

Part I - The Assignment

Origin

To meet the needs of elderly people for residential care services, the Social Welfare Department (社會福利署, SWD) provides an annual subvention of \$1.56 billion to 42 non-governmental organisations (非政府機構, NGOs) for operating 129 residential care homes (安老院舍, RCHs). While the subvented RCH places are mainly filled by elders referred by SWD through a central waiting list (中央輪候冊, CWL), all but two NGOs are allowed to allocate about 20% of their RCH places at their discretion (known as the “agency quota”, 機構配額), provided that the applicants meet certain criteria. To ensure the fair and objective allocation of the “agency quota” places, the SWD Corruption Prevention Group agreed that NGOs’ procedures should be examined to ensure that sufficient safeguards against abuse are in place.

Scope

2. The study examines NGOs’ procedures and practices for allocating the “agency quota” places in RCHs, covering the setting of admission criteria, processing of applications; maintenance of waiting lists and allocation of vacant places. It also examines SWD’s procedures for monitoring NGOs’ compliance with the department’s requirements on the administration of “agency quota” places. It excludes the administration of the CWL (para. 1) which will be the subject of a separate study.

Related Studies

3. The Assignment Report No. 96/1999: “Licensing of Residential Care Homes for the Elderly” is relevant to this study.

Acknowledgement

4. The assistance rendered by staff of SWD and the nine NGOs randomly selected for detailed examination is gratefully acknowledged. *Appendix 1* lists the persons consulted.

Part II - Background

Subvented Residential Care Service for the Elderly

5. SWD-subvented RCHs are divided into four types, viz. self-care hostel (長者宿舍), home for the aged (安老院), care-and-attention home (護理安老院) and nursing home (護養院), providing different levels of residential care services (*Appendix 2*). Since November 2000, to be eligible for admission to these RCH under the CWL, an elderly person has to be aged 65 or above¹ and has a proven need for the respective residential care services based on the Standardised Care Need Assessment Mechanism for Elderly Services² (SCNAM(ES)) administered by SWD. After admission, he has to pay a monthly fee ranging from \$502 to \$1,994, depending on the type of RCH he is admitted to.

6. All subvented RCHs, like the private or NGO self-financed RCHs, are subject to the licensing requirements under the Residential Care Homes (Elderly Persons) Ordinance (para. 3). For these RCH places, the monthly Government subvention ranges from about \$1,400 to \$11,200 per place and SWD requires the NGOs to meet, among other things, a set of funding and service conditions (e.g. eligibility criteria, enrolment rate, staffing requirements).

Agency Quota

7. Before SWD took on the funding responsibility for the RCHs

¹ Persons aged between 60 and 64 may apply if they have proven needs on health and social grounds. For admission to self-care hostels and homes for the aged, the elderly should also have a household income not exceeding the financial criteria for normal applications for public housing (e.g. a monthly income of \$6,600 for Housing Authority's Single Elderly Person Priority Scheme).

² SCNAM(ES), through a detailed assessment of elders' care needs in terms of impairment level, mental conditions, family and social support, etc., determines the long term care services required by individual elders.

RESTRICTED (ADMINISTRATION) 内部文件 (行政)

in about 1970s, RCHs were mainly operated with the NGOs' own resources. Since then, all subvented RCH places have been filled by residents referred by SWD under the central waiting list mechanism, except for 114 RCHs operated by 40 NGOs which, for historical reasons, have been given the "agency quota" for allocating some of their subvented RCH places to their own applicants. Since 1995, SWD has ceased granting "agency quota" to NGOs for new subvented RCHs planned thereafter³. At present, there are 20,146 subvented RCH places, of which 3,165 (15.7%) are "agency quota" places.

8. The "agency quota", ranging from 1% to 30% of an RCH's total capacity, is either stipulated in the land grants to the NGOs specifying the land use (in the cases of purpose-built RCHs) or SWD letters recommending the NGOs to the Housing Authority for tenancy to operate an RCH.

