

**APPRENTICESHIP REVITALIZATION  
COMMUNITY OUTREACH PARTNERSHIPS FUND  
PROJECT MANAGEMENT GUIDE**

**FEBRUARY 1993**

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## **PART I - INTRODUCTION**

**What makes a successful project, and what does it take to be a successful project manager? Traditionally, a project and its manager are considered successful when the project's objectives and results are achieved and the project is completed on time and within (or under) budget, without sacrificing quality. A successful project doesn't just happen.**

**Effective reporting should tell a project manager if a project is being implemented according to plan, if not why not, and what adjustment or corrective action is required.**

**In an environment of continuing financial constraint it is important that project managers (District Outreach Coordinators and others) be able to demonstrate the efficient use of public funds and defend the efficient use of public funds on clearly stated results. In order to do this effectively, an accurate and meaningful process for documenting and communicating management information is essential.**

**To encourage innovation and responsiveness to community needs, project activities will be guided by principles, not driven by directives. Projects do not have to fit within a prescribed set of activities, but must simply demonstrate how they will help advance the objectives of apprenticeship revitalization and community outreach.**

**One of the principles for conducting outreach is that it will be results oriented. This means, on the one hand, that we want to ensure projects accomplish their objectives and achieve their expected results. Although projects must operate in an accountable manner, there is no one right way to accomplish objectives and results - getting the job done is more important than how it gets done.**

**The accountability relationship between the District and the project sponsors are diverse. To suit this diversity, these guidelines are based on broad, general principles. In developing their accountability processes, District Outreach Coordinators should apply these principles to best meet the particular needs of the project.**

**The purpose of this guide is to provide District Outreach Coordinators with the tools necessary to manage their projects. This guide does not attempt to answer all your questions but it will provide a strong base from which you can begin to manage the projects that your District has developed.**

## **PART II - PROJECT MANAGEMENT**

**A simple model for project management involves a continuous process consisting of four basic steps:**

- **setting performance criteria;**
- **monitoring performance;**
- **analyzing performance; and**
- **developing improvement measures.**

### **STEP ONE: SETTING PERFORMANCE CRITERIA**

**The first step in the project management process involves deciding on the objectives and results (performance criteria) that a project is to achieve with the funds that are allocated to it. These criteria are developed in conjunction with the sponsoring community group and the District Outreach Coordinator and identified in the group's project proposal. Criteria should be agreed on and understood by both parties. Criteria should be stated in the clearest, most measurable way possible so that it is possible to gauge whether or not they are being achieved.**

**The establishment of performance criteria involves the following activities:**

- **specifying the objectives of the project;**
- **specifying in verifiable terms the results to be achieved;**
- **establishment of time frames by which activities will be accomplished;**
- **specifying what information the recipient of funds is to report on and who is responsible for doing so. (Details on when to submit this information, what time period it should cover, and what format it should be presented in);**
- **identifying the specified level of funding. (The timing of payments should also be established, including any documentation required to initiate payments);**
- **verifying that the objectives and the results expected conform to the goals of apprenticeship revitalization; and**
- **establishing a time period within which criteria will be reviewed.**

### **STEP TWO: MONITORING PERFORMANCE**

**The District Outreach Coordinator initiates the monitoring phase at the earliest possible stage so that a project's progress can be measured and evaluated. The purpose of monitoring is to determine if the project is progressing according to plan and, if it is not, to take appropriate corrective action.**

Monitoring generally consists of three main activities: information gathering; evaluation; and feedback. For monitoring to be effective, the three activities must be carried out in close sequence. Significant time lapses can diminish the usefulness of information, delay in initiation of corrective action, throw the project off schedule, and undermine the project's objectives and expected results.

The District Outreach Coordinator's first task is to find out what work has been done and with what results. The information to be reported should be sufficient to assure the ministry that the conditions set for project funding have been met. At the same time, it should be ensured that only essential information is requested, at a level of detail that is reasonable, and that staff have the capacity to monitor and follow up on the reports.

Reliable information must be in the right hands at the right time. District Outreach Coordinators should be prepared to work with the project sponsor in facilitating the timely receipt of dependable information. Ways in which District Outreach Coordinators might assist recipients include:

- providing adequate instructions, explanations of intended use of information, assistance in preparing the information, and feedback;
- when appropriate, using alternative information suggested by recipients;
- accepting summary information with the proviso that the recipients may have to provide more detailed information later if required;
- maintaining reasonable consistency over time in the information and the reporting format required; or
- setting reasonable deadlines for reporting, and informing recipients of them in good time.

