

# Caregiver Resource Center

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# What's our Mission

- Respect seniors and provide them with best in-home service and the richest and most complete information about elder care in the community.
- Work with caregivers and make it a standard profession in China.

# Why--Background

## Aging Society in Guangzhou

Population	Senior population	Proportion	Annual increase	Population in 2010
8 million	945,000	12.85%	4%	1 million

Children and their families are no longer fully responsible for elder care, and the government, society and community are growing resources

# Elder Care and In-home Service

- Aged people are in need of all kinds of in-home care services
- Frail seniors and people with dementia, long-term care and sometimes live-in service.
- basic knowledge good personality and good skill set to take care

# Caregiver Agencies at Present

- Categories

- Private, government-led and some are led by social groups

- Personal care, housekeeping, and baby-sitter or cooking, family secretaries, educational tutors

- Broker or fully represent

- Existing caregiver agencies are varied and irregular and are part of the household service industry.

# Caregivers and support

Gender	Male	14.9%
	Female	85.1%
Education	High school and below	83.9%
	Junior college and above	16.1%
Source	Urban area	56.1%
	Rural area	43.9%
Salary (per month)[1]	500-800 rmb	37%
	800-1000 rmb	30%
	1000 rmb and above	33%
Service Items[2]	Senior care	34.2%
	Patience care	26%
	Average housework	25%
	Baby sitter	12%
	Housekeeper	3%

# Caregiver fact sheet

- Free market
- No minimum wage and social security
- No standard training and qualification
- Lack protection of labor law and regulations.
- No legal agency that provides legal counseling or aid to caregivers.

# Case Study

## Case 1 Zhuhai

A nanny was seriously mistreated by her employer for 5 years. When people found that, she was badly injured, which includes fracture, facial deformity, teeth lost etc.

## Case 2

- Beijing
- Because of the misuse of gas, the 83 years old client was poisoned to death on the second day of caregiver's work. The caregiver agency hadn't given enough training to the caregiver before sending them to the clients.

# How---Strategies

## **Short-term goal**

Provide well-trained and qualified caregivers for the elder population in Liwan district, become a leading caregiver provider in Guangzhou city, and a model for caregiver training and recruiting.

Provide the best career opportunity and training for people who are in search of caregiver jobs for the elderly. Be a center of caregiver support, education and information.

## **Long-term goal:**

Work closely with government and help to build a trade union for caregivers of seniors, and advocate for their duty, rights and minimum wage, which also can encourage the building of local or national law and regulations related to caregivers.

