

2018 ANNUAL REPORT



財團法人 台灣兒童暨家庭扶助基金會
Taiwan Fund for Children and Families

Opening Statement

This year, due to the support of the Board, I was able to continue my task as a CEO again. Being a CEO, it means meeting the needs of stakeholders, such as our assisted children and their families, employees, partners, board members, sponsors and donors, the government, etc.. And as a NGO, we are accountable to them. Therefore, this year as well as every year, it is still my duty to remain building a culture of accountability in order to achieve our mission which all human beings are born free and equal in dignity and rights. For a number of years, we have implemented various [professional services](#) to carry on our mission. During the process, we ensure that accountability does help build trust. So, it highlights the importance of accountability if we want to win their trust. With commitments, there is no doubt that they will help promote trust between us and the people around us. Based on 12 commitments of Accountable Now, we are making changes and improvements to meet the standard to keep our organization more accountable.

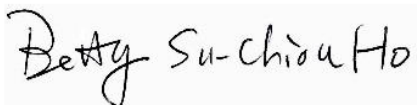
Being a leader, I always regard the involvement of stakeholders which will lead to our organization success. Through the communications, participation and feedback, we will be able to know what they need and learn how to improve our work to meet their needs. For example, through the discussion and feedback on labor-management conference, we have adjusted our working hours to be flexible which staffs can be hugely motivating by enabling them to achieve a better work-life balance. This complies with the commitments of responsive decision-making and listening to our stakeholders. But, meanwhile, the challenge I need to face is that I have to be mindful to not allow flexible working to affect the quality of our work.

This year was also a challenging year to us. Due to the “Military and public annuity reform” (the 18 percent preferential interest rate for savings accounts of retired military personnel recruited before July 1995 is to be gradually phased out over 10 years after the amendments’ promulgation), some affected donors cancelled their sponsorship fees and donations. In addition to innovating more marketing and fundraising activities, we need to be more careful to manage resources and figure out how to make the best use of the resources entrusted to us. We also need to be very cautious in financial controls to reduce the risk of misuse of funds in the future. In TFCF, we have strict internal and outer audits to ensure that all our transactions are secure which has been running for years and is something we take great pride in.

In the past, we mostly focused on the outcome and the satisfaction of our service program; however, there were not many impacts shown. I appreciate the feedback from the Independent Review Panel which indicated what areas needed to be improved. However, since most of the case management forms before 2018 were still qualitative information, the specific results cannot be effectively evaluated in an integrated manner. In 2019, we will transform the past qualitative forms into data quantification forms, therefore, we can more effectively grasp the positive impact of what factors on program participants. We are working on this improvement and will be presented in 2019.

Accountability is about delivering on a commitment. With the 12 commitments of Accountable Now, they will help us check on our work and make improvements to our performance. We are still learning and there is still a room for us to make changes to meet the standards. In this report, we have identified areas where we were less than satisfied and the challenges we met. We also have attached more evidences, links and examples for reference. We will take a hard look at our work and continue to make us more open, transparent and accountable to our stakeholders.

Respectfully,

A handwritten signature in black ink that reads "Betty Su-Chiou Ho". The signature is written in a cursive, flowing style.

Betty Su-Chiou HO
CEO, Taiwan Fund for Children and Families

July 2019

Cluster A: What we have achieved

A. The impact we achieve

1. What are your mission statement and your theory of change? Please provide a brief overview.

When there is a child in need, there is TFCF. It's the mission that we practice through our daily work. It is our hope to be a good Samaritan (Luke 10:25-36) to do the right thing regardless of race, religion or gender. Therefore, we convey when we deliver services and practice programs based on our core value which is to give our supported children and families with a timely assistance, face our stakeholders with empathy, carry on our programs and services to our supported groups with Christ's love and professional social work practices.

Theory of change:

We assessed that there was a specific community in the north which has some rural-to-urban living disadvantaged families. Because of the neglect of the care to the young people, these teenagers were easy to fall into anti-social behavior. After the assessment, we decided to transform the services to meet their needs. We hereby changed the name of the Northern Taipei City Branch Office to "Youth Corner" which will be served as a transformation model. Youth Corner actively transforms and implements friendly neighborhood work, theme activities, network sharing platform, talent development services, student counseling and other specialized services for the youth community. We hope that the change will bring three main outcomes in the future:

1. Establish a community-based work base specializing in youth services in Taipei area.
2. Work base operation refers to the social enterprise model. It will develop a leisure and sports service that can generate revenue and give back to public welfare projects through the talent and development of youth. At the same time, it also guides young people to help each other and implement the concept of participation.
3. Create 20 jobs, serve up to 140 people, and achieve self-sustaining operations within 3 years.

