



GUIDE FOR APPLICANTS

CALL FOR PROPOSALS

**Employment Assessment Service
Case Management
Employment Counselling Service
Employment Resource Centre
Employment Group Sessions/Workshops
Job Development**

**St. Catharines HRCC
HUMAN RESOURCES AND SKILLS DEVELOPMENT CANADA
(HRSDC)**

CFP#: CFP-ON- 0405 – ST. CATHARINES - 001

**Deadline for Submission of Proposals is November 16, 2004
at 2:00 p.m.**

HUMAN RESOURCES AND SKILLS DEVELOPMENT CANADA¹ (HRSDC)

GUIDE FOR APPLICANTS St. Catharines HRCC

CFP#: CFP-ON-0405-St. Catharines-001

1. INTRODUCTION

The purpose of this application guide is to assist applicants in the preparation of a project proposal and application for funding.

Human Resources and Skills Development Canada (HRSDC) is presently accepting funding applications and project proposals from organizations interested in receiving financial assistance for the delivery of an Employment Assessment Service, Case Management, Employment Counselling Service, Employment Resource Centre, Employment Group Sessions/Workshops and Job Development.

Human Resources and Skills Development Canada (HRSDC) has identified a community need for this type of service to unemployed Canadians with mental health disabilities in the communities of Fort Erie, Niagara Falls, Port Colborne, St. Catharines and Welland, and may fund appropriate proposals through the Employment Assistance Services (EAS) Program.

HRSDC estimates that there is a need for the services identified above to approximately 200 unemployed clients, with mental health disabilities, over a twelve (12) month period.

HRSDC expects to support eligible costs in excess of \$500,000.00.

The closing date to submit an application for funding is November 16, 2004. All applications must be received at the South Sector Call For Proposals Unit, c/o the London HRCC no later than 2:00 pm on the closing date. **Please note that funding applications submitted after this deadline will be disqualified.**

Financial assistance under the EAS Program is provided in the form of a contribution subject to the terms and conditions of a contribution agreement

¹ Canada Employment Insurance Commission (CEIC) is the legal name for Human Resources and Skills Development Canada (HRSDC) and the two names are interchangeable for the purposes of this document.

between HRSDC and the successful proponent. Contributions are Transfer Payments under Canada's Treasury Board's Policy on Transfer Payments.

Treasury Board's Terms and Conditions for Employment Assistance Services (EAS) may be found at:

http://www.hrsdc.gc.ca/en/epb/sid/cia/grants/eas/desc_eas.shtml

HRSDC reserves the right to sign contribution agreements with more than one applicant to deliver these activities.

At its sole discretion, HRSDC reserves the right to modify any of the CFP dates and the right to cancel this CFP at any time for any reason. HRSDC is not responsible for any costs incurred by organizations for the preparation of CFP proposals.

1.1 – Application Package

Proposals **must** meet the content and format requirements set out in this application package. An application package must be completed, signed by the authorized representative of the organization, and submitted to HRSDC prior to the closing time and date of the Call for Proposals. Please note that no additional documents will be accepted after the deadline unless requested by HRSDC. In order to be included in the assessment and recommendation process, your application package **must** include the following completed documents:

1. Application for Funding form - EMP 5209 (02-03) E
2. Forecast of Cash Flow form - EMP 5216 (01-03) E
3. Budget Negotiation Notes
4. Copies of your proposals described in section 1.2 of this guide.

Note: Failure to submit all of the above completed documents may result in disqualification.

Note: Only one (1) application will be received from a single organization.

1.2 - Submitting an application package

Applicants must submit five (5) individually bound paper copies of their completed application package (one copy must be the original signed document) and one electronic version of the proposal on a clearly labelled disk (diskette or CD-ROM, and preferably in MS Word, or Rich Text Format). Faxed or E-mailed

proposals will not be accepted. Proposals must be received no later than 2:00 pm on the closing date at the address below:

Call for Proposals
CFP-ON-0405-St. Catharines-001
Human Resources & Skills Development Canada
South Sector Call for Proposals Unit
c/o London HRCC
451 Talbot Street, Suite 301
P.O. Box 5711
London, ON, N6A 4S7

No funding decisions are expected before December 30, 2004.

NOTE: HRSDC staff will not assist organizations in the development of their proposals. Technical questions relating to the process may be directed via e-mail to. rick.eller@hrsdcc.gc.ca . Relevant Q&A will be shared with all applicants by e-mail.