# **Service Available**

**Caregiver Resource and Information**

**Recruitment, Training, Qualifying and Supervision**

**Caregiver Support Groups and counseling**

**Legal Consultations**

**Workshops and Education**

**Senior Day Care Center**

**Volunteers and Internship**

# SWOT analyses

**Strengths**

**Weakness**

**Opportunities**

**Threats**

# How to operate-Management

**Board Members**

Direct and  
supervise



**Key Staff**

Contract, billing and support



**Clients**

Training,  
manage and  
support



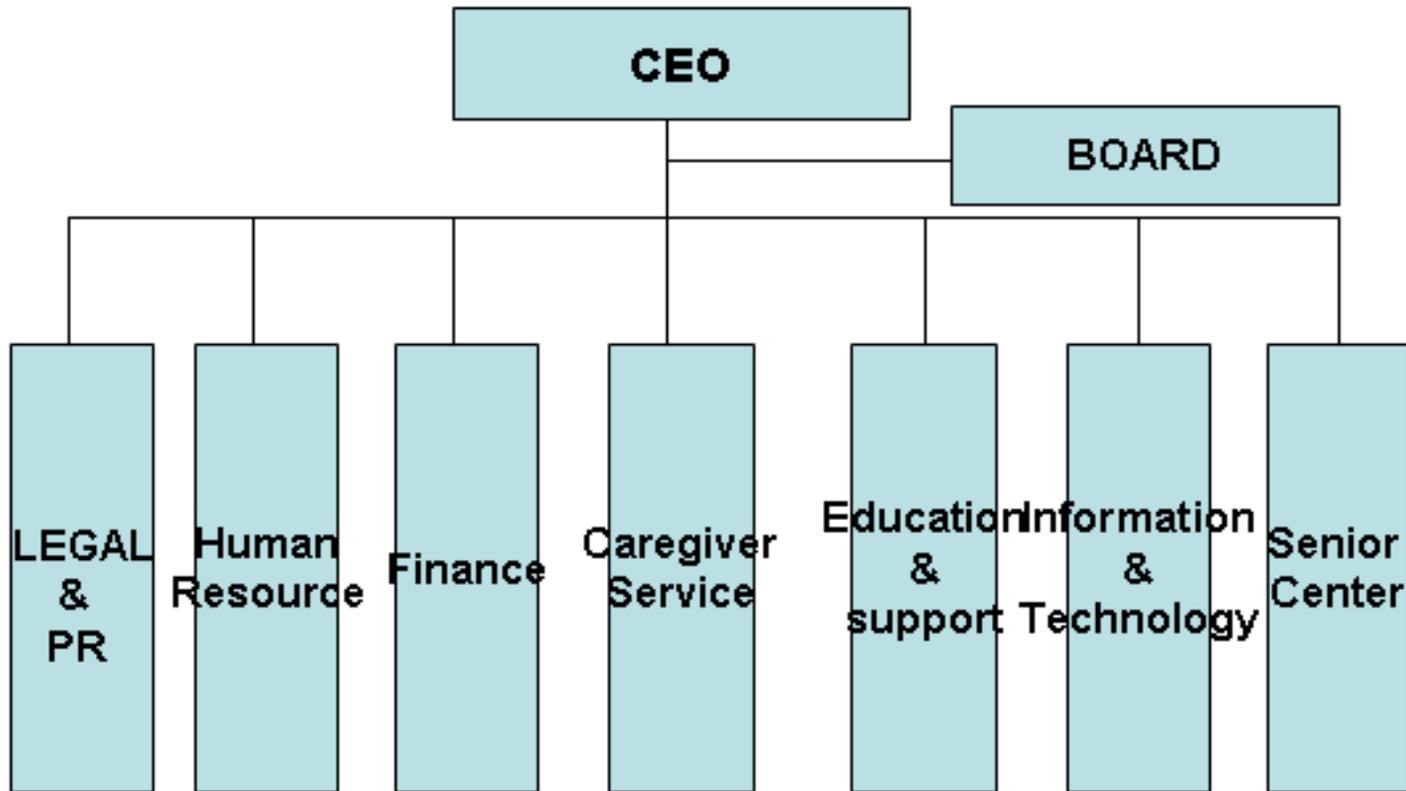
**Caregivers**

Provide direct  
service



# Management Structure

(Stable Stage)



# **Seeking support- Partnerships**

- **Guangdong Civil Affairs Bureau**
- **Labor and Social Security Bureau of Guangzhou City**
- **Starlight Project of China Civil Affairs Department**
- **South China Social Work Association**
- **Social Work Education and Research Center in SYSU**
- **Main hospitals and elder care facilities**
- **International foundation and organizations**
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- **Enterprises and philanthropists**

# Seeking Fund-Budget

Initial Investment	US \$50,000
Annual budget	US \$50,000-80,000
Annual Fundraising	US\$60,000

# Sources of funding

- Liwan District government and Guangzhou city government
- Major philanthropic organizations in China
- International and national corporations' social responsibility projects
- Other social groups and private donations.



Thank you



Have a good day!

**W.T. CHAN FELLOWSHIP '07**

**GRANT PROPOSAL**

**BY**

**Wen Xu, Jessy**

**Caregiver Resource Center**

**Senior Community in Guangzhou, China**

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## Proposal Overview

China is now in a speedy process of aging. Industrialization and Urbanization lead to the mobility of the society and a lot of changes in elder care. Children and the family are no longer fully responsible for elder care, and the government, society and community are growing resources for our aging population.