Next, the information that is received is compared with the results that were expected to be achieved by that stage, according to the performance criteria. The comparison will enable the District Outreach Coordinator to assess the project's performance to date. The District Outreach Coordinator then discusses the evaluation with the project's sponsoring organization.

### **STEP THREE: ANALYZING PERFORMANCE**

The monitoring phase leads naturally into analysis of performance. After the District Outreach Coordinator has determined the level of performance attained by a project, it is necessary to identify the reasons for this outcome. The District Manager should be made aware and kept informed of the progress or lack of progress for each project.



In the case of projects that are not meeting expected results, the District Outreach Coordinator needs to identify, with the project sponsor, what factors are interfering with performance. If the project is proceeding as planned, the District Outreach Coordinator needs to know what conditions are required to keep it at that level.

A wide variety of factors may impede the achievement of expected results. For example:

- performance criteria (expected results and project objectives) may have been unrealistic;
- the project may be provided with insufficient resources; or
- marketing of project may have been insufficient.

Whatever the circumstances, the District Outreach Coordinator must seek to involve the project sponsor in the investigation of underlying causes.

The project sponsor who's results are below an acceptable level may be defensive about performance monitoring and analysis. In this circumstance, the District Outreach Coordinator must try to gain the project sponsor's cooperation in identifying problems and working out solutions. In particular, the District Outreach Coordinator should avoid a punitive or critical manner in discussing the situation. Instead, emphasis should be placed on the project's capability to improve performance and on the District Outreach Coordinator's support of such efforts.

It should be pointed out that a constructive, confidence-building approach is generally effective in encouraging project's sponsors to improve their achievement of expected results.

#### **STEP FOUR: DEVELOPING IMPROVEMENT MEASURES**

Following analysis of the factors affecting a project's performance, the District Outreach Coordinator directs the project sponsor to develop ways of improving performance (or, in the case where results are being achieved, how to maintain the momentum).

Again, the District Outreach Coordinator should involve the sponsoring organization in this step of the process to ensure that the measures to rectify any problems are appropriate and agreeable to all parties.

For a project whose performance is not meeting expectations, the improvement measures may take the form of:

- changing the timing of payments so that they more accurately match the recipient's cashflow needs;

- clarifying ministry requirements with the sponsoring organization as to the goals of apprenticeship revitalization;
- revising the timing or format of the submission of accountability data;
- more clearly defining the eligibility requirements;
- clarifying the responsibilities of each of the sponsoring organization and the ministry;
- developing better performance criteria;
- increased role/involvement by the District Outreach Coordinator (more hands on).
- tapping other community resources

The District Outreach Coordinator should again discuss any recommended improvement measures with the District Manager before they are implemented.

For those project sponsors who demonstrate they are unwilling to make the effort to improve their performance, project coordinators should observe the following procedures:

- Make sure the sponsoring organization understands the level of performance that was expected;
- Discuss with the sponsoring organization the objectives and results that are expected, and the measures that will be used to assess this performance;
- Indicate what sanctions may be applied (termination or delay in payments) if performance does not improve;
- Monitor the project's performance to determine whether improvement in results expected is improving; and
- Apply sanctions if performance does not improve.

Once again, before any actions are taken the District Outreach Coordinator and the District Manager should meet to discuss the course of action to be taken and the consequences of that action.

In managing projects that continue to not meet expected objectives and results, District Outreach Coordinators must document all actions taken to encourage and obtain improvement.

After all the appropriate actions aimed at improving performance have been implemented, the District Outreach Coordinator and the project sponsor work together in reviewing performance criteria to reflect the expected results of those improvement measures. In this way, the cycle is started again and project management becomes a continuous process.

To ensure that corrective action and its implications are understood and agreed on, it is essential that regular forums for discussion of corrective action or adjustment are established. While the nature, participation in, and timing of these forums will vary widely, the participatory nature of an effective project management process requires that this interaction take place.