Please send an e-mail to the contact person larry.koschok@hrsdcc.gc.ca to ensure that you obtain all questions and answers in a timely fashion.

The approval of successful proposals will be subject to the negotiation of a contribution agreement; and HRSDC is under no obligation to approve any application through this process.

2. EMPLOYMENT ASSISTANCE SERVICES PROGRAM OVERVIEW

2.1 – Program Description

The objectives of the Employment Assistance Services program are:

- to support organizations that provide employment assistance services to unemployed persons, and
- by doing so, to assist unemployed persons overcome roadblocks to employment
- to assist unemployed individuals prepare for, obtain and maintain employment by providing them with services such as employment counselling, job search techniques, job placement and labour market information. This measure focuses on measuring positive results and outcomes achieved by clients. It is available to all unemployed Canadians regardless of whether they have had an Employment Insurance claim.

Employment Assistance Services provide unemployed individuals with employment assistance to address their employment needs. Services can be offered via both self-services and assisted services. All assisted EAS services must be tailored to address the employment barriers of each individual.

The Employment Assistance Services program is a client-centered program targeted to unemployed individuals and is designed to meet the needs of a knowledge-based economy. The program provides financial support to Canadian organizations to provide unemployed individuals with employment related assistance to help them prepare for, obtain and maintain employment.

Employment Assessment Services may include but are not limited to a client-centred and collaborative approach to identifying employment needs that include: personal & environmental issues, job/work objectives, skills & requirements, job search skills, employment maintenance. These employment needs are addressed by referral to an appropriate intervention, by developing a return to work action plan and by identifying the support and follow up required to ensure positive outcomes.

Employment Counselling Services may include but are not limited to an intervention or interventions designed to help clients identify and resolve issues that must be faced in making and carrying out employment related decisions. It includes defining clients' realistic employment goals, identifying the activities needed to achieve those goals, developing and implementing a flexible, sequenced action plan, and conducting support and follow up activities. Counselling continues with support and the coordinated delivery of activities needed to complete the client's action plan.

Case Management is a process that ensures clients, who are involved in activities designed to meet identified employment needs receive the ongoing support and follow up necessary to promote successful completion and positive results that must be shared with HRSDC. Case management begins when the client and service provider commit to a return-to-work action plan, and it ends when the action plan is closed (i.e. the client obtains employment or completes his/her action plan). For clients who complete their action plan but do not immediately obtain employment, the case manager follows up at the 12-week mark to update the client's employment status.

Employment Resource Centres may include but are not limited to computer access to support job search, resume writing assistance and interview techniques, library of job search materials, labour market and vocational information, Internet access, community resources, occupational directories, photocopying, and telephone and faxing service to assist clients in their efforts to find work. Clients often have access to sufficient workspace and staff support.

Employment Group Sessions/Workshops provide employment related information and/or specific interventions that fit with the clients return to work action plan and results in a measurable outcome. These activities address specific employment related needs of clients, ie: career decision-making, job search, skills enhancement, and job maintenance. Workshops must be participative and interactive in nature.

Group Sessions

Career Decision Making

A group session that provides information related to career decisions may include but is not limited to:

- how to complete a self- assessment
- how to complete an occupation assessment
- how to gather resource material
- how to make career decisions
- how to set career goals
- other employment programs, services & resources available in the community.

Skill Enhancement

A group session that provides information related to skill enhancement may include but is not limited to:

- how to research educational/training options
- how to assess personal finances
- how to make decisions regarding education & training
- available financial assistance & support
- how to set goals and prepare necessary documents
- other employment programs, services & resources available in the community.

Job Search

A group session that provides information related to job search may include but is not limited to:

- how to complete a self- assessment
- how to research the labour market
- current local labour market information
- how to prepare a cover letter, resumé and other self-marketing tools
- interview tips
- other employment programs, services & resources available in the community.

Job Maintenance

A group session that provides information related to keeping a job may include but is not limited to:

- how to identify personal barriers that influence work behaviour
- an examination of potential options to address related barriers
- other programs and services available in the community.

Workshops

Career Decision Making

Participants will explore information and complete activities that assist them to make career decisions. This workshop may include but is not limited to:

- completing a self- assessment
- completing an occupation assessment
- using different methods of gathering resource material
- making career decisions
- setting career goals
- selecting and using other employment programs, services & resources available in the community.

