

Report on Selection of Intensified Employment Assistance Projects

Background Information

The Social Welfare Department (SWD) has secured total funding of \$200 million from the Lotteries Fund (LF) and the Hong Kong Jockey Club Charities Trust (HKJCCT) (\$100 million from each) to commission non-governmental organisations (NGOs) to run intensive employment assistance projects for employable Comprehensive Social Security Assistance (CSSA) recipients and 'near-CSSA' recipients.

Objectives

2. The main objective is to provide tailor-made employment assistance to participants to help them secure gainful employment as early as possible so that they can move towards self-reliance. Another objective is to help prevent 'near-CSSA' recipients from falling into the CSSA net through arrangement of temporary financial assistance (TFA) by NGOs to those needy participants to tide them over temporary financial hardship and meet short-term basic needs in addition to assisting them to find employment.

Invitation of Applications

3. We are planning on the basis of 100 projects over a four-year period from October 2003 to September 2007, targeted at serving a total of 27 000 participants. To allow flexibility and also to provide timely services to participants, we plan to invite applications from NGOs at intervals of around nine month.

4. SWD invited the first batch of applications in July 2003 and by the deadline of 13 August 2003, a total of 87 applications from 55 NGOs had been received. Of

these applicants, 21 had had experience in running the Special Job Attachment Programme and/or Intensive Employment Assistance Fund projects under SWD's previous employment assistance programmes for CSSA recipients.

Assessment of Applications

5. A Vetting Committee chaired by the Director of Social Welfare, and including representatives from the Labour Department and the HKJCCT was convened to select meritorious proposals. The Committee paid particular attention to the following factors -

- (a) the geographical spread of the projects so as to ensure sufficient capacity to avoid requiring CSSA participants to travel a long distance to obtain IEAP support. This meant awarding comparatively more projects in districts with comparatively more unemployed CSSA recipients;
- (b) the proposed target groups to be served by the projects given our intention to assist some particularly socially disadvantaged groups such as members of ethnic minorities;
- (c) where the applicant NGO had been involved in previous or current employment assistance projects commissioned by SWD, its track record on performance, its outlook towards promoting self-reliance and its readiness and attitude towards making improvements in its programmes; and
- (d) the attractiveness, feasibility and practicality of the proposal including in particular its networking of prospective employers to identify jobs for the participants.

6. After careful consideration, 40 projects have been selected and their distribution and target client groups are listed at **Annex I**. These involve a total of 33 NGOs with seven being recommended for two projects each in different districts. Since the NGOs have pledged to serve a higher number of participants than our minimum expectation, these projects would be able to assist at least 10 035 CSSA recipients and 4 291 “near-CSSA recipients” over the three-year project period from October 2003 to September 2006, which is 20% more than the prescribed requirement.

Project Management

7. With a view to achieving a more cost effective result, we have set outcome-based performance indicators (**Annex II**) for NGOs. SWD will monitor the progress of these projects closely and compile relevant data and statistical reports.

8. We shall arrange training for staff of NGOs engaged in IEAPs and organise sharing sessions and workshops for both NGOs and SWD staff to enhance better understanding and strengthen staff’s professionalism and effectiveness in service delivery.

9. In order to use this experience to help formulate future strategies to assist employable CSSA recipients, we will evaluate the projects either by outsourcing the evaluation to an academic research team or research company or by undertaking it in-house.

Allocation of Funding

10. In the first batch of approved projects, a total of \$84 million will be allocated from the co-funding from the LF and the HKJCCT to 33 NGOs for running 40 IEAPs at \$2.1 million each (including \$1.5 million for the administrative fee and \$0.6 million for the TFA) over the three-year project period from October 2003 to September 2006, on a quarterly basis. To encourage good performance, \$100,000 will be held back from the annual administrative fee and payable only when the NGO

has shown itself able to meet the prescribed performance indicators, as stated in **Annex II**, based on its report for the preceding 12 months.

11. Given that the IEAPs are jointly financed by the LF and the HKJCCT, the latter will arrange payment of 50% of the expenditure incurred to the LF, based on the cashflow requirement, on a half-yearly basis.

Publicity

12. To publicise the launching of the IEAPs and give recognition to the HKJCCT donation, a kick-off ceremony cum cheque presentation was held on 9 October 2003. This was also used as an opportunity to recognise those organisations and Government departments which have been particularly helpful in providing Community Work placements for the Support for Self-reliance Scheme.