## **PROJECT EVALUATION**

Once the project is finished the District Outreach Coordinator should meet with the sponsoring organization to evaluate the results of the project to determine how well the project met its stated objectives, to determine its effects-both intended and unintended-and to ultimately assess the continuing relevance of funding similar projects in the future.

The project evaluation process involves a review and assessment of:

- the clarity and adequacy of the statements specifying the objectives of the project;
- the results of the project, both intended and unintended;
- the benefits and costs of existing similar projects and alternative delivery systems.

Project evaluation provides vital feedback to District Outreach Coordinators and management who may use findings to make immediate changes as warranted. The findings may be used to:

- review continuation of payments to unproductive projects;
- improve the definition of project objectives and measurement criteria;
- modify or redesign existing or future projects; and
- shift resources from projects of low productivity or priority to those of higher productivity or to ones with a greater opportunity for achievement.

This final step is very important. Information gathered at this stage can be used when working with other projects. The intention of carrying out this step is that performance problems in future projects will be avoided and that any knowledge gained will be incorporated into future projects.



## **PART III - REPORTING FORMS**

A proliferation of reporting systems and processes may be unnecessarily costly and take an inordinate amount of time to review. In developing results reporting forms care has been taken to ensure that only essential information is requested, at a level of detail that is reasonable, and that the District Outreach Coordinator has the capacity to monitor and follow up on the reports.

A single format and process for reporting is being used throughout to avoid unnecessary cost and duplication and to allow for easier aggregation and interpretation. This standardized and formal method of reporting should not, however, preclude or replace the informal discussion and "reporting" which every District Outreach Coordinator should routinely undertake with their projects.

### **BUDGET REPORTING FORMS**

#### **REPORT 1**

Report 1 is the budget plan that is to be completed and submitted with the project proposal when it is approved. The budget plan identifies planned expenditures for the project over a time period (the attached budget plan is for a 12 month period). The District Outreach Coordinator and the sponsoring organization should discuss and identify where expenditures will take place over the course of the project.

#### **REPORT 2**

Report 2 is the project budget plan which will be used to keep a monthly tracking of a project's funds received, expenditures and variance (over/under). This report has been completed to accommodate one financial cycle (12 months). This report will allow the District Outreach Coordinator to monitor the expenditures of the project on a month by month basis. This will enable the District Outreach Coordinator to monitor where a project is underspending or overspending and determine whether adjustments to the flow of funding needs to be reexamined.

#### **REPORT 3**

Report 3 should be completed for each project. This report identifies planned expenditures, the amount of funding flowed to the project, the amount of funds actually spent, and the variance. Where variances are significant an explanation should be given. The Project Balance on Hand indicates the amount of Ministry funding that remains unspent, and held by the project. The report also allows the

District Outreach Coordinator to identify the amount of funding still remaining to be flowed to the project. Again this report has been completed to accommodate one financial cycle (12 months). This report will help the District Outreach Coordinator to determine whether more funds should be flowed to a project, or whether payment of funds should be held back because a project still has funds on hand. The information required to complete this report is extracted from Report 1 and Report 2.

#### **REPORT 4**

Report 4 is identical to Report 3. Report 4, however, will be completed as an accumulative report for all current projects. It will identify the totals for all projects. As with Report 3, all major variances should be explained. This form will give the District Outreach Coordinator an overall picture of the funding situation within the District. The information required to complete this Report is extracted by combining all the Report 3s for all projects.

### **RESULTS REPORTING FORMS**

#### **REPORT 5**

Report 5 should be completed on a monthly basis for each project. This report identifies the results on the deliverables identified in the Cabinet Submission. The report has an accumulative total (Year to Date, YTD) which can be compared to the planned total for each project, for the year. This will allow the District to monitor how it's progressing on its deliverables for each project.

#### **REPORT 6**

Report 6 should be completed for each project, in consultation with the project sponsoring organization. The report will allow for the identification of the project objectives and the anticipated results and the expected date of completion.

The Report is also to be used when reviewing the project's progress as part of the monitoring process. Results achieved to date should be identified with an explanation. The date that the project is reviewed should be indicated.

#### **REPORT 7**

Report 7 should be completed on a monthly basis by each District. This report identifies and gives a brief overview of the number of projects approved, under development and potential projects that may come into fruition. The Report also identifies the corresponding amount of funding, on a monthly and on a year to date basis.