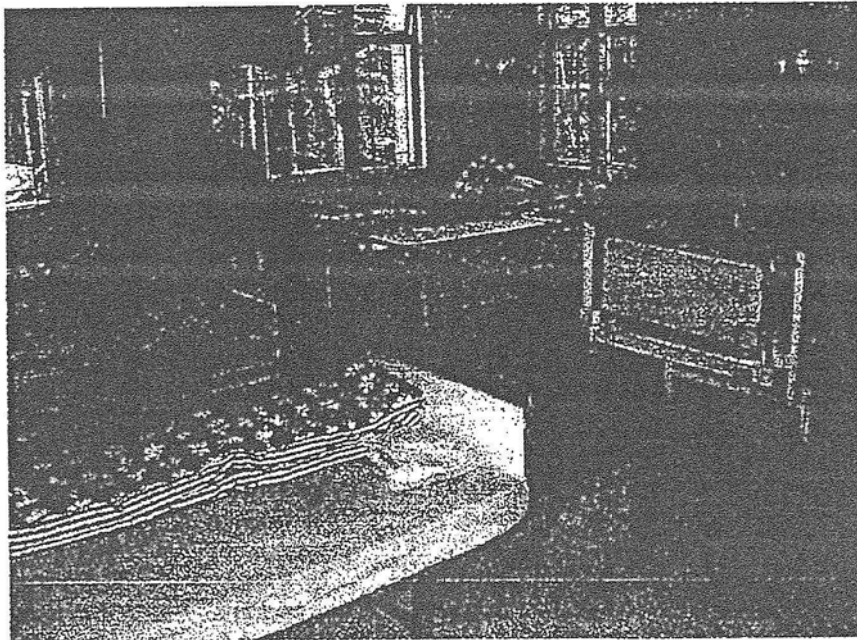


Photo 1 - A typical bedroom of a care-and-attention home.

³ As a transitional arrangement, six nursing homes planned before 1995 were given one-off quota which have to be returned to SWD after the quota users have left the service.

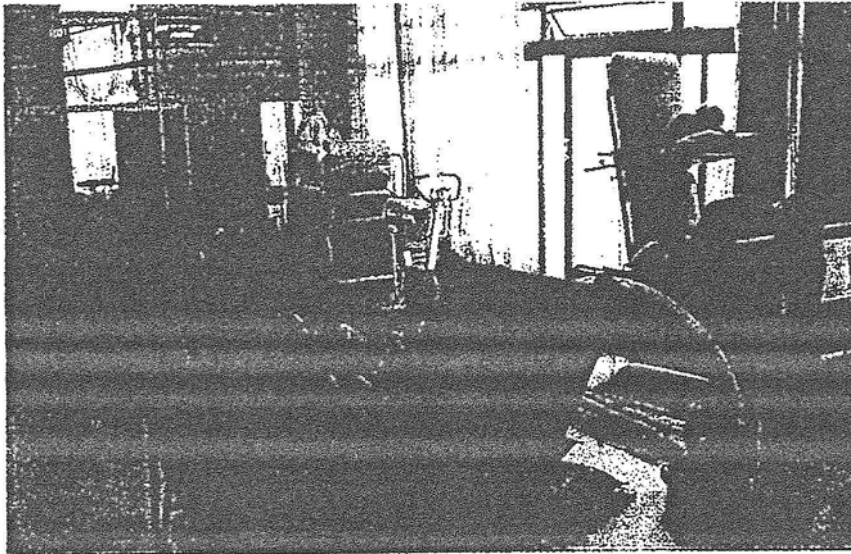


Photo 2 - Physiotherapy facilities of an RCH.

Organisations

Social Welfare Department

9. SWD is organised into 11 Branches, each headed by an Assistant Director/Principal Executive Officer or equivalent, of which the Elderly Branch and the Subventions Branch are relevant to this study. The Residential Care Services Section of the Elderly Branch, headed by a Chief Social Work Officer, is responsible for the overall coordination of residential services for the elderly, such as collaborating with the NGOs on the smooth operation of the RCHs and making plans on new RCHs. The Subventions Branch is responsible for monitoring NGO's compliance with the essential service requirements, output standards and service quality standards (服務質素標準) as stipulated in the Funding and Service Agreements (para. 11). The organisation chart of the Social Welfare Department is at *Appendix 3*.

NGOs Visited

10. All NGOs visited (which are non-profit making bodies such as charitable or religious organisations) are governed by a board of directors, with some having a dedicated committee overseeing the management of its RCH(s). While some NGOs have a central office directly supervising the work of individual RCHs, some RCHs report directly to the NGO's board, the management committee or a designated director. In line with SWD's staffing requirement, an RCH is usually headed by a Superintendent (院長, mostly a registered social worker) who is assisted by a qualified nurse and a number of other support staff (e.g. care workers, physiotherapist and welfare workers).

Instructions

11. Under the Funding and Service Agreement signed annually between SWD and NGOs, the RCHs are required to admit residents according to laid down eligibility criteria (para. 5) and to meet essential service requirements (e.g. staffing requirement) and service quality standards (detailed in paragraph 14). In accordance with these requirements, all NGOs have put in place internal policies and procedures for the operations of their RCHs and a self-assessment mechanism for the RCHs' performance and service quality.

