

**The Intensive Employment Assistance Projects under  
the New Dawn Project (ND IEAPs)  
Important Notes to Applicant Organisations**

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## **I. Mandatory requirements**

1. The Applicant organisations must be operating agencies for either batch 2 or 3 Intensive Employment Assistance Projects (IEAPs). The number of applications that each applicant organisation can file will be the same as the number of IEAPs it is running in the serving district.
2. The ND IEAPs should be exclusively run for **CSSA single parents and other child carers with young children aged 12 – 14.**
3. The implementation schedule should be within the target time frame (i.e. from April 2006 to September 2007).

## **II. The Project**

### **Objective/goal**

4. The objective of the project must be consistent with that of SWD which aims to help single parents or child carers with children aged 12-14 to take up and hold at least part-time employment with working hours no less than 32 per month, and ultimately live independently. Operating agencies should help and support these target groups of participants to achieve these aims.
5. The ultimate goal of each project should be measurable in accordance with output standards set by SWD (please refer to '*Performance measurements*' in paragraph 33 below for minimum and progressive output standards of the projects).

### **Desirable project features**

6. Projects to be run on a mass or large scale e.g. organising seminars, mass briefing sessions, etc. will **NOT** be considered.
7. Projects which may ultimately offer employment opportunities, e.g. setting up a small-scale business to employ the participants, could be considered and such businesses should be designed to be self-supporting after the project ends. Profits earned from the business apart from permissible incentive payments should be reinvested into the business in order to help more participants.
8. Consideration would also be given to a submission where collaboration with a commercial firm/agency/institution (e.g. a Chain Store, a clinic or an aged home) is involved (e.g. the lead NGO would provide participants with training, job counselling, placement service whereas the private firm would act as participants' mentor) will enhance participants' job opportunities such that on completion of the project activities participants would be employed by the company.
9. Proposals which include skills training enabling the target participants to provide

services to the needy elderly in the districts such as escort services, general household or domestic duties, etc. will be considered favourably.

### **Added value**

10. The time frame, total cost and minimum number of participants have been pre-set.
11. Projects which provide value-added services e.g. increased target number of participants to make the project more cost-effective, arranging child-care service for participants, providing activities to improve parent-child relationship, organising Cantonese lessons for non-Cantonese speaking participants such as members of ethnic minorities and new arrivals will be particularly favoured.

### **III. Project operation**

#### **Implementation schedule**

12. Selected projects will be implemented for a period of 18 months, starting from April 2006.
13. Selected agencies should start their projects in April 2006. If for any reason, the commencement date has to be postponed, prior approval from SWD in writing must be sought, failing which project approval may be withdrawn.

#### **Business plan/strategy/network**

14. Before deciding to file an application, the applicant organisations will be strongly advised to be mindful of the objectives of the ND IEAPs and consider the following before finalising their proposal:
  - (i) whether they have adequate understanding of **single parents and other child carers on CSSA** and ability to assist them to take up and hold paid employment;
  - (ii) whether the target level of participants pledged to serve is realistic;
  - (iii) whether they are confident of being able to find sufficient suitable placements for their participants;
  - (iv) whether the strategies employed are practical means to move participants into open market employment;
  - (v) for proposals pledged to run co-operative business, whether they have suitable staff members able to manage the business, whether the business to be carried out has a well-prepared business plan and a realistic chance of success as a business, and whether this will genuinely be the most effective

means of achieving the laid down targets of the ND IEAPs in terms of participants achieving self-reliance rather than e.g. simply improving self-esteem;

- (vi) whether the applicant organisations can have staff members available and capable of starting their Projects in April 2006;
- (vii) whether they can achieve the objectives of ND IEAPs and meet the minimum and progressive outcome-based indicators; and
- (viii) whether their objective in running the ND IEAPs is consistent with SWD's.

### **Service districts**

15. Applicant organisations should pledge to serve single parents and other child carers in the same district in which they are running IEAPs.