## **REPORT 8/9**

**Report 8 (1992-93) and Report 9 (1993-94) should be completed at the end of the fiscal year, by each district. This Report identifies actual results and funding information based on the division of resources agreed to at the meeting held in Hamilton on December 1 and 2, 1992.**

**Report 8/9 can also be modified to identify actual monthly results against the planned results for the year.**

### **PLEASE NOTE:**

**All of the Reports identified are available on disk for you. The Reports are on LOTUS123, Version 2.3. The Reports are printed through the attachment WYSIWYG (What You See Is What You Get). You will not be able to print out the reports unless you have WYSIWYG.**

## **PART IV - SUBMISSION OF PROJECT PROPOSALS**

### **Proposal**

Sponsoring organizations should submit project proposals to their respective Apprenticeship District Office through the District Outreach Coordinator.

Proposals that meet eligibility requirements will be reviewed by the District Outreach Coordinator and recommended by the District Manager for approval by the Director, Apprenticeship and Client Services Branch (ACSB).

The completed Project Proposal Summary Form, signed by the District Manager, is then submitted to Head Office (fax or e-mail, with hard copy to follow, to Peter Lloyd, c/o Policy Branch, for the time being). The Project Proposal Summary Forms are required only for those projects which are being recommended by District Management for approval.

Project proposals will then be assigned a project code number (for tracking purposes) and then forwarded to the Director of Apprenticeship and Client Services Branch for final approval.

### **Contract**

Once the project is approved by the Director(ACSB), Peter Lloyd and the District Manager will be notified by e-mail. The signed Project Proposal Summary Form is forwarded to the District Manager.

The District Outreach Coordinator then meets with the project sponsor to complete the Project Budget Plan.

The District Outreach Coordinator then prepares a contract with the sponsoring organization. The following documents are included as part of the contract:

- completed contract shell
- Community Outreach Partnerships Fund (COPF) guidelines and criteria(marked Schedule A)
- signed (approval Project Proposal Summary Form (marked Schedule B)
- complete project proposal (marked Schedule C).
- Project Budget Plan

Four copies of the contract and supporting documents are prepared. One unsigned master copy is retained by the District for operational and administrative use.

Three copies of the contract are then signed by a signing authority of the sponsoring organization, and forwarded by the District Manager to the Director(ACSB) for Ministry of Education and Training signature.

Once signed by the Director (ACSB), two copies of the contract are returned to the District, one for the District files and one for returning to the sponsoring organization.

The Director (ACSB) retains a copy of the signed contract at Head Office. The signed original is then forwarded:

**Manager, Transfer Payments & Consulting  
Finance and Administration Division  
Ministry of Education and Training  
2nd Floor, 625 Church Street  
Toronto, Ontario**

Transfer payment request forms (copy attached), signed by the District Manager authorizing initial payments to the projects can either accompany the signed contract (via the Director (ACSB)) or can be forwarded subsequently to the Manager, Transfer Payments & Consulting, at the address shown above. Transfer payment request forms must have the following supporting documentation attached:

- original signed contract
- project proposal
- project summary form
- project guidelines and criteria
- project budget plan

A cheque will then be requisitioned by the Transfer Payment Section and payment to the sponsoring organization will be made through the Ministry of Finance (25% of the required funding for those projects exceeding \$10,000, or 75% of the required funding for developmental or one-time projects not exceeding \$10,000).

For subsequent payments, authorized by the District Manager on the advice of the District Outreach Coordinator, (whether monthly or quarterly, depending on the arrangements made between the District Outreach Coordinator and the sponsoring organization) another transfer payment request form will be completed by the District Manager and submitted to the Transfer Payment Section, along with supporting documentation.

The only supporting documentation that will be required for subsequent payments are financial reports and results reports outlining expenditures and results delivered, and original invoices, if available.



**Again, a cheque will be then be requisitioned by the Transfer Payment Section and payment to the sponsoring organization will be made through the Ministry of Finance.**

**In cases where payments are to be made, at pre-determined periodic intervals, to delivery agents (for example, on a quarterly basis) a planned schedule of payments showing dates, amounts and payees is required.**

**Should the schedule of payments need to be changed or interrupted, a letter is to be forwarded to the Manager, Transfer Payments and Consulting, notifying the office of any changes to the payment schedule and the reasons for the change. If there is a revised schedule of payments, the required information should be attached to the letter of transmittal.**

## **PART V - TRANSFER PAYMENT REQUEST FORM FILLING IN THE FORM**

### **Name of Program:**

The name of the program is Community Outreach Partnerships Fund.