Skill Enhancement

Participants will explore information and complete activities that assist them to make education/training decisions and prepare necessary documentation. This workshop may include but is not limited to:

- researching educational/training options
- assessing personal finances
- making decisions regarding education & training
- learning about the financial assistance & support that is available and selecting the most appropriate for individual situations
- setting goals and preparing necessary documents
- selecting and using other employment programs, services & resources available in the community.

Job Search

Participants will explore information and complete activities related to job search. This workshop may include but is not limited to:

- completing a self- assessment
- using various methods of researching the labour market
- collecting local labour market information
- preparing a cover letter, resumé and other self-marketing tools
- practicing interview tips
- practicing cold calls to Employers and phoning Employers to arrange interviews
- selecting and using other employment programs, services & resources available in the community.

Job Maintenance

Participants will explore information and complete activities related to keeping a job. This workshop may include but is not limited to:

- identifying personal barriers that influence work behaviour
- identifying appropriate behaviour and ways of dealing with stressful issues and situations
- practicing new skills and receiving feedback from the Workshop Facilitator and other participants
- participants will be supported on the job, receiving coaching and feedback during the initial phase of the job.

Job Development is a client-centred approach that matches clients' skills, abilities and career goals with suitable employment. Participants are marketed through the use of tools that may include subsidy programs and other incentives and are supported until employment is achieved. Services would also include referral to other appropriate interventions.

Under the contribution agreement, eligible costs are reimbursed on actual expenditures and allowed costs which are required for the success of the specific project, not general operating costs of the organization. This can include some overheads such as wages, leasing of equipment, rent, special needs for persons with disabilities and small capital assets (i.e. computers for staff of project.). No personal income supports are provided to the unemployed clients attending EAS activities. Amounts required to accommodate participants with disabilities must be reviewed on a case-by-case basis.

Please refer to section 4 of this guide for more details of eligible costs.

2.2 – Employment Assistance Services Funding Priorities

The focus is to help organizations that deliver services to unemployed persons. Funding proposals will NOT be considered for persons who are employed, in school or other institutions, or those persons who are not able to participate in the labour market, or for duplicate services already available within the community.

2.3 - Eligible Organizations

Applicants eligible to receive funding from HRSDC for Employment Assistance Services projects include:

- businesses;
- organizations (including not-for-profit, professional, employer and labour associations);
- individuals;
- public health and educational institutions;
- band/tribal councils, Aboriginal organizations; and
- municipal governments.

Proposals will only be considered from qualified organizations that can demonstrate the following prerequisites:

Current operation within the Regional Municipality of Niagara.

Minimum of two (2) years experience in the delivery of services to persons with mental health disabilities.

Ability to deliver employment related services to targeted clients residing in the communities of Fort Erie, Niagara Falls, Port Colborne, St. Catharines and Welland.

Appropriate processes and internal financial controls.

Ability to establish partnerships with a diverse range of community organizations/agencies, other provincial and/or federal government departments.

Established code of ethics is in place that includes a process to maintain client confidentiality.

Ability to provide appropriate administrative oversight, direct staff supervision and maintain appropriate record keeping.

Ability to capture and report statistical data pertaining to client results.

2.4 - Eligible Participants

To participate in Employment Assistance Services, participants must be:

- entitled to work in Canada according to the relevant provincial/territorial legislation and regulations
- unemployed
- out of school

For the purpose of this proposal the clients we are interested in serving are: unemployed Canadians with mental health disabilities, who reside within the communities of Fort Erie, Niagara Falls, Port Colborne, St. Catharines or Welland.

2.5 - Duration of the Contribution Agreement

Projects funded through this Call for Proposals process are expected to begin in January 2005. The duration of the contribution agreement can not extend beyond March 31, 2005 due to present program authorities expiring on that date.

The Department anticipates being able to extend the duration of the agreements in accordance with renewed program authorities. In the event the program authorities are renewed HRSDC may, at its discretion, grant an initial extension to the initial agreement to bring it up to one-year, with the possibility of two further one-year extensions to the initial agreement.

Regardless of the possibility for extensions, the duration of the initial contribution agreement will be for a three (3) month period, or until March 31, 2005.

In anticipation of the authority to extend agreements beyond the first year, applicants are asked to describe in their project proposal the employment services they would offer over a twelve (12) month period.

Extension of the duration of a contribution agreement would not be undertaken if any of the following is true:

- renewed terms and conditions set a different timeline;
- there have been significant changes to the program;
- there have been significant changes to the labour market.

In all cases there must be a thorough evaluation to validate project success prior to entering into a subsequent agreement to extend the duration of the initial agreement.