12. Some NGOs have also issued a code of conduct setting out in broad terms the major ethical standards (e.g. acceptance of advantage, conflict of interest) required of their staff. *However, these codes do not specifically remind staff to avoid and declare conflict of interest arising from the administration of "agency quota" places.*

Statistics

13. The number of applications processed, the number of waitlisting

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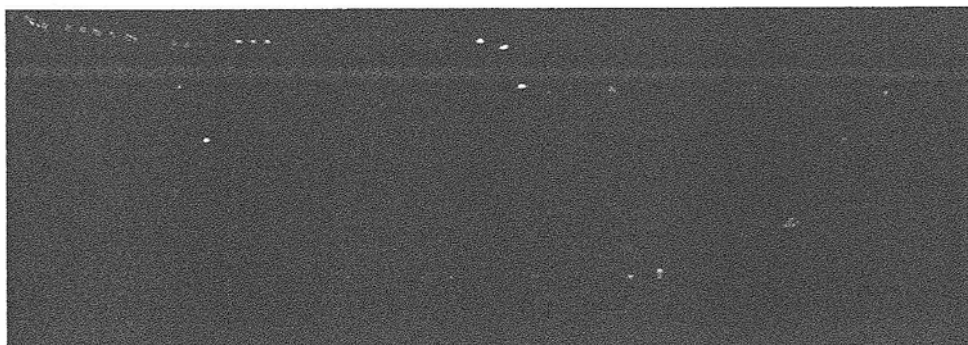
applicants and the waiting time for placement offers for “agency quota” places in 2004 for the nine NGOs visited are tabulated below:

NGO	RCHs with Agency Quota	No. of Agency Quota	No. of Applications in 2004				No. on Waiting List	Waiting Time of Latest Placement (Months) ⁴
			Received	Admitted	Rejected	Withdrawn ⁵		
██████████	21	656	931	103	8	660	3236	59
██████████	8	257	87	46	0	17	53	0
██████████	7	198	15	11	2	2	0	2
██████████	7	185	30	29	1	3	62	36
██████████	7	168	180	22	2	68	483	106
██████████	4	130	34	16	0	5	20	11
██████████	2	67	22	8	1	4	6	3
██████████	1	32	15	3	0	4	26	5
██████████	1	32	5	4	0	2	1	2

Abbreviation: ██████████
 ██████████
 ██████████

⁴ For reference purposes, between December 2004 and February 2005, applicants on the CWL had an average waiting time of 30 months for home-for-the-aged places and care-and-attention places and 38 months for nursing home places. There are no applicants waiting for self-care hostel places, for which new applications have ceased to be accepted since January 2003.

⁵ The high withdrawal rate of some NGOs (e.g. ██████████) is mainly because of the long waiting time. When an applicant is due for placement, he/she may have already been admitted to another RCH and, hence, is no longer interested in the offer.



Part III - System Under Study

Service Quality Standards

14. In operating an RCH with or without “agency quota” places, the NGOs are required to meet 16 Service Quality Standards, with the following relevant to this study:

- (a) keeping up-to-date information about the RCH’s purpose, objectives, target user groups and admission mechanism and making the information publicly available;
- (b) adopting a non-discriminatory admission policy, with clearly identified target user groups and criteria for determining priority for admission;
- (c) maintaining accurate and up-to-date records of service operations and activities;
- (d) implementing policy and procedures for handling complaints and making them accessible to service users; and
- (e) regularly reviewing and evaluating the RCH’s own performance.

Admission Criteria

15. Except for one NGO which opens its “agency quota” to members of the public, all other NGOs visited limit their “agency quota” to:

- (a) nominations by directors;
- (b) members of the church or clan operating the RCH and their family members;

- (c) retired staff or serving staff's parents/grand-parents; or
- (d) existing service users (e.g. clients of the NGO's neighbourhood elderly centres).

