to organizational standards. Once the report is completed, it is submitted to the COO for review and approval.

The COO confirms that the report meets all organizational and policy requirements, including accuracy, completeness, and alignment with the Fund's objectives. Any discrepancies or gaps are addressed before final approval.

## Final Annual Community Initiatives Fund Report

The COO provides formal approval of the report, signaling that it is ready for dissemination to the Board and other stakeholders.

The finalized annual report is presented to the KIA Board during the Annual General Meeting and other Board meetings as appropriate. This presentation ensures transparency and accountability while demonstrating the Fund's value to Kivalliq communities. It further provides an opportunity for the Board to ask questions, provide feedback, and remain informed about the Fund's activities without requiring Board approval of the report itself.

Key elements of the presentation include:



## Summary of Results

- Highlighting major achievements and key outcomes from the year, supported by data and community feedback.
- An overview of how resources were allocated and how they benefited communities equitably.

## Strategic Insights

- Sharing lessons learned, challenges encountered, and opportunities for improvement to guide future cycles.

## 5. Internal Review and Amendments

The Community Initiatives Fund Guidelines are reviewed regularly to ensure that they remain relevant, effective, and aligned with the evolving priorities of Kivalliq Inuit and organizational policies. This section provides a framework for periodic review, continuous improvement, and necessary updates to the Guidelines.

### Annual Internal Review

The Guidelines will be reviewed annually as part of the Community Initiatives Fund cycle to assess their effectiveness and alignment with the Fund's objectives. This process involves:

#### Review of Integrated Delivery Model

- Review of the Integrated Delivery Model's effectiveness, including uptake of applications, usage of pre-qualified service providers, and quality of community needs assessment outputs.

#### Evaluation of Implementation

- Assessing how well the Guidelines supported the planning, delivery, monitoring, and reporting phases of the Fund during the past cycle.

#### Incorporating Lessons Learned

- Using insights from the Monitoring and Evaluation and Reporting Phases to identify areas for improvement or clarification within the Guidelines.

#### Community Feedback

- Engaging with community representatives and stakeholders to gather input on the Guidelines' effectiveness and relevance to community priorities.



## Internal Feedback

- Soliciting input from departments involved in the Fund’s administration, such as Finance, Inuit Programs and Services, and Implementation.

## Amendment Process

When changes to the Guidelines are required, the following process will be followed:

### Proposals for Amendments

- Suggestions for updates or revisions may originate from the Working Group, COO, or other stakeholders involved in the Fund’s administration or impacted by its operations.

### Reviewing Amendments

- The Working Group reviews proposed changes, ensuring alignment with the Fund’s objectives, KIA’s broader policies, and the Sapuulutaq Bylaw.

### COO Approval

- All amendments must be reviewed and approved by the COO to ensure consistency with organizational policies and strategic priorities.

### Board Presentation

- Updates to the Guidelines are presented to the KIA Board as part of the annual reporting process or at other appropriate meetings. This provides transparency and an opportunity for feedback but does not require Board approval of the amendments.

## Periodic Comprehensive Review

In addition to annual reviews, a comprehensive review of the Guidelines will be conducted every five years or as required. This in-depth process ensures that the Guidelines remain fully aligned with long-term strategic goals, community needs, and any changes in legal or policy frameworks.

## Communication of Amendments

Approved amendments will be communicated to all relevant stakeholders, including KIA staff, communities, and partners. Updated Guidelines will be distributed and made available through appropriate channels to ensure transparency and ease of access.



## Annex A: Summary of Relevant Bylaw Requirements

These Guidelines interpret and operationalize the key provisions of the KIA Sapuulutaq Bylaw as they relate to the management and spending of the Community Initiatives Fund. By aligning with the intent and principles of the Bylaw, the Guidelines provide a structured approach to ensure equitable and impactful use of the Fund's resources.

### Purpose of the Sapuulutaq

The Bylaw (**Section 1.1**) states that the Sapuulutaq is designed to achieve long-term economic self-sufficiency for Kivalliq Inuit while addressing social and cultural needs. The Community Initiatives Fund plays a vital role in meeting these objectives by supporting community-identified priorities that align with Inuit aspirations and promote collective benefits across the region.

### Revenue Allocation

According to the Bylaw (**Section 5.1**), the Community Initiatives Fund is allocated 90% of the investment returns disburseable from the Sapuulutaq each year. These returns provide predictable and consistent funding to address identified needs, ensuring a sustainable flow of resources for initiatives that benefit all communities.

### Equity and Collective Benefit

**Section 7.1** of the Bylaw outlines a dual mechanism for fund allocation:

- 50% distributed equally among all communities to ensure a baseline level of support.
- 50% distributed proportionally based on community population size using enrollment data from Nunavut Tunngavik Incorporated.

This Guideline ensures that funds are allocated in a way that recognizes both the shared needs of all communities and the varying levels of demand based on population. The Guidelines interpret this provision as a directive to design initiatives and programs that collectively address these needs while respecting these proportions, not as an obligation to issue direct payments to communities.

### Spending Priorities

The Bylaw (**Section 1.2**) highlights the importance of addressing barriers to long-term prosperity and promoting social and cultural well-being. The Guidelines align with this intent by prioritizing initiatives that advance community-wide goals, such as cultural preservation, education, infrastructure, and economic development.



## Governance and Oversight

The Fund is managed under the governance structure outlined in the Bylaw (**Sections 9.1 and 10.3**). The KIA Executive Committee and Board of Directors are responsible for ensuring that spending decisions comply with these Guidelines and reflect the principles of accountability and transparency.

## Limitations on Spending

The Bylaw (**Sections 7.1 and 7.2**) specifies that the Community Initiatives Fund may only be used in compliance with approved Guidelines and for initiatives that meet the criteria established therein. Unspent funds can be reinvested for future use, ensuring long-term sustainability.

## Reporting Requirements

To ensure transparency and accountability, the Bylaw (**Section 11.2**) requires detailed annual reporting on the Community Initiatives Fund. This includes financial summaries, descriptions of funded initiatives, and evaluations of alignment with the Sapuulutaq's objectives.