The Way Forward

13. SWD will closely monitor and benchmark individual NGOs' performance in helping participants secure paid employment and will keep them informed so that they can have a clear picture of their performance. A Service Agreement with each NGO will be renewed annually during the three-year project period. SWD may consider serving two months' notice of termination of the Service Agreement on any NGOs which do not meet a minimum of 30% of the output standard as stated in **Annex II**.

14. Based on the statistical record of NGOs' success in helping participants achieving self-sufficiency and the findings of the evaluation of the IEAPs, SWD will plan future strategies to provide tailor-made employment assistance to help needy persons achieve self-reliance.

Non-recurrent grants to NGOs for First Batch of Intensive Employment Assistance Projects

S/N	Name of Agency	Project Ambit
1	Christian Action	Kwun Tong
2		Tai Po & North
3	HK Family Welfare Society	Kwun Tong
4		Wong Tai Sin & Sai Kung
5	International Social Service HK Branch	Kwun Tong
6		Yuen Long
7	The Mental Health Association of HK	Kwun Tong
8		Tai Po & North
9	HK Young Women's Christian Association	Wong Tai Sin & Sai Kung
10		Yuen Long
11	The Society of Rehabilitation and Crime Prevention, HK	Wong Tai Sin & Sai Kung
12		Yau Tsim Mong
13	Yang Memorial Methodist Social Service	Yau Tsim Mong
14		Yuen Long
15	Lok Kwan Social Service Limited	Eastern & Wan Chai
16	Methodist Centre	Eastern & Wan Chai
17	Aberdeen Kai-fong Welfare Association Social Service Centre	Southern
18	St. James' Settlement	Central, Western & Islands
19	HK College of Technology	Wong Tai Sin & Sai Kung
20	Po Leung Kuk	Wong Tai Sin & Sai Kung
21	The Industrial Evangelistic Fellowship Limited	Yau Tsim Mong
22	The Mong Kok Kai-fong Asso. Ltd. Chan Hing Social Service Centre	Yau Tsim Mong
23	HK Outlying Islands Women's Association	Tsuen Wan & Kwai Tsing
24	New Life Psychiatric Rehabilitation Association	Tsuen Wan & Kwai Tsing
25	New Territories Association Retraining Centre	Tsuen Wan & Kwai Tsing
26	S.K.H. Lady Maclehosé Centre	Tsuen Wan & Kwai Tsing
27	Women Service Association	Tsuen Wan & Kwai Tsing
28	ADPL Social Service Centre Limited	Sham Shui Po
29	HK Single Parents Association	Sham Shui Po
30	Society for Community Organisation	Sham Shui Po
31	The Young Men's Christian Association of HK	Sham Shui Po
32	HK Lutheran Social Service	Kowloon City
33	S.K.H. Holy Carpenter Church Community Centre	Kowloon City
34	Caritas – HK	Yuen Long
35	Yuen Long Town Hall	Yuen Long
36	Evangelical Lutheran Church Social Service HK	Tuen Mun
37	HK Employment Development Service Limited	Tuen Mun
38	Tuen Mun District Women's Association Limited	Tuen Mun
39	HK PHAB Association	Sha Tin
40	Tung Wah Group of Hospitals (Community Services Division)	Sha Tin

Performance Indicators of Intensive Employment Assistance Projects

Minimum performance standards for each project		CSSA participants	'Near CSSA' participants
i.	<p>NGOs must serve a minimum of 100 participants of which at least 70 must be CSSA recipients, and among them, NGOs must help at least 90% of the participants complete the range of activities organised.</p> <p><i>Note: Unless the customer is not a target participant of the NGO, the NGO is expected to take the case when being referred by SWD.</i></p>	63p	
ii.	<p>Service participants to take up *full-time employment</p> <p><i>Note: NGOs will be responsible for reporting to SWD the number of participants having found employment.</i></p>	(a) 28p	(b) 12p
iii.	<p>CSSA participants to change status for at least three months to either off CSSA due to paid employment or CSSA low-earners.</p> <p><i>Note: SWD will keep track of the employment history of participants having stayed in the employment for at least three months and keep NGOs informed of their performance achieved.</i></p>	21p	

***Full-time employment**

Full-time employment is defined as employment with monthly pay of not less than HK\$1,430 and working hours of not less than 120 per month for the purposes of calculating the output achievement.

Performance based bonus

50% of the performance based bonus (i.e. \$50,000) will be released to individual agencies having achieved the minimum requirements of items i + ii(a) + ii(b) + 2/3 of iii (i.e. 14 p to 20p) in each implementation year, while 100% (i.e. \$100,000) of the said bonus will be released to individual agencies having achieved the minimum requirements of items i + ii(a) + ii(b) + 100% of iii (i.e. at least 21P) in each implementation year.