As people enter their senior years (older than 60), they face tremendous changes, both physically and emotionally. They are in need of all kinds of in-home care services, like assistance with ambulation, housekeeping, cooking, laundry and shopping, emotional support and company, and even some medical services. With more and more old people living alone in China, even in a nucleus family, children are mostly unavailable to meet their demanding needs and spouses may also be overwhelmed by the complicated job. So in-home caregivers are in great need, and their ranks in China are growing.

In China, care giving is a job with low educational requirements, not a profession. There are no professional training, well-set working standards and regulations, and little protection under the labor law. So there are often many problems between the families of clients and the caregivers they employ.

The Caregiver Resource Center for the senior community is designed for the growing needs and insufficient community support of the caregivers. The aim is to build a standard agency to recruit, train, supervise, offer group work and counseling and provide job opportunities to caregivers for elder adults. At the same time, it will serve as a resource center on caregivers in the community, offering potential clients updated information about caregivers in the agency, and educating people how to choose a suitable caregiver, how to protect their rights and how to avoid disputes and risks in the home. Another, long term goal is to partner with government to help build a work union for caregivers and advocate for their rights and minimum wage, which also can encourage the building of local or national laws and regulations related to caregivers.

Our agency is a non-profit organization in Guangzhou Liwan District. More than 30% of our funding is from the Liwan District government and Guangzhou city government. The rest of our resources come from the public, profits from our websites and membership fees.

## Part 1 program Narrative

### **1 Background Statement**

#### **Changing Society and Elder Care**

With fast economic growth in China, society is changing tremendously. Urbanization strengthens social mobility; children are moving away from their families. Children and their families are no longer fully responsible for elder care, and the government, society and community are growing resources for our aging population. Elder care has shifted from national enterprise leadership to government leadership. The community is the most direct provider of services sponsored by the government, so the construction of such communities and related research are in great need.

#### **Geography and the Senior Population**

Liwan is an old district in Guangzhou City. As a big city and business center in South China, Guangzhou has a population of about 8 million, with a senior population of 945,000, or 12.85%. The senior population is growing annually by 4%, and it is estimated that, by the year 2010, there will be more than 1 million seniors in the city. At the same time, there is a growing trend for old people to live alone, and there are a large number of people who have no spouses or children at all. In Liwan district, the senior population is about 90,000. Statistics show that 10% of seniors need different levels of caregivers; consequently the estimated number of potential clients may be more than 9000 in Liwan District.

#### **Elder Care and In-home Service**

As people age, they are in need of all kinds of in-home care services, like assistance with ambulation, housekeeping, cooking, laundry and shopping, emotional support and company, and even some medical services. And as people tend to live longer with

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### Caregiver Resource Center-Community Services Network for Seniors

medical and nutrition service, their ADL ability (instrumental activities of daily living) doesn't necessarily grow. An in-home care provider (caregiver) is someone who assists them with daily life to enable them to continue to live in their homes instead of facilities. Especially for some frail seniors and people with dementia, caregiving is a demanding job that may entail long-term care and sometimes live-in service. In addition, caregivers need to have basic knowledge about geriatrics and the medical conditions of their clients, have a good personality and attitude towards their clients, and a good skill set to take care of them too.

We will establish a training program series with examinations for people working with seniors and provide ongoing supervision.

### **Caregiver Agencies at Present**

Existing caregiver agencies are varied and irregular, and are part of the household service industry. They provide caregivers for seniors, patients or the disabled, baby-sitters, housekeepers, family secretaries, educational tutors and other kinds of people who deliver in-home services. Categorized by business nature, these agencies can be divided into private, government-led and some are led by social groups. Categorized by care type, there are agencies focused on personal care, housekeeping, and baby-sitter or cooking. Categorized by method of operation, there may be a broker, who provides the names and contacts of caregivers and charges fees, but is not involved in the business relationship between client and caregiver. Another method is for agencies to employ caregivers; the contract and fees are handled by the agency, which will be responsible for training and supervision. Most agencies operate as brokers, because this method requires less investment, daily cost and management, and it shields them from legal responsibility when there is a dispute or lawsuit.