### **Target participants**

16. The target participants are exclusively **CSSA single parents and other child carer recipients with the youngest child aged between 12 to 14** (i.e, near-CSSA participants will not be included). If suitable, CSSA single parents and other child carers recipients with children aged below 12 may also be referred to the ND IEAPs on voluntary basis. However, priority would be given to participants:
  - (a) who have no or limited work experience;
  - (b) who are found with low motivation to work or work barriers such as lack of confidence to find work; and
  - (c) who are found suitable by Employment Assistance Teams (EATs) of SWD.
17. Project operating agencies should demonstrate their full understanding of the characteristics of target participants and their readiness to overcome the possible obstacles in communicating with them and responding to their needs. For examples, the reasons for participants' low motivations to work or work barriers can be attitudinal rather than a lack of real opportunities such as:
  - (a) preference for remaining full-time parents;
  - (b) fears associated with swapping the certainty of CSSA benefit for the uncertainty of work;
  - (c) difficulties associated with child care arrangement; and
  - (d) absence from the job market for some time.
18. The target number of participants should not be less than **200** over the entire 18-month implementation period.

## **Incentives to participants**

19. Project participants should **NOT** be given any tangible services/payment in form of wages or allowance (including regular free meals and training allowance) while attending the activities.
20. Incentive payment can be made to project participants from proceeds generated from a business or businesses operated under the Project, where applicable. Such incentive payments should not exceed HK\$1,000 per month and should not be paid for more than six months per participant.

## **Administration of Temporary Financial Aid**

21. Successful operating agencies are entitled to administer Temporary Financial Aid (TFA) at an allocation of **HK\$200,000** for the entire 18-month implementation period to help needy participants meet expenses on employment-related needs so as to help them return to the labour market and move towards self-reliance.
22. As CSSA recipients' basic living expenses have already been met by CSSA, the ND IEAPs participants should not be considered for TFA to meet expenses other than genuine employment-related needs.
23. No additional funds would be granted to the operating agencies for administration of TFA.
24. The applicant organisation should verify individual applicant's financial condition and needs, decide level of authorisation, i.e. the officer responsible for approving TFA, payment method, design strategies to use TFA to effectively help participants find work and move to self-reliance, work out refund procedures including repayment plan and other measures to ensure repayment for which the TFA is made on the basis of interest-free loans and guidelines in case of bad debts, etc.
25. TFA may be approved for needy ND IEAPs participants in form of grants or interest-free loans. A needy participant can only be provided with TFA in form of grants not exceeding \$500 during the entire participation period. If TFA in form of loans has been approved for needy ND IEAPs participants, the operating agency should work out a plan with the applicants regarding of loan repayment and monitor progress in this respect. On repayment of the loan, the amount received should be credited to the TFA account.
26. TFA payments should be separately included in the audited account of the ND IEAPs and any unspent balance should be returned to SWD upon completion of the contracted project period or early termination of the Service Agreement.

## **Collaboration with SWD**

27. SWD will collaborate with the operating agencies with a view to achieving the objective of helping more participants successfully secure employment. Agencies should normally accept all referrals from SWD. Where an operating agency decides to stop rendering services to a particular participant who is considered to be not suitable for the Project, the participant will be counted as an unsuccessful case.
28. The objective of the employment assistance projects is to assist single parents and child carers to build up their capacities for self-help, integrate with the community and move towards self-reliance as early as possible. Operating agencies are partners of SWD and should share this vision and collaborate with SWD to achieve it in a cost-effective manner.

## **Provision of clear direction to staff**

29. To help implement the project smoothly with a view to achieving its goal of helping more participants back to the workforce and to become self-reliant, operating agencies should:
  - i. prepare a clear statement of the role and duties of the staff responsible for the projects and let them know what is expected from them since this is fundamental to successful achievement of the goals. Operating agencies should provide an appropriate overall framework for staff, providing them with clear direction, values and mission; and
  - ii. develop a code of practice and solicit their support in carrying out the agency's mission in implementing the projects.