### **Payment Amount:**

Indicate the amount of the cheque that is being requested.

### **Name of Organization to appear on cheque:**

Indicate the name of the organization exactly as it appears in the contract.

### **Address of Organization:**

Indicate the address of the organization.

### **Payment Description/Comments:**

Indicate what the money being requested is to be used for. You may wish to indicate the objectives and expected results that are to be achieved.

### **Information to appear on cheque (Limit 40 characters):**

Provide a brief description of why the cheque is being issued. Examples include "Community Outreach - 25% initial payment", "Community Outreach - final payment", "Disabled Network - 1st quarter cheque", etc.

### **Organization Number:**

For the rest of 1992-93 the Organization Number will be 254. For 1993-94 the organization number will change.

### **Common Object Code Number:**

For the Outreach initiative the common object code number is 7830 (Transfer Payments for non-profit institutions, excluding colleges, universities, school boards and hospitals).

**Corporate Cost Centre Number:**

Indicate the Region according to the postal code of your district. (Please see the Postal Code Summary attached to the transfer payment form in the appendices).

**Project Number:**

Indicate the number that is assigned to the project, on the project summary form, at head office.

**Details of Payment:**

Provide details of initial payments or where funds are to be spent (salaries, services, supplies and equipment, etc.).

## **PART VI - APPENDICES**

PROJECT: \_\_\_\_\_

BUDGET PLAN FOR PERIOD: \_\_\_\_\_

	(MONTH)	(MONTH)	(MONTH)	(MONTH)	(MONTH)	(MONTH)	(MONTH)	(MONTH)	(MONTH)	(MONTH)	(MONTH)	(MONTH)
PROJECT BUDGET	PLANNED EXPENDITURES	PLANNED EXPENDITURES	PLANNED EXPENDITURES	PLANNED EXPENDITURES	PLANNED EXPENDITURES	PLANNED EXPENDITURES	PLANNED EXPENDITURES	PLANNED EXPENDITURES	PLANNED EXPENDITURES	PLANNED EXPENDITURES	PLANNED EXPENDITURES	PLANNED EXPENDITURES
SALARIES (A)												
BENEFITS (B)												
TELEPHONE/COMMUNICATION												
MAIL/POSTAGE												
TRAVEL												
OTHER TRANSPORTATION & COMMUNICATION												
TOTAL TRANSPORTATION & COMMUNICATION (C)												
ADVERTISING												
RENTALS												
DATA PROCESSING												
CONSULTING SERVICES												
OTHER SERVICES												
TOTAL SERVICES (D)												
LEAD HARDWARE												
FURNITURE												
OFFICE MACHINES												
OFFICE SUPPLIES												
PRINTING/PHOTOCOPY												
OTHER SUPPLIES & EQUIPMENT												
TOTAL SUPPLIES & EQUIPMENT (E)												
SUB-TOTAL (A+B+C+D+E)												
MINUS (F)												
TOTAL (A+B+C+D+E)-(F)												

REPORT 1



# PROJECT FUNDING PLAN

PROJECT: \_\_\_\_\_

APPROVED PROJECT BUDGET	(MONTH)			(MONTH)			(MONTH)			(MONTH)			(MONTH)			(MONTH)		
	FUNDS FLOWED	ACTUAL FUNDS SPENT	OVER/ UNDER SPENT	FUNDS FLOWED	ACTUAL FUNDS SPENT	OVER/ UNDER SPENT	FUNDS FLOWED	ACTUAL FUNDS SPENT	OVER/ UNDER SPENT	FUNDS FLOWED	ACTUAL FUNDS SPENT	OVER/ UNDER SPENT	FUNDS FLOWED	ACTUAL FUNDS SPENT	OVER/ UNDER SPENT	FUNDS FLOWED	ACTUAL FUNDS SPENT	OVER/ UNDER SPENT
SALARIES																		
BENEFITS																		
TELE/COMM																		
MAIL/POSTAGE																		
TRAVEL																		
OTHER TRANS & COMM																		
TOTAL TRANS & COMM																		
ADVERTISING																		
RENTALS																		
DATA PROCESSING																		
CONSULTING SERV																		
OTHER SERVICES																		
TOTAL SERVICES																		
SOFTWARE																		
FURNITURE																		
OFFICE MACHINES																		
OFFICE SUPPLIES																		
PRINTING/PHOTOCOPY																		
OTHER SUPPL & EQUIP																		
TOTAL SUPPL & EQUIP																		
BIDD TOTAL																		
REVENUE																		
TOTAL																		