3. PROPOSAL DESCRIPTION

The font size on the proposal must be no smaller than 12 point Arial and should be printed on 8.5" x 11" paper. The maximum length for each section of the *Proposal Description* is indicated below. To ensure that proposals include the necessary information and requirements, the elements outlined below must be included as part of the *Proposal Description*:

Note: Applications that do not comply with the *Proposal Description* format outlined in this guide may be disqualified. Maximum word count and page limits will be strictly enforced.

3.1 - Project Title

Provide a project title for the proposal.

3.2 - Project Summary (max. 500 words = approx 2 pages)

Provide a short summary of the project that includes the number of participants, the location, the duration, and the nature of the service activity.

3.3 - Project Objectives (250 words)

This section should provide a clear and measurable description of what the project is expected to achieve.

3.4 - Proposed Activities and Timelines (4,000 words)

The activities are a key component of a proposal and should be clearly defined. This section should include:

- specific activities and timelines, from project start date to project completion
- an outline of how these activities will support the achievement of the project's objectives, including a description of any required tools/models
- an outline of the organization's plan on how it will manage the proposed project (e.g. use existing management resources, hire a project manager, etc.)
- details on the number of staff, their job titles and roles, and the competencies and qualifications required, including any professional certifications
- a statement regarding any intention to contract or subcontract a portion of the activities and services (specifying which ones and include rationale), and the process to be used (see section 6.5 below)

- proposed location of any facility, and plans to ensure that this location provides reasonable accessibility to the targeted clients (e.g. accessible by public transit where applicable, central location, wheelchair accessible, adequate hours of operation etc.)
- plans to collect and report data on results for participants, including 12 week follow-up where necessary and providing data to HRSDC
- monitoring and evaluation procedures, including process and timelines
- describe appropriate service standards (e.g. speed of service, quality, resource maintenance, handling complaints, resolving IT problems etc.)
- description of how project will integrate service with existing resources and programs with the community
 - an explanation of how the organization plans to serve an ethnically, racially and economically diverse client base
 - a description of the organization's processes and controls to manage access to personal and confidential information (if appropriate)
 - an outline of the organization's policy on or methods of dealing with conflicts of interest

3.5 - Description of the Selected / Targeted Participants (500 words)

Participant information should describe the:

- criteria and method for selection of participants
- proposed number of participants
- distribution plan across the geographic area to be served (targeted location of participants)
- participants, if any, specifically targeted (such as employment equity designated groups)
- means by which participant eligibility will be verified (if needed)
- means by which clients of previous provider of a similar service would be incorporated in the event that this CFP process results in a change in sponsors (if applicable)

3.6 - List of all Partner Organizations, their Roles and Responsibilities, and Financial Contributions (monetary/in-kind) (500 words)

This section must be completed if HRSDC would not be the sole funder for this project. If there will be other contributions to the project, either monetary or in-kind, from either the applicant or other third parties (e.g. the private sector, not-for-profit organizations, other levels of government), please specify:

- the source(s) of the contribution(s)
- the amount from each source
- the relationship between the various funders and the applicant;

- if the other funders will have an active role to play in the project (i.e. not just financial), provide details concerning their specific roles and responsibilities, and their relevant experience (if any)

Note: Prior to agreement signing, HRSDC may request written confirmation of other funding commitments, including monetary and/or in-kind contributions.

3.7 - Expected Results (250 words)

This section should provide a clear statement of:

- expected outcomes, including how project activities will assist participants in acquiring self sufficient employability skills, preparing for and obtaining employment, maintaining employment or returning to advanced studies;
- targets for the number of eligible clients participating in the project and the number of participants who will have completed the project and are achieving the results listed above; and
- other positive outcomes related to proposed activities.

3.8 - Means by which Success will be Measured (500 words)

Applicants should provide a description of how participant progress and success, as well as the overall success of the project will be measured, monitored and reported. Applicants should also indicate how they would respond if the desired results were not being achieved partway through the project, or if they identified emerging needs and/or a changing local environment during the life of the project.

3.9 - Applicant's Background, Mandate and Expertise (1000 words)

This section should include:

- a brief description of the organization's history and number of years in business (include incorporation documents and the names of the corporate officers and/or board of directors, as appropriate)
- the organization's mandate and traditional ongoing activities
- the organizational chart
- a description of the organization's experience in dealing with the participants targeted for the service to be funded (e.g. the unemployed in general, youth, persons with disabilities, etc.)