SWD will organise training courses for staff members of agencies to help improve service delivery.

## **IV. Project management**

### **Selection of projects**

30. A Vetting Committee including representatives within or outside the Government will be set up to select meritorious projects.
31. Proposals will be selected based on the quality and feasibility of the business plan as well as the cost-effectiveness of the proposal. For the purpose of assessing applications, applicant organisations (and/or their collaborators, if any) may be invited to provide supplementary information.
32. The Vetting Committee reserves the right to approve/reject any application for funding support.

## Performance measurements

33. The assessment period for the performance attainments of the projects is on **18-month basis**. Other than the minimum output standards, two progressive performance indicators are set to encourage operating agencies to help participants move further for gainful employment. The performance standards are listed below:

### Minimum Performance Standards

- (a) To render service to pledged number of participants but no fewer than **200** in the entire 18-month implementation period;
- (b) To assist at least **180 participants** in the entire 18-month implementation period to complete the range of activities organised;
- (c) To assist at least **80 participants\*** in the entire 18-month implementation period to take up paid employment with at least 32 working hours per month;

### Progressive Performance Standards

- (d) To assist at least **60 participants\*** to sustain paid employment for at least three months
- (e) To assist at least **48 participants\*** to secure an employment with no less than 32 working hours and earnings of no less than \$1,600 per month and to stay in employment for at least 3 months.

*\* To encourage NGOs to give their best to assist more hard core groups i.e. those who have been on CSSA for twelve months or more as at the date of being referred for the ND IEAP, and those participants aged 50 or over; each of these successful cases will be **double counted** to recognise operating agencies' extra efforts made in assisting them back to the workforce.*

## Monitoring of performance

34. SWD/funding bodies or its representatives may at any time with or without prior notice assess and monitor the performance of the projects by:
- i. examining the actual output, service quality and standard of performance;
  - ii. advising on improvement measures and monitoring the progress of action plans to bring about improvement;
  - iii. conducting evaluation or survey to review an individual project's performance, where necessary; and
  - iv. conducting evaluation studies on ND IEAPs participants/performance through the operating agencies.

35. To help the operating agencies achieve the pre-set performance standards, SWD will issue benchmark reports to individual agencies on a regular basis.

### **Termination of projects**

36. Throughout the 18-month implementation period, operating agencies must fulfil the stipulated administrative requirements.
37. To ensure that the projects are operated up to expectations, SWD reserves the right to terminate individual projects by giving the organisation concerned two months' notice in writing, should the organisation have failed to meet a minimum of 30% of the output standards (a) to (c) as set out in paragraph 33 within the 12-month period of implementation.

### **Statistical data/records**

38. Operating agencies are required to keep all relevant records properly and forward them to SWD for examination regularly or upon request. These records include but are not limited to the following:
- i. information on the participants' profile such as age, educational level;
  - ii. information on the courses/activities organised including number of participants served and attendance records with participants' signatures; and
  - iii. details of job vacancies identified and taken up by the participants including salaries payable, employers' information, documentary proofs of the jobs secured.
  - iv. details of TFA applications
39. Operating agencies are required to forward a monthly statistical return together with any relevant records supporting the figures in the return to SWD on the **first** working day of every month.

## **V. Budget**

### **Payment arrangement**

40. SWD shall arrange to pay to operating agencies a sum of \$600,000 as administration fee which includes the set up and maintenance costs for the entire 18-month implementation period. This amount will be paid by six equal instalments on a quarterly basis. Each payment of \$100,000 shall be made in the **first** month of the respective quarter within the 18-month implementation period.
41. To encourage operating agencies and recognise their extra efforts and resource in helping participants move further for self-reliance, an additional provision of up to

\$150,000 will be released to operating agencies who have achieved both the minimum and progressive performance standards set out in paragraph 33 above. The amount of additional administration fee will be given according to the level of agencies' achieved output standards stated below:

- (a) \$100,000 will be released for those projects having achieved all the minimum and progressive performance standards (a) to (e) as set out in paragraph 33 above during the 12-month implementation period. (The no. of attainments achieved and the amount of administration fee received under this condition will be taken into account for the assessment of the performance attainments made at the end of the entire 18-month implementation period.)
  - (b) \$75,000 will be released for those projects having achieved the minimum and progressive performance standards (a) to (d) as set out in paragraph 33 above in the end of the 18-month implementation period.
  - (c) \$150,000 will be released for those projects having achieved all the minimum and progressive performance standards (a) to (e) as set out in paragraph 33 above in the end of 18-month implementation period.
42. The payment of additional administration fee will be made within six months from the expiry or early termination of the Service Agreement provided that the surplus assessment is completed by the Department. The additional administration fee under paragraph 41(a) above, will be released together with the payment of administration fee in the fifth quarter of the 18-month period at the earliest.
43. The sum of HK\$200,000 for TFA will be paid by six instalments on a quarterly basis over the 18-month period, with a first payment of HK\$50,000 and each of the remaining five at HK\$30,000. Each payment shall be made in the 1st month of the respective quarter within the 18-month implementation period.
44. If the administration fee actually spent throughout the 18-month implementation period by an operating agency is less than the administration fee and the additional administration fee to which it is entitled upon completion of the project, the operating agency may only retain the amount equivalent to actual expenditure and has to refund the unspent balance to SWD.
45. If, for whatever reason, the organisation is unable to implement an approved project, the organisation may be asked to refund either in part or in full the amount of the funds paid to it for the purpose.
46. No virement between the administration fee and the TFA is allowed. No supplementary provision will be considered in addition to the funds approved.

### **Other sources of funding**

47. Applicant organisations should indicate in the application form other sources of funding, if any, to be used in connection with the purposes of the project.

## **Creation of posts**

48. No approved funds are to be used to create any permanent post in the applicant organisation.

## **Insurance/legal aspects**

49. Project participants will not be employees or agents of the operating agencies during the period of participation. Operating agencies should make their own arrangements regarding insurance/legal issues and consult their own insurer/legal advisers, where necessary.
50. Any insurance costs should be covered within the administration cost. No separate funds will be granted for this purpose.

## **Audited account/refund of unused balance**

51. The administration fee and TFA have to be properly recorded and audited.
52. Any unused administration fee and the additional administration fee or TFA should be refunded to the Government upon expiry or early termination of the Service Agreement of each project. Such refund should be supported by audited accounts showing details of the income and expenditure of the services, payment of TFA including total amount of loans outstanding and such other information as may be required by the Government.
53. A maximum period of two months for winding up of the service is allowed for each project. No extra funding will be allocated for the winding up period.
54. The operating agencies are required to submit audited income and expenditure statements to SWD not later than **four** months after the end of the project.

## **VI. Evaluation**

### **Evaluation of the projects**

55. Operating agencies should undertake systematic evaluation, monitor and review the effectiveness of individual projects. The following should be taken into consideration:
  - i. review process regularly according to performance indicators by monitoring actual performance against expectations;
  - ii. put in place defined and cost effective procedures to evaluate project strategies and programmes to assess whether they can achieve the outcome required;
  - iii. share experience with/make reference to other operating agencies regarding success in helping project participants achieve self-reliance; and

- iv. modify or drop strategies when they are found not to be achieving the expected objectives, as evidenced by outcome indicators.
- 56. Participating organisations are required to provide full support to the evaluation exercise including ensuring that participants are accessible.
- 57. Each participating organisation is required to forward to SWD an overall evaluation report within **two months** of the completion of the entire project.
- 58. Participating organisations are required to assist SWD to distribute questionnaire to participants/to contact participants for the purpose of evaluating the projects as a whole.

**\*\*\* *Thank you* \*\*\***