REPORT 2

	(MONTH)			(MONTH)			(MONTH)			(MONTH)			(MONTH)			(MONTH)			TOTAL		
	FUNDS FLOWED	ACTUAL FUNDS SPENT	OVER/ UNDER SPENT	FUNDS FLOWED	ACTUAL FUNDS SPENT	OVER/ UNDER SPENT	FUNDS FLOWED	ACTUAL FUNDS SPENT	OVER/ UNDER SPENT	FUNDS FLOWED	ACTUAL FUNDS SPENT	OVER/ UNDER SPENT	FUNDS FLOWED	ACTUAL FUNDS SPENT	OVER/ UNDER SPENT	FUNDS FLOWED	ACTUAL FUNDS SPENT	OVER/ UNDER SPENT	FUNDS FLOWED	FUNDS SPENT	OVER/ UNDER SPENT
SALARIES																					
BENEFITS																					
TELE/COMM																					
MAIL/POSTAGE																					
TRAVEL																					
OTHER TRANS & COMM																					
TOTAL TRANS & COMM																					
ADVERTISING																					
RENTALS																					
DATA PROCESSING																					
CONSULTING SERV																					
OTHER SERVICES																					
TOTAL SERVICES																					
EOP HARDWARE																					
FURNITURE																					
OFFICE MACHINES																					
OFFICE SUPPLIES																					
PRINTING/PHOTOCOPY																					
OTHER SUPPL & EQUIP																					
TOTAL SUPPL & EQUIP																					
SUB-TOTAL																					
REVENUE																					
TOTAL																					

REPORT 2 (CONTINUED)

# PROJECT FUNDING MANAGEMENT REPORT

PROJECT

		MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	TOTAL
APPROVED PROJECT BUDGET														
PLANNED EXPENDITURES														
FUNDS FLOWED														
ACTUAL SPENT														
VARIANCE*														
PROJECT BALANCE ON HAND														
TO BE FLOWED														

\* Please attach explanation for variances.

REPORT 3

PROJECTS FUNDING MANAGEMENT REPORT

FOR THE DISTRICT OF \_\_\_\_\_

FOR THE PERIOD OF \_\_\_\_\_

		MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	MONTH	TOTAL
APPROVED PROJECT BUDGETS														
PLANNED EXPENDITURES														
FUNDS FLOWED														
ACTUAL SPENT														
VARIANCE*														
PROJECT BALANCE ON HAND														
TO BE FLOWED														

\* Please attach explanation for variances.

APPRENTICESHIP REVITALIZATION  
 COMMUNITY OUTREACH PARTNERSHIPS  
 RESULTS REPORTING  
 FOR THE DISTRICT OF \_\_\_\_\_  
 FOR THE MONTH OF \_\_\_\_\_  
 PROJECT/CONTACT \_\_\_\_\_

DELIVERABLES	PLANNED	YTD TOTAL	MONTH TOTAL	RACIAL MINORITIES	WOMEN	DISABLED	FRANCOPHONE	ABORIGINALS	COMMUNITY GROUPS	EMPLOYERS	UNIONS	OTHER
CLIENTS COUNSELLED												
PLACEMENTS IN PRE-EMPLOYMENT AND/OR PRE-APPRENTICESHIP TRAINING									NA	NA	NA	NA
PLACEMENTS IN APPRENTICESHIP TRAINING									NA	NA	NA	NA
CERTIFICATES OF QUALIFICATION RECEIVED	NA								NA	NA	NA	NA
TOTAL												



# PROJECT PERFORMANCE CRITERIA

PROJECT/CONTACT:

DATE REVIEWED:

FOR THE PERIOD:

OBJECTIVES	ANTICIPATED RESULTS/DELIVERABLES	EXPECTED DATE OF COMPLETION	RESULTS ACHIEVED	STATUS/EXPLANATION/COMMENTS
1				
2				
3				
4				