In Guangzhou, the most successful household agencies are brokers specialized in a particular kind of work, such as Zhengxianghe, which mainly provides live-in home caregivers, Niangzijun, which only serves newborn and infant needs, and Chengxin, known for cleaning and housekeeping. No agency specializes in providing caregivers for seniors and no non-profit organization has entered this sector.

The household service profession is not standardized and is even in disorder.

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Because many agencies work just for short-term profit, fraud and very low quality service are rampant, and some agencies are managed very poorly. Many disputes occur and agencies typically escape or transfer responsibility to others. An absence of bylaws and regulations makes this situation even worse.

## Caregivers and support

The Labor Security Department reports that in 9 major cities about 240,000 people are working in the household service sector, 85.1% of which are female workers. Urban residents account for 56.1% and the rest are labors moving from the countryside. Only 30% have received relevant training before work.<sup>1</sup>

**Chart 1: Breakdown of home-based service providers**

Gender	Male	14.9%
	Female	85.1%
Education	High school and below	83.9%
	Junior college and above	16.1%
Source	Urban area	56.1%
	Rural area	43.9%
Salary (per month) <sup>2</sup>	500-800 rmb	37%
	800-1000 rmb	30%
	1000 rmb and above	33%
Service Items <sup>3</sup>	Senior care	34.2%
	Patience care	26%
	Average housework	25%
	Baby sitter	12%
	Housekeeper	3%

From the chart we can see that the salary of household service providers is relatively

<sup>1</sup> Reference from Research Report of Household Service Profession in China, Oct,2005

<sup>2</sup> This figure is exclusively based on Beijing market

<sup>3</sup> This figure is exclusively based on Beijing market

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low and so is their educational level. Elder care and patient care represent more than 60% of all care needs, and the Report notes both that high quality caregivers are in great demand and that the salary for them can be more than 1500.

At present most caregivers in China are not under control or guidance from government, trade unions or standard agencies. There is a free labor market and clients can find a caregiver from brokers or individually. There is no minimum wage for this job, no social security, any standard qualification or training, or any support group<sup>4</sup> or professional supervision, and caregivers lack protection of labor law and regulations. There is no legal agency that provides legal counseling or aid to caregivers. So once a legal dispute arises, caregivers are always disadvantaged. Emotional support is important too, not only for employed caregivers, but also family members who take the duty of elder care, which can be a demanding and frustrating job. But in China, counseling or emotional support haven't yet to appear as part of community service, and these areas will be an important new direction for community development. In addition, caregiving is considered a low status job and most of the employees are female; there is a certain degree of discrimination and ignorance towards this group of people, especially those with basic education or rural origins. People also lack information and knowledge about in-home service, so there are a lot of problems between families and the employed caregivers and even some scandals and tragedies.

### **Government engagement and Economy**

China's economy is one of the fastest growing in the world, and Guangdong province is one of the fastest growing regions in China, with an average annual 15% increase in GDP over the past five years. By the year 2006 Guangdong reached an annual per capita GDP of 10,000 dollars, which is the first city in mainland China to attain this figure. The service sector is very prosperous in Guangzhou, which contributed to 53.18% of total GDP growth in 2004.<sup>5</sup> The In-home Service sector is also growing tremendously, and service providers are always in short supply.

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<sup>4</sup> Support group is a small group of caregivers meet regularly to talk, interact, and discuss problems with each other and the group leader.

<sup>5</sup> Lihong, The comparative analyses of the constitution and contribution of Guangzhou GDP, Modern Commence, 2007(10)

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Seniors (above age 60) are retired and have stable but limited financial income. Some of them have retirement savings, and have many children who can support them. The trend is that more and more old people want to live alone and be separated from their children. As a result, the need for help with personal care or housekeeping will increase and the demand for caregivers will become even greater.

