

The Lump Sum Grant (LSG) system is too flexible that disturbed nominal staffing structure of all services.

As surplus could be put into agency's reserve or being pooled for establishing new services that "expend" the agency, together with the background of "un-tying" NGO staff's salary with MPS, agency cut back all staff's salary and service manpower structure into minimal for sparing money. It created great salary gap between government and NGO staff who are having similar work nature and workload.

Theoretically, staff in NGOs under LSG are having their flexibility on increasing salary and fringe benefit of their staff even better than those who are working in government (the so-called "market rate"). However, owing to the subvention amount of NGOs are being barred by their ceiling by the time of "snap-shooting" in 2000, all increment of benefit to their staff will fall into a zero-sum situation, i.e. raising pay in some staff, cutting back in others.

In social service, we are dealing with people and working for our users' social and psychological well-being. All of the results of these works are able to be measured, but not in the form of simply head-counting or questionnaire survey that SWD is now doing. Both an experienced caring staff and a green caring staff could do the bathing for an elder, but one day when we get old and being served, we must be able to tell the difference.

For improving the present situation, it is suggested that the LSG system could be kept for the "Operational Cost" section of the NGO subvention, while the "Personal Emolument" section resume the pre-LSG fully reimbursement system.

We are working for the improvement of social capital which leads to the remedy and advancement of the society. Please do not deter quality person going into the field and please do not abuse the commitment and loyalty of peoples who are working in this field.