- the most recent audited financial statement, or a list of current funding sources²
- Legal status of the organization
- Members of the Board

3.10 - Past Projects with HRSDC and Other Departments and Related Achievements (500 words)

This section (if applicable) should include a description of:

- previous experience in delivering employment-related projects funded by HRSDC and by other federal departments, provincial, territorial or municipal governments (name of project/date/length/funding); and
- previous projects that have produced successful results.

If you are applying for similar funding from other government departments this year, please indicate: name of government department, funding requested, number of participants and how activities differ from the ones requested in this proposal to HRSDC.

Please note that HRSDC may consult other federal government departments to confirm past achievements and to ensure that the proposed activities are not a duplication of similar projects.

3.11 - Evidence of Community Labour Market Needs (500 words)

This section should provide a description of the local community, including information concerning:

- geographic, socio-economic and labour market factors
- any relevant community planning/consultation process carried out
- how the project links to labour market needs

3.12 – Employment Assistance Services Priorities (1000 words)

This section should include a description on how the proposal meets Employment Assistance Services eligibility criteria and funding priorities. See section 2.2 of the application guide.

² Note: HRSDC is required to ensure that “a dependency on government funds [is] not being created” through its funding (*National Operations Guide*). Program funds can only be used for identifiable projects, not for core funding or ongoing operational expenses.

3.13 - Environmental Impact of Proposed Activities (if any)

Applicants must provide a description of any environmental impact of the project and the results of any environmental assessment that has been undertaken, where required under the *Canadian Environmental Assessment Act*³.

4. BUDGET

Applicants must complete the *Application for Funding - EMP 5209 (02-03) E*. Applicants must also attach the details on how the cost for each budget item was determined.

As this is a generic form for various HRSDC programs, some categories may not be eligible for funding under the Employment Assistance Services program and should not be used (see list of ineligible expenses in section 4.2 of this guide).

Please note that applicants must detail monetary and/or in-kind contributions from other sources that reflect a commitment to the success of the project.

In this section of the proposal, please also describe the processes and financial controls implemented in your organization to ensure that finances are protected and used appropriately.

Applicants who intend to use a contractor or subcontractors to perform specified duties or activities must specifically identify the related costs.

4.1 - Eligible Expenses

Generally, reimbursement of eligible costs can cover some overhead and minimal, small capital assets. Financial assistance may be provided to cover all or a portion of the costs associated with operating and delivering approved activities. Eligible costs may include but are not limited to:

- wages and the mandatory and other employment-related costs;
- licences, permits, fees for professional services
- bank charges, utilities, material, supplies, travel, insurance, rental of premises, leasing or purchase of equipment, audits, assessment and evaluations
- expenses relating to specialized arrangements or equipment for persons with disabilities
- costs associated with workers' compensation

³ For further information about the requirements under the *Canadian Environmental Assessment Act*, visit the Department of Justice Canada Web site at http://www.ceaa.gc.ca/index_e.htm.

- costs associated with some limited central administrative functions that are required to support agreement activities
- costs related to contracted and subcontracted aspects of the project; subject to HRSDC approval

4.2 - Ineligible Expenses

Ineligible expenses include items such as the following:

- any project costs incurred before an agreement is approved and signed by HRSDC
- costs incurred in the preparation of the proposal (including lobbyist fees)
- tuition costs - public/private
- contingency fees
- entertainment costs
- fines or penalties
- profit
- land, buildings and other capital costs for the construction of buildings (other than small repairs or renovations to support the participation of persons with disabilities)
- vehicles

5. FORECAST OF CASHFLOW

Applicants must also complete the *Forecast of Cash Flow* form (EMP 5216 (01-03) E and submit it with the application package. It is important that the monthly breakdown of the budget reflect as closely as possible the sponsor's projected financial requirements and any explanations as needed (without use of abbreviations).

6. FURTHER CONSIDERATIONS

6.1 - General Liability Insurance

Applicants must provide general liability insurance coverage that covers all participants, project coordinators, and staff for damages they might cause to third parties in carrying out project activities. HRSDC however, makes no warranty or representation as to the adequacy of the policy coverage. The applicant is solely responsible for determining the policy's adequacy and for obtaining any additional insurance required.

HRSDC may cover participants for physical damages and/or personal injury. The comprehensive general liability insurance provided by the department, however, is subject to certain exclusions, in particular the use of a vehicle. In such cases, recipients should ensure that they have adequate automobile insurance coverage, whether public or private.

If applicants already have comprehensive general liability insurance, they must ensure their insurance is valid for the duration of the contribution agreement.