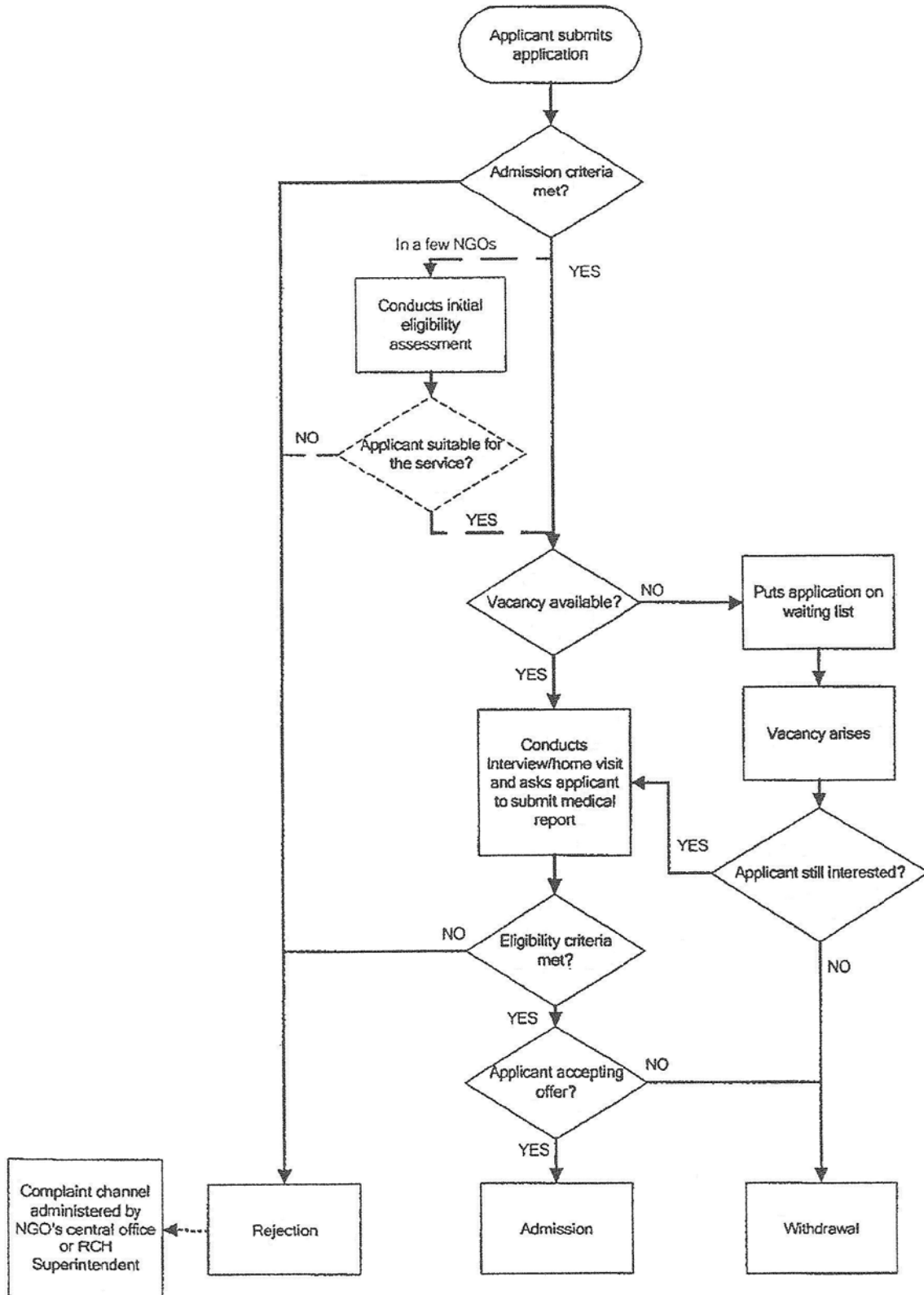
On top of the above criteria, the NGOs also subject applicants to assessment according to basic eligibility criteria adopted by SWD's CWL system, except the SCNAM(ES) test which assesses an applicant's care needs, taking into account his impairment level, mental conditions, family/social support, etc. (para. 5).

16. While the majority of NGOs have made known their admission criteria to the relevant parties (e.g. NGO directors, church pastors, staff of the NGO's elderly services units), *some NGOs have not properly announced the details to all potential service users. In some NGOs, the staff members are allowed to recommend elders in need of the service through their contacts to a director for his nomination. Although there were allegations that some elders recommended for the "agency quota" places were relatives of the NGO staff responsible for the matters, and most NGOs require staff to declare conflicts of interest (para. 12), these NGOs have not received any declaration of conflict of interest from staff in relation to the administration of "agency quota".*

Application Processing

17. The NGOs' procedures for processing applications for "agency quota" places are summarised in the following flow chart:

Figure 1 - NGOs' Procedures for Processing Applications for "Agency Quota" Places



Receipt of Applications

18. All NGOs have devised a standard application form (sample at *Appendix 4*), with notes on the admission criteria and application procedures, for use by potential service users. Some NGOs with more than one RCH allow the applicants to select one or more RCHs of their preference⁶. Upon receipt of an application, a clerk in the NGO's central office or the RCH concerned checks the completeness of the form (e.g. whether it has the referring director's signature) and supporting documents (e.g. the certificate of church membership) to confirm the applicant's eligibility. In view of the possible changes of an applicant's health conditions during his waiting period, most NGOs do not assess his health conditions until he is due for a placement offer.

Assessment of Applicants' Eligibility

19. Before admitting an applicant, most NGOs assess his/her impairment level, family support, etc. to ensure that he/she is eligible for admission to a particular RCH according to his care needs (para. 5). Instead of using the SCNAM(ES) test, the assessment is usually conducted by the RCH Superintendent together with a nurse/physiotherapist through an interview/home visit, using a standard assessment form. At the same time, the applicant is also required to submit a medical report prepared by his/her doctor. *However, some NGOs do not conduct any assessment of the applicant's care needs, with a few only relying on the medical report submitted.*

Allocation of Places

20. Varying among NGOs, an application may be approved by the RCH Superintendent, the central office or the board/RCH management committee. *For NGOs which delegate the approving authority to the RCHs, the directors/central office usually do not have regular supervision over the*

⁶ Applicants for a NGO's "agency quota" may also apply for RCH places under the CWL or, if eligible, the "agency quota" places of other NGOs.