The central and local governments have recognized this need and the problems in the caregiver market. In the last five years, the central government has issued *The National Standard of In-home Service*; the Guangzhou city government also released *The Regulation of In-home Service Agency* and experimented with *Ranking and Qualification of In-home Service Providers*. But these regulations are quite new, still in draft form, and cannot regulate the market or protect practitioners. There is also no specific regulation or standard for elder care providers.

## **2 Strategies**

### **Mission Statement**

Respect seniors and provide them with best in-home service and the richest and most complete information about elder care in the community. Work with caregivers and make it a standard profession in China.

### **Goals**

#### **Short-term goal**

Provide well-trained and qualified caregivers for the elder population in Liwan district, become a leading caregiver provider in Guangzhou city, and a model for caregiver training and recruiting.

Provide the best career opportunity and training for people who are in search of caregiver jobs for the elderly. Be a center of caregiver support, education and information.

#### **Long-term goal:**

Work closely with government and help to build a trade union for caregivers of seniors, and advocate for their duty, rights and minimum wage, which also can encourage the building of local or national law and regulations related to caregivers.

### **Target Populations**

- 1) People who are in search of caregiver jobs for the elderly. Most of them are females, middle-aged, poorly educated, coming from the countryside, and part of “presents labor” in China.
- 2) Elderly or disabled people who are in need of housekeeper work, personal care or live-in home care. They can be direct care recipients like seniors who live alone, or family members who want to find caregivers for their elderly loved ones.
- 3) Elderly people who have dementia or Alzheimer’s disease and needs higher quality and long-term personal care.
- 4) People who take the responsibility for old care in a family. Normally it is a spouse or

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adult child, most are female. They may be full-time caregivers or have a regular job.

### **Service Available**

The center will be located on Rainbow Bridge Street of Liwan District, close to where the retiree's administration office and senior university are located. There is also a public park nearby. So it is a popular place for seniors in this area. Our service includes:<sup>6</sup>

#### **Caregiver Resource and Information:**

We provide information and community resources on caregivers and on all aspects of care using our automated database. People can drop in on our office; visit our website or call or write email to inquire about the information.

#### **Recruitment, Training, Qualifying and Supervision**

We have a complete recruitment and training system to enroll qualified caregivers in all kinds of requirements. The training program will focus on how to tend people with dementia first and then spread to over the whole senior population. We also extend our training experiences and service to other organizations and groups to gradually create a caregiver university. We will supervise and periodically inspect service periodically to evaluate each caregiver's work and identify problems.

#### **Caregiver Support Groups and counseling**

In addition to facilitating support groups for our own caregivers, we also provide group work to the family members who take on elder care responsibility. We assist caregivers in resolving current issues and help the family plan for immediate and long-term care. Individual and family counseling are also available.

#### **Legal Consultations**

Consultation is available on issues related to the relationship between families and caregivers, and we will also try our best to educate people about the rights of caregivers

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<sup>6</sup> The services and programs will take place at different stages of our organization's development. For the detail see Work Plan and Evaluation Part

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and the regulations on caregiver employment and practice.

### **Workshops and Education**

Specialized workshops concentrating on stress reduction, dealing with mental illness, financial management and other issues related to caregiving are held and open to the whole community.

### **Senior Day Care Center**

This includes a senior recreation center which will be a place for all seniors in the community, and a day care center providing special care to frail elders or people at all stages of dementia or Alzheimer's Disease.

### **Volunteers and Internship**

As the center matures, we will form a volunteer and internship management system that will recruit volunteers from the community (mostly seniors) and college interns. The volunteers can do intake and referrals, act as activity coordinators or help with special events. The interns can gain social work practice and help with programs.

### **Membership**

Once the Center recruits and contracts with caregivers, they will become formal employees. They must follow all the regulations and rules of the Center and will enjoy employee benefits and social security. We will implement a selection, motivation, and recognition system to maintain a sense of belonging and high performance among the caregivers. As their number grows, they will be divided into different groups with specializations in different aspects of caregiving.