**APPRENTICESHIP REVITALIZATION  
COMMUNITY OUTREACH PARTNERSHIPS PROJECTS**

**FOR THE DISTRICT OF:** \_\_\_\_\_  
**FOR THE MONTH OF:** \_\_\_\_\_

<b>DELIVERABLES</b>	<b>1992-93 PLANNED</b>	<b>YTD TOTAL</b>	<b>MONTH TOTAL</b>
<b>APPROVED PROJECTS</b>			
<b>PROJECT FUNDING</b>			
<b>FUNDING FLOWED</b>	NA		
<b>FUNDING AVAILABLE</b>	NA		
<b>PROJECTS FOR APPROVAL*</b>	NA		
<b>UNDER DEVELOPMENT*</b>	NA		
<b>TOTAL FUNDING</b>	NA		
<b>POTENTIAL PROJECTS</b>	NA		
<b>TOTAL FUNDING</b>	NA		

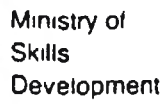
**\*PLEASE LIST TARGET GROUP, PROJECT TYPE AND AMOUNT OF FUNDING FOR EACH PROJECT.**

COMMUNITY OUTREACH PARTNERSHIPS FUND  
1992-93 RESULTS REPORTING FORM  
PROJECTS APPROVED/UNDER DEVELOPMENT

DISTRICT	PROJECT PROPOSALS			FUNDING		RESULTS						
	PROJECTS PLANNED	PROJECTS UNDER DEVELOPMENT	PROJECTS APPROVED	TOTAL FUNDING	PLANNED	CLIENTS, EMPLOYERS, UNIONS COUNSELLED		PLACEMENTS PRE-EMPLOYMENT AND/OR PRE-APPRENTICESHIP		PLACEMENTS IN APPRENTICESHIP TRAINING		CERTIFICATES OF QUALIFICATION RECEIVED
						PLANNED	ACTUAL	PLANNED	ACTUAL	PLANNED	ACTUAL	ACTUAL
EASTERN	6				161500	299		55		10		
SOUTHWEST	4				131500	244		45		8		
TORONTO	12				211500	391		71		13		
CENTRAL	7				174000	322		59		11		
NORTHERN	4				131500	244		45		8		
TOTALS	33				810000	1500	0	275	0	50	0	0

COMMUNITY OUTREACH PARTNERSHIPS FUND  
1993-94 RESULTS REPORTING FORM  
PROJECTS APPROVED/UNDER DEVELOPMENT

DISTRICT	PROJECT PROPOSALS			FUNDING		RESULTS					
	PROPOSALS PLANNED	PROJECTS UNDER DEVELOPMENT	PROJECTS APPROVED	TOTAL FUNDING	PLANNED	CLIENTS, EMPLOYERS, UNIONS COUNSELLED		PLACEMENTS PRE-EMPLOYMENT AND/OR PRE-APPRENTICESHIP		PLACEMENTS IN APPRENTICESHIP TRAINING	
						PLANNED	ACTUAL	PLANNED	ACTUAL	PLANNED	ACTUAL
EASTERN	5				270000	1167		233		58	
SOUTHWEST	5				270000	1167		233		58	
TORONTO	9				486000	2199		421		106	
CENTRAL	5				270000	1167		233		58	
NORTHERN	6				324000	1400		280		70	
TOTALS	30				1620000	7100	0	1400	0	350	0



## Fiscal Year 19\_\_\_\_ - 19\_\_\_\_

Organization Number	Common Object Code Number	Corporate Cost Centre Number	Project Number
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26-2394 (2-89)



# POSTAL CODE SUMMARY BY REGION FOR USE IN CODING TRANSFER PAYMENTS

REGION	POSTAL CODE (FIRST 3 DIGITS)
1	K0A TO K0K K1* TO K8*
2	K0L TO K0M K9* L0A TO L0S L1* TO L9* M** NOA, NOB, NOE, NOG N1* TO N3* POA TO POE
3	N0C N0H TO N0R N4* TO N9*
4	P0G TO P0S P1* TO P6*
5	P0T TO P0Y P7* TO P9*
6	ALL OTHER

INDICATES ALL POSSIBLE ENTRIES IN THIS FIELD.