RCH's process to ensure their compliance with the laid down admission criteria and application processing procedures. Since the RCHs are required to have a 95% enrolment rate under the output standards stipulated in the Funding and Service Agreement (para. 11), if an RCH has some unused "agency quota" places, it usually loans a few to SWD for admission of applicants under the CWL system.

Waitlisting of Applicants

21. If there is no vacant "agency quota" place available at the time of application, the NGO staff put an applicant at the end of an overall waiting list (or waiting lists of individual RCHs if the applicant is allowed to select one or more preferred RCHs) to wait for his turn of offer. In exceptional circumstances, an applicant with an urgent need for residential care services is given priority and put at the top of the waiting list. *Despite the potential risk of favouritism in approving priority placements, most NGOs have not laid down the criteria for according priority to urgent cases.*

22. When an "agency quota" vacancy arises, the clerk calls the applicant at the top of the list to see whether he/she is still interested in the place. Since some NGOs allow applicants to reject up to three offers, an applicant may decline one or two offers for places in less preferred RCHs. For NGOs with a long waiting time (para. 13), an applicant may have been admitted to another RCH and, hence, withdraws the application when his/her turn is due. *If so, the NGO staff may casually mark these declinations/withdrawals on the waiting list. Moreover, although in some NGOs the applicants need to wait for as long as nine years for their turns, the NGOs usually do not regularly update the applicants of their positions on the waiting list.*

Complaint Channel

23. All NGOs have established a complaint mechanism for applicants/service users. So far, all NGOs visited have not received any

complaint concerning the allocation of the “agency quota”. SWD also has publicised an enquiry hotline for all types of services and a dedicated e-mail address for public feedback/enquiries concerning residential care services for the elderly⁷.

Management Monitoring

24. *Although some RCHs submit regular reports to their board/RCH management committee for information, the reports do not necessarily include information on the position of “agency quota” places (e.g. number of applications received/rejected/waitlisting, priority placement).*

SWD’s Monitoring

25. To monitor NGOs’ compliance with the output standards, essential service requirements and services quality standards (paras. 11 & 14), SWD requires NGOs to submit quarterly statistical reports, and to conduct annual self-assessment (自我評估) and report to SWD the assessment result and, if necessary, the action plan to rectify the non-compliant areas. The Subventions Branch of SWD also conducts review visits in selected service units of each NGO at least once every three years as well as on-site assessments of service units with identified problem areas. *However, the NGOs are not specifically required to include the admission procedures for “agency quota” places in their self-assessment report.*

⁷ SWD has so far received two complaints concerning “agency quota”, alleging unauthorised changes to admission criteria and improper handling of an application respectively. Both were found unsubstantiated after SWD’s investigation.

Part IV - Conclusion and Recommendations

General

26. The Social Welfare Department (社會福利署, SWD) provides an annual subvention totalling \$1.56 billion⁸ to non-governmental organisations (非政府機構, NGOs) to operate subvented residential care homes (安老院舍, RCHs) for elderly people aged 65 or above with different care needs (para. 5). While the majority of elderly people admitted to the subvented RCH places are from the Central Waiting List (中央輪候冊, CWL) administered by SWD on a first-come-first-served and confirmed care needs basis, there are 114 RCHs operated by 40 NGOs which, for historical reasons, have about 20% of their subvented places for admitting residents at their own discretion (known as “agency quota”). At present, there are 20,146 subvented RCH places, of which 3,165 are “agency quota” places. These “agency quota” places are usually filled by persons nominated by the NGOs’ directors, their associates (e.g. church members)/retired staff, or their existing clients (para. 15) so long as they meet the laid down eligibility criteria (paras. 5 and 15). In most NGOs, the applicants only need to wait a few months for a placement, while some NGOs which open up their “agency quota” places to members of the public may have a waiting time of as long as nine years (para. 13).⁹

Conclusion

27. The study observes that there are risks in the admission procedures for “agency quota” places, as most NGOs, as opposed to SWD, do not have a comprehensive tool to objectively assess the applicants’ care needs to ensure they are eligible for admission to the appropriate type of RCHs

⁸ While all RCH residents are required to pay a monthly fee ranging from \$502 to \$1994, depending on the RCH type, the RCHs also receive a monthly government subvention at the tune of \$1,400 and \$11,200.