Clients seeking caregivers from our center need to sign up for membership first. The membership fee will vary according to the income of each client. But normally 50-300 RMB per year. The price of our caregivers will be a little lower than the same kind of service from other agencies. The Center will bill clients directly, and will also be the responsible party for following up on any problems.

**SWOT Analysis**

<p><b>Strengths</b></p> <p>Caregiver Resource Center’s primary strength is its ability and mission to satisfy the needs of caregivers for seniors, especially those with dementia and mental illness. We will have specially trained, high quality and well-managed caregivers to provide different kinds of personal care. And as a non-profit organization, we can absorb public fund and cut down our operation costs to enter the market with competitive advantages. Our staff is very committed to the mission; we have more strong will and cohesion to carry out the plan.</p>	<p><b>Weakness</b></p> <p>As a new agency in an old market, we definitely lack experience in operation and marketing. Also our staffs are young and impassioned. Another weakness is we don’t have enough capital and totally rely on public funding, so we are very vulnerable to the performance of fundraising.</p>
<p><b>Opportunities</b></p> <p>We have a number of opportunities, including the expected growth of the senior population and the potential for increased public funding. The government has also devoted more resources to elder care and community development, and reinforced the regulation of the caregiver industry. We can easily get support from them on the condition we follow basic government policies.</p>	<p><b>Threats</b></p> <p>The caregiver market is very disordered and malignant competition exists; it is not easy for a non-profit agency to gain a footing in this sector. We also face liability for in-home accidents or crime; one small case could destroy the whole team. Also as a non-profit organization, we have no precedent to follow and the policy and legal environment is unfavorable to our development. We may encounter difficulties and restrictions in our practice.</p>

### **3 Detailed Planning**

#### **Work Plan and Evaluation**

The development of a Caregiver Resource Center is divided into four stages.

The initial stage covers a half-year period for planning and construction of the Center. It will officially open in January 2009, and enter the establishment stage. During 2009, we hope to train more than 50 caregivers and serve more than 100 clients. The recruitment, training, qualification, supervision and inspection system will be set up, and the first group work will be held. Next, the Center will enter the development stage when caregiver management systems will be further established and completed, the caregiver resources database and library will be built, more caregiver groups and workshops will be established and caregiver counseling and legal aids will be introduced as well. Furthermore, we will open the first day care center to provide quality day care to elders with dementia or Alzheimer's. Throughout, we will cultivate a close relationship with government and other entities, develop new funding sources and build a referral system. By 2014, the sixth year of our Caregiver Resource Center, it will be stable and fast growing. Once these key programs are introduced and perfected, the organization will become a leading source of elder care in the community. Then we will start introducing our student internship and volunteer programs. The final step will be to open branches in other districts or even purchase, merge or affiliate with other agencies. During this stage, we will advocate for the needs and rights of caregivers, and dedicate ourselves to making caregiver a standardized profession with clear criteria and regulations.