6.2 - Workers' Compensation

The applicant must arrange for workers' compensation coverage, or similar coverage, to cover participants and staff where required by law in each province or territory.

6.3 - Health and Safety

Applicants must ensure that participants are in a safe environment throughout the project. Where applicable, it is the applicant's responsibility to supervise the participants' work, provide health and safety information, and provide information sessions and safety equipment (if required) for all participants employed.

For further information about health and safety, please refer to the brochure "*Are You in Danger? It Only Happens to Others...*", available at the nearest Human Resources Development Canada office or on the Internet at:

<http://www.youth.gc.ca/security>.

6.4 - Official Languages

It is the applicant's responsibility to provide any services and activities, and offer any notices, advertisements or other materials relating to the project in both official languages according to instructions issued by HRSDC officials.

6.5 - Sub-Contracting and Contracting procedures

Project sponsors may choose to seek the assistance of another organization in achieving the objectives or delivering the activities necessary to support the proposed employment intervention. The costs associated with this assistance then become project costs and could be charged to the project paid by HRSDC. Any intention to enter into such an agreement with another organization must:

- be disclosed to HRSDC,
- may require prior written approval of HRSDC, and
- represent fair market value. Depending on the value of the contract a fair and competitive process with at least three bids may be necessary.

Applicants must declare any conflict of interest related to the use of possible contractors or sub-contractors. Examples of conflict of interest may include, but would not be limited to organizational affiliations, forms of ownership arrangements, shared board members etc. HRSDC must be informed of these types of scenarios, and sponsors must receive formal written approval from HRSDC prior to entering into such contracting or sub-contracting arrangements.

6.6 - Fee for Participation in a Project

Applicants must not request the payment of any charge or fee from the participants for their participation in the project.

6.7 – Nepotism

No wages paid to any administrative staff who is a member of the applicant's immediate family, or a member of the family of a director or senior officer of the applicant, is eligible for reimbursement under the contribution agreement unless there is prior approval by HRSD.

To further clarify, immediate family means:

- father, mother, stepfather or stepmother;
- foster parent;
- brother or sister;
- spouse or common-law partner;
- child, including child of common-law partner, stepchild, ward;
- father-in-law, mother-in-law; or
- any relative permanently residing with the coordinator or a director or senior officer of the applicant.

6.8 - Audit and Holdback

All contribution agreements valued at \$350,000 or more are required to undergo at least one audit by an external auditor. HRSDC may also require an audit for selected agreements valued at less than \$350,000 (e.g. if the activity is high-risk, or if HRSDC does not have a previous funding history with that organization). This expense would be included in the eligible project costs. HRSDC will withhold a specified percentage of its contribution payable under the agreement until the final claim has been received and verified and the final auditor's report has been received. Further details on this requirement will be provided to successful applicants during agreement negotiations.

6.9 Conflict of Interest

All apparent or actual conflicts of interest, existing or potential, must be disclosed in the proposal. During the operation of the project, any conflict of interest that may arise must be disclosed to HRSDC and resolved to the satisfaction of HRSDC.

7. ASSESSMENT OF SUBMISSIONS/ PROPOSALS

The criteria-based assessment process for evaluating submissions/proposals ensures that all submissions/proposals are evaluated objectively against the parameters and criteria contained in this application package.

Each submission/proposal will be assessed against the following 6 general criteria. Those are:

1. Integrity and Probity (e.g. positive feedback from clients)
2. Organizational Profile (e.g. accessibility of facilities for clients)
3. Human resources Plan (e.g. appropriate number of staff for scope of work described)
4. Service Delivery Plan (e.g. career support tools suitable for client group(s))
5. Labour Market Knowledge (e.g. demonstrated knowledge of community needs), and
6. Budget (e.g. overhead costs represent fair market value)

Following the assessment and approval of the submission/proposal, you will be notified in writing of HRSDC's decision. **Please note that the lowest proposal will not necessarily be accepted. HRSDC reserves the right to reject some or all proposals.**

7.1 - The Contribution Agreement

Once appropriate proposals are identified, they become subject to the negotiation of a formal contribution agreement between HRSDC and the applicant. Project activities must not commence until the applicant and HRSDC sign an agreement. Costs incurred prior to both parties signing the contribution agreement will not be reimbursed.

7.2 - Ongoing Monitoring and Follow-up

Contribution recipients will be instructed to submit both financial and progress reports to assess the project's effectiveness. Contribution recipients will also be required to provide reports on participant results following the project's completion.