⁹ By comparison, in early 2005, applicants on the CWL have an average waiting time of 30 to 38 months, depending on the type of RCH.

(para. 5). As such, there are opportunities for unscrupulous NGO staff to manipulate the assessment result in favour of ineligible applicants. There are also concerns about abuse in making priority placements and manipulation of the waiting list. While all RCHs have put in place some procedures and control measures, there are still insufficient instructions for staff on the administration of the “agency quota” places, including the admission criteria, granting of priority placements and maintenance of the waiting list. In a few NGOs, individual RCHs are given full discretion in application processing, with little or no supervision by the board of directors or the central office, thus compounding the risk of abuse. The following recommendations are made to address the weaknesses identified.

Admission Criteria

28. Some NGOs have not set out clearly their own admission criteria for the “agency quota” places nor publicised them for the information of the potential service users (para. 16). To avoid confusion and enhance fairness, it is *recommended* that SWD should require NGOs to lay down clear admission criteria and make them known to all relevant parties.

Assessment Tools

29. The NGOs are required under the Funding and Service Agreement with SWD to allocate the “agency quota” places to the elderly who meet the eligibility criteria for the respective types of RCH (para. 5). However, most NGOs do not have a tool for the objective and comprehensive assessment of applicants, thus increasing the risk of admitting ineligible applicants by compromised NGO staff (para. 19). To ensure that these limited subvented RCH places are allocated to users with appropriate care needs, it is *recommended* that SWD should require all NGOs to implement an objective assessment procedure, preferably with a marking scheme, for the admission assessment. Alternatively, they may consider adopting SWD’s Standardised Care Need Assessment Mechanism (Elderly Services) (para. 5),

with their own accredited assessors or through the Standardised Care Need Assessment Management Offices (Elderly Services) of SWD.

Priority Admission

30. Sometimes NGOs may give placement priority to certain applicants on the waiting list for various reasons (e.g. serious physical impairment but without family support). However, many NGOs do not have a set of clear criteria for priority admission. To ensure fairness and increase transparency, it is *recommended* that SWD should require NGOs to draw up guidelines for processing priority admission cases to enable consistent application by the processing staff and the approving authorities.

Waiting List

31. For NGOs which have a large pool of potential users (e.g. members of the public or existing users of elderly services), the demand for their “agency quota” places is great, and an applicant may have to wait as long as nine years for his turn of offer (para. 13). To enhance transparency, it is *recommended* that SWD should require NGOs to announce the latest turn of placement offered, e.g. through the NGOs’ website.

Withdrawal Records

32. Sometimes an applicant may decline an offer or withdraw the application when his/her turn is due. At present, some RCH staff members only make a casual record on the waiting list and then approach the next applicant down the list (para. 22). To prevent any compromised staff from manipulating the waiting list by advancing the order of applicants whose turn is not yet due, it is *recommended* that SWD should require NGOs to maintain proper records of all withdrawal cases (e.g. requiring the withdrawing applicant or his representative to submit a written confirmation) and subject

them to regular supervisory checks.

Ethical Requirements

33. While most NGOs have laid down the ethical standards (such as acceptance of advantage and conflict of interest) required of their staff in relation to their duties, they are not specifically reminded of the need to avoid conflict of interest in the administration of the “agency quota” (para. 12), despite the possibility that they may recommend their own relatives or close friends for the “agency quota” places. To raise staff’s awareness, it is *recommended* that SWD should require NGOs to provide staff with relevant work-related examples of conflict of interest (e.g. a staff member involved in assessing the eligibility of an applicant who is his relative) and to remind them to avoid and declare when such arise.

Management Information

34. At present, some RCHs do not submit information about the “agency quota” places to their board/RCH management committee (para. 24). To facilitate monitoring by NGO’s board/management committee, it is *recommended* that SWD should require RCHs to provide regular reports for information of the board/RCH management committee, incorporating essential information such as the number of applications received, details of cases admitted/rejected, priority admission, etc.

Internal Monitoring

35. To ensure that NGOs, in particular those delegating the administration of the “agency quota” to RCHs (para. 20), allocate the subvented RCH places under the “agency quota” in a fair and objective manner, it is *recommended* that SWD should consider requiring all NGOs to draw up an operational manual for the allocation of these places,

incorporating the recommendations made in this report. It is further *recommended* that SWD should require NGOs to conduct annual self-assessment on their compliance with the laid down instructions and procedures, preferably by an independent team/officer who is not involved in the day-to-day administration of “agency quota”, with a copy sent to SWD for monitoring purposes.