#### **Chart 2 Timetables and Evaluation Plan**

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<b>Initial stage: July 2008-December 2008</b>														
Activity	Jul	Aug	Sep	Oct	Nov	Dec	Evaluation							
Board formation	█						Find 6-10 proper members							
Fundraising	█						Reach 50,000 dollars in 6 mon							
Registration and recruiting						█	Get officially registered and find ideal staff							
Preparing bylaws and training		█					Develop training courses and organizational rules							
Locate and purchase						█	Find location and buy assets and equipment							
<b>Establishment stage: January 2009-December 2009</b>														
Activity	J	F	M	A	M	J	J	A	S	O	N	D	Evaluation	
Agency set up. Website opens	█												Website fully function, number of clicks	
Recruiting caregivers		█											Number of registered caregivers and maintenance	
Marketing and advertising		█											Walk-ins, calls, emails website clicks and registered members	
Training, qualification		█											The progress of caregivers, number of qualification	
Contracting with Clients			█										The number of membership, and maintenance	
supervision and inspection			█											The Satisfaction and maintenance of clients
Caregiver Group												█	Number of group, survey outcome	
<b>Development stage: January 2010 to December 2012</b>														
Activity	10 <sup>1</sup>	10 <sup>2</sup>	11 <sup>1</sup>	11 <sup>2</sup>	12 <sup>1</sup>	12 <sup>2</sup>	Evaluation							
Perfect caregiver management	█						Caregivers qualification rate, maintenance rate							
Community education and workshops		█					Number of workshop attendance, files sent out, website clicks and requires							
Build first day care center				█			Number of clients and quality evaluation							
Counseling and legal aids						█	Number of attendance, cases and result							
Network Building					█		More referrals, more funds and explosion in community							
Caregiver University						█	Attendance of training and number of experts engaged							
<b>Stable and spreading stage: January 2013-</b>														
Activity	2012	2013	2014	2015	Evaluation									
Start student internship	█						Number of internships application and their workload							
Volunteer program	█						Number of volunteers							
Open branches		█					Number of caregivers, clients							
Advocate for caregivers				█			Number of presentations, medium conference, reports etc.							

## **Management and Human Resource**

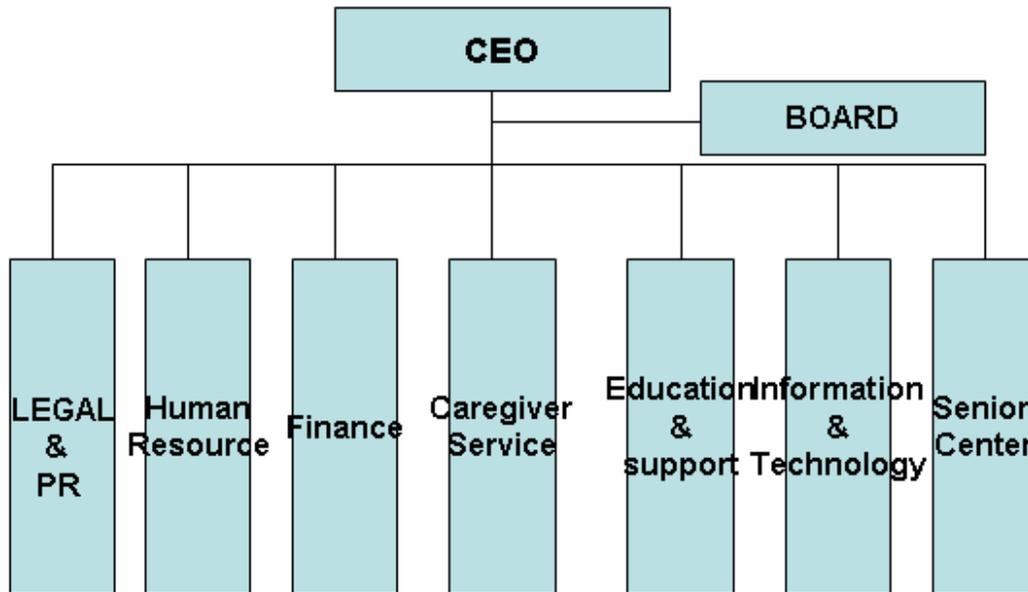
### **Board Members**

10-16 members include people in charge of retiree management in Liwan District Government, representative s from the Civil Affairs Bureau in Guangzhou, experts from university and social service agencies and representatives from corporations. Board members shall supervise and control the business, property, and affairs of the organization and all corporate powers shall be exercised by or under the direction of the Board. The Board shall hold an annual meeting for the purposes of the election of Directors and officers and the transaction of other services. Annual meetings of the Board shall be held on such dates and at such times as may be fixed by the Board.

### **Management Structure**

Caregiver Resource Center will initially only have five full-time staff. The CEO will take charge of the whole organization and also do outreach, publicizing, human resource and fundraising activities. The Caregiver Service Manager is responsible for recruitment, training, managing and supervising the caregivers, and will cooperate with the information and technology manager to update caregiver resource and training materials (caregiver library). The Education and Support Manager will design and carry out caregiver groups and workshops, and do relevant research and community organizing. The Information Technology Manager will be in charge of website design and updates, database building and preparing related flies and brochures. Finally, the Financial Manager will do part of fundraising and proposal writing as well as accounting.

**Chart 3 Management Structure (Stable Stage)**



## **4 Partnerships**

### **Guangdong Civil Affairs Bureau**

All non-profit organizations in the province are registered and managed by this Bureau. We aim to build a stable relationship with them and receive long-term policy support from them. At the same time, we will apply for funding and contracts from different level of government, and offer publicly subsidized programs for low-income clients too.

### **Labor and Social Security Bureau of Guangzhou City**

The Labor and Social Security Bureau has a department in charge of retirees including retiree's fees, social security, medical insurance, and community elder care in general, and another department responsible for vocational training and employment, which operates a job office on every street. We can partner with them on caregiving in the

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local community and cooperate with them in training and standards building.

### **Starlight Project of China Civil Affairs Department**

This project was carried out by the central government in 2004 and has built many community facilities and places for seniors in all of the major cities. It aims to set up a community senior service network and provide more resources for home-based elder care. However, many activity centers are not fully used or well managed. We can cooperate with this project and use its locations, facilities, or even part of the fund.

### **South China Social Work Association**

South China Social Work Association is formed by university experts, social workers and local government representatives. We can get educational and training support from them and also carry out joint research projects. It is also a good source for interns and volunteers.

### **Social Work Education and Research Center in SYSU**

We can cooperate in different areas such as research, internship and volunteers, outreach and international exchange, supervision and consulting.

### **Main hospitals and elder care facilities**

We can receive potential client referrals from local hospitals and elder care agencies and build close relationships with them to fill gaps in the social service network in the community.

### **International foundation and organizations**

We will expand our funding sources from the local community to city and national sources, and even international foundations or organizations and also seek technical or managerial support from them.

### **Enterprises and philanthropists**

Corporation and public donations are an important part of our input. We will keep a database of corporations and philanthropic organizations and people, and periodically hold fundraising activities.

## Part 2 Budget Narratives

### 1 Budget Summary

The initial investment is US\$50,000. The budget is about US\$50,000 for the first year. The annual budget for the first five years will be between US\$50,000 and US\$80,000. In order to keep the organization running and developing, we will need to raise at least US\$60,000 per year.

Our stable revenue source is mainly membership fees, which will be used to manage and supervise caregivers. The membership fee per year is an important factor to measure in our caregiver program.

Fundraising will be very important and challenging part of the organization. Our expected sources of funding include the Liwan District government and Guangzhou city government, major philanthropic organizations in China, international and national corporations' social responsibility projects, other social groups and private donations.

## 2 Detailed Budgets

**Chart 4 Budget for the first year**

<b>Caregiver Center Budget 2009</b>		
<b>Personnel</b>		
Position	Number	Total Expenditure(\$)
Senior Executive Officer	1	8000
Caregiver service manager	1	6000
Education and support manager	1	6000
Information and Technology manager	1	6000
Financial Manager	1	5500
Benefit and Welfare add 10%		3150
Total Personnel	5	3,4650
<b>Non-personnel</b>		
Rent		500*12=6000
Office furniture and necessities		2000
Travel		2000
Conference and meetings		500
Computer		5000
Printing (stationary, brochures)		300
Tel-communication		800
Indirect costs add 8%		1420
Total		17928
<b>Program Expense</b>		
Website		100
Caregivers Training		1000
Advertising		800
Special Events		2000
Research & Development		1000
Indirect costs add 8%		392
	Subtotal	5292
Total Expense		57870
<b>Income</b>		
Clients fee		7200(20*30*12)
Net Expense		50670

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