List of Persons Consulted

Social Welfare Department

Elderly Branch

[REDACTED]

Subventions Branch

[REDACTED]

Non-Governmental Organisations

[REDACTED]

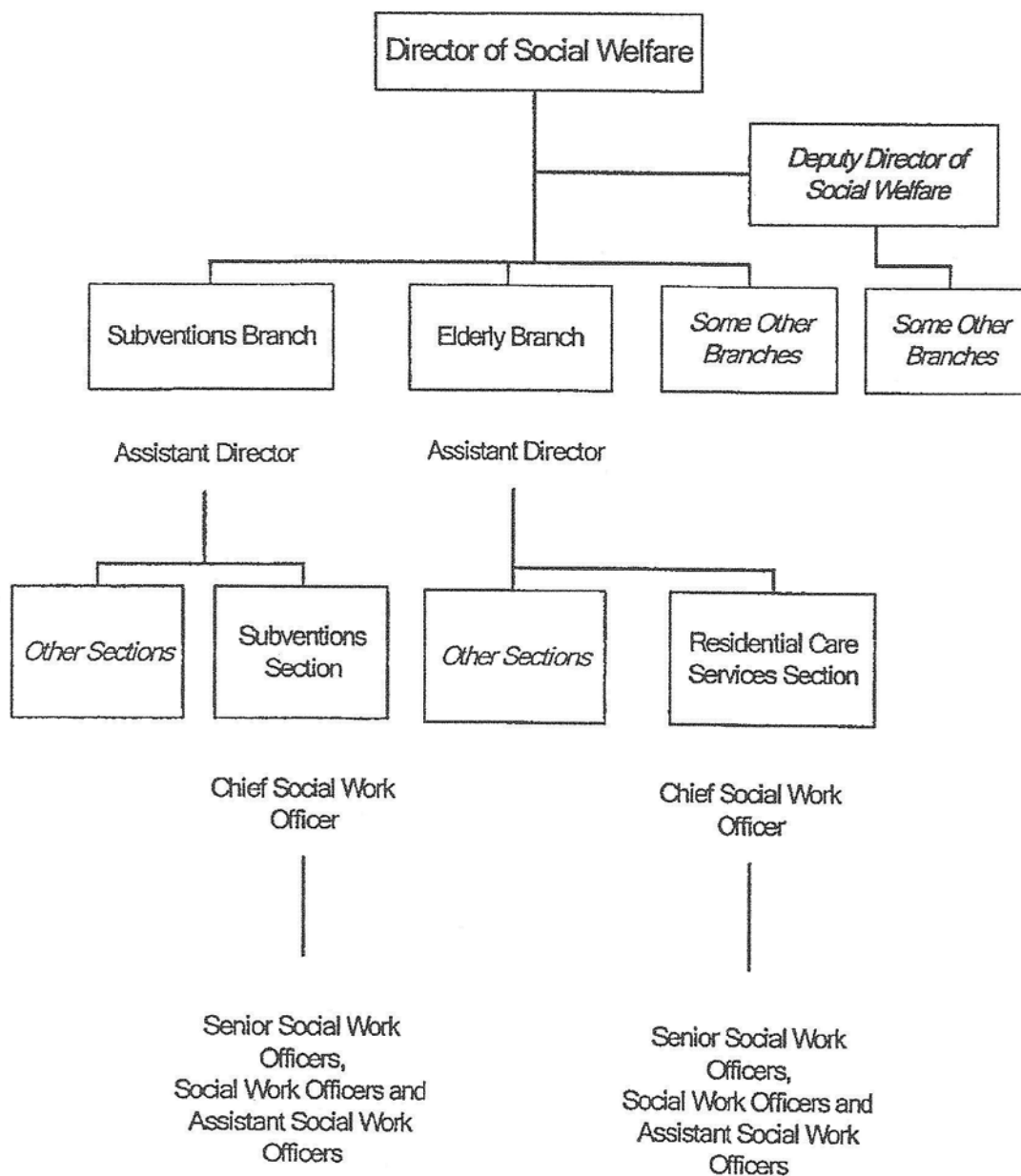
Subvented Residential Care Services for the Elderly

Type and Services Provided	Eligibility Criteria on Care Needs ¹	Monthly Fee
Self-care Hostel (長者宿舍) - communal living accommodation and organised programmes	(a) having housing or social need and unable to live independently; and (b) capable of managing personal hygiene and activities of daily living.	\$502
Home for the Aged (安老院) - residential care, meals and a limited degree of assistance in activities of daily living	(a) capable of managing personal hygiene and laundry of personal clothing; and (b) experiencing difficulties in managing other activities of daily living such as cooking, cleaning, going to markets and doing heavy laundry.	\$1,429 or 1,506 ²
Care and Attention Home (護理安老院) - residential care, meals, personal care and limited nursing care	(a) in poor health or suffering from functional disabilities and requiring assistance in personal care and daily living activities; and (b) without family members to provide the necessary assistance or causing great stress to the family while providing care.	\$1,605 or 1,813 ²
Nursing Home (護養院) - residential care, meals, personal care, regular basic medical and nursing care and social support	(a) in stable medical condition yet requiring regular basic medical and nursing care and/or assistance in moving around; and (b) with no persistent tendency to violence, self-destruction or disruptive behaviour.	\$1,994

¹ In addition, the applicants should also be aged 65 or above (or between 60 and 64 with a proven need for residential care service) and assessed to be mentally suitable for communal living. For self-care hostels and homes for the aged, the applicants should have a household income not exceeding the financial criteria for normal application for public housing. From 2005-06, self-care hostel and home for the aged places will gradually be phased out and converted to care-and-attention places providing continuum of care.

² A higher rate is charged from Disability Allowance recipients.

Organisation Chart of Social Welfare Department



RESTRICTED (ADMINISTRATION) 內部文件(行政)

Appendix 2.15

REDS Form S6
(Revised 4/2001)

Appendix 4
(Para. 18)

入住安老院舍申請表 Application for Admission to Residential Care Home for the Elderly

Referred by: _____

Sign by: _____

For Official Use Only

Date of Offering : _____ Date of Application : _____
Home Specific : _____ Priority Case : _____

第一部: 申請表格 Part I : APPLICATION FORM

(甲) 所申請院舍的類別

(A) Type of Institution Applied:

自我照顧宿舍
Self-care Hostel

安老院
Home for the Aged

護理安老院
Care-and-attention Home

護養院
Nursing Home

(乙) 申請輪候編號

(B) REDS Application No.:

(丙) 申請人資料

(C) Particulars of applicant:

申請人姓名
Name of Applicant : _____ (

性別: 男/女
) Sex: M/F

地址

Address: _____

電話

Tel. No.: _____

通訊地址電話

Correspondent Address if different : _____

出生日期

Date of Birth : _____

婚姻狀況

Marital Status : _____

籍貫

Native Place : _____

所操方言

Dialect Used : _____

身份証號碼

HKJD No. : _____

抵港日期

Year arrived in H.K. : _____

宗教/教會

Religion/Church : _____

加入教會日期

Date of admission to Church : _____

教育程度

Education Standard : _____

(丁) 諮詢者/保證人

(D) Sponsor/Referee:

諮詢者/保證人姓名：先生/太太/小姐

Sponsor/Referee Name: Mr/Mrs/Miss _____

地址

Address: _____

電話

Tel. No.: _____

身份証號碼

HKID No.: _____

職業

Occupation: _____

與申請人關係

Relationship with Applicant: _____

(戊) 申請人同意書

(E) Applicant's Written Consent:

本人同意將所附資料,包括體格檢驗結果及本人之個案紀錄,提供予有關機構,以便審核本人之入住安老院舍申請。

I consent to release the attached data, medical and social, to the appropriate authority for consideration of my application for admission into residential care service for the elderly.



申請人照片
Applicant's
Photograph

申請人姓名

Name of Applicant: _____

簽署

Signed: _____

日期

Date: _____

見證人

Witness: _____

RESTRICTED (ADMINISTRATION) 内部文件 (行政)

Appendix 2.15

Part II : CASE SUMMARY

(A) PARTICULARS OF FAMILY MEMBERS OR CLOSE RELATIVES

Name	Sex	Age	Occupation	Relationship with applicant	If not living with applicant, give address & Tel. no.

FOR EMERGENCY CONTACT

Name : _____ Relationship: _____ Tel. No.: _____

Address : _____

Name : _____ Relationship: _____ Tel. No.: _____

Address : _____

(B) FINANCIAL STATUS & INCOME (please ✓ appropriate items)

- On CSSA Amount : _____
- On Disability Allowance Amount : _____
- On Old Age Allowance Amount : _____
- On Pension Amount : _____
- Contribution from family member / relatives Amount : _____
- Income from savings / rent Amount : _____
- Others (specify) _____ Amount : _____

Total amount received per month : _____

Name of Social Security Field Unit : _____

CSSA/SNA No. : _____ Tel. No. : _____

If the applicant is admitted, home fee will be paid by :

- Social Welfare Department Amount : _____
- Family / Relative Amount : _____
- Applicant Amount : _____
- Others (Specify) Amount : _____

RESTRICTED (ADMINISTRATION) 内部文件 (行政)

Appendix 2.15

(C) BRIEF SOCIAL HISTORY

(D) REASONS OF APPLICATION & SOCIAL WORKER'S RECOMMENDATION

(E) REFERRING AGENCY Director / Donor

Referring Director / Donor
Name of Responsible Office: _____

Address : _____

Reference No. : _____

Responsible Worker

Name : _____
Rank : _____
Signature : _____
Tel. No. : _____
Date : _____

Countersigning Officer

Name : _____
Rank : _____
Signature : _____
Tel. No. : _____
Date : _____