2. What are your key strategic indicators for success and how do you involve your stakeholders in developing them?

Based to the indicators for outcome monitoring and assessment in accordance with the Sustainable Development Goals (SDGs) of the United Nations, the ongoing projects executed by our branch offices at present can be mapped to the SDG1, SDG2, SDG3, SDG4, SDG6, SDG8, and SDG11. Should the SDGs fail to cover all the projects, internal indicators based on the SDGs framework are proposed in supplement. The planning and execution of projects each year as well as the assessment of the projects' outcomes are conducted pursuant to the SDGs framework.

For the education improvement project conducted in Mongolia under the SDG3, the targets were set on the attendance of the project's participants and the ratio of their successful enrollment. Therefore, the attendance rate of the participants in class as well as the number of participants successfully enrolled in universities and the number of enrolled in national universities were collected. Also, we came up with questionnaires on the satisfaction with the curriculum content ([Attachment A2: Questionnaire](#)) to capture the thoughts and perception of the participants for future adjustment and improvement of the project. In the end of 2018, we discovered that teachers failed to arrive in classrooms for sessions and that part of the students in the training

project found it difficult to come to class without subsidy in transportation because of the longer distance from their place to the classroom from the feedback of the students in the education improvement project. As a result, in signing contracts for the training project, teachers were requested to make up the hours should they arrive late or leave early from their classes. Also, after students' feedbacks were collected, we deemed it necessary to subsidize their transportation, and so the subsidy will continue to those living in a longer distance.

As for the participation of the stakeholders, according to the Commitment 4, our partners and we meet to discuss the status of our collaboration on a regular basis to ensure the quality of the collaboration. As for the supported parties, the voices and feedbacks of the supported individuals and the supported communities are collected via regular visits, questionnaires on project execution, and regular meetings with the community committees, while learning and adjusting based on the prior experiences.

3. What progress has been achieved and difficulties encountered against these indicators over the reporting period?

- (1) The direct services offered by TFCF on the international level fit the scope of SDG1, SDG2, SDG3, SDG4, SDG6, SDG8, and SDG17, primarily focusing our energy on No Poverty, Zero Hunger, Good Health and Well-being, Quality Education, Clean Water and Sanitation, and Partnerships for the Goals.
- (2) The major obstacles encountered: The scope of the SDGs fails to cover all the development indicators locally. Hence, in order to better assess the effectiveness of the supports, TFCF was obliged to come up with individual indicators for respective projects in different countries (For example, Attachment A3: The medical service project in Mongolia). Due to the various political, economic, and cultural contexts of these countries as well as the gaps in therapies and diets from culture to culture, it was hard to consolidate all the internal indicators of these countries. In addition, most of the existing supported countries still fall short in infrastructure, especially in rural villages. Without certain degree of infrastructure and regulations instituted, the effectiveness of foreign aids oftentimes will be affected and offset. As for the Commitment 2, Women's Rights & Gender Equality, the focus of TFCF's aids stresses on children. Take preschool project for instance, it targets the children in need in the regions specifically without emphasis on elevating the ratio of girls' education, nor do we conduct analysis on gender at the moment. Last but not the least, in the supported countries except Vietnam, the number of institutionalized professional social workers is still insufficient, which brings about challenges to projects' execution and cultivation of human capitals. Therefore, visits from supervisors/directors are scheduled each year, so that we may provide suggestions directly to the local personnel through the visits of TFCF's supervisors/directors in the local regions. Local social worker training programs have been instituted at the overseas branch offices as well, so as to offer professional motivation and inspiration with regular meetings of study groups, case studies, or lectures. Furthermore, TFCF would arrange overseas senior personnel to Taiwan to receive trainings, while overseas branch offices would conduct training exchanges with one another for their staff, to enhance our personnel's professional abilities and to strengthen the quality of services offered by our overseas branch offices.

Taiwan Fund for Children and Families made the SDGs map to illustrate our work in different countries and area that relevant to SDGs by making sustainability programs more traceable and the link to the SDGs more clear. There are 10 Sustainable Development Goals, which TFCF is taking action to end poverty, ensure the health and well-being of future generations.

The map identifies which SDG is being prioritized in each country. Please refer to the link <https://international.ccf.org.tw/about/about-us/SDGs>.

4. Have there been significant events or changes in your organisation or your sector over the reporting period of relevance to governance and accountability?

In 2018, our CEO, Ms. Betty Ho, has won the continued appointment meaning the affirmation from the Board members. Under her leadership, there were two significant event and change in our organization:

Taiwan Fund for Children and Families, founded in 1950, is a non-profit organization dedicated to helping vulnerable children and their families regardless of the religion, ethnics or gender. In response to refugee crisis, in 2017, we went to Jordan in April to evaluate the possibility of providing long-term aid to refugee children in the Kingdom with the assistance of Taiwan ministry of foreign affairs. After five-month professional evaluation, in coordination with the Jordan River Foundation and the Jordanian government, we decided to establish our 6th overseas branch in Amman. In 2018, TFCF Jordan has officially established and launched the services to assist refugees to rebuild lives and anticipate to bring hopes to those needy children in Jordan.

In addition, we believe that change is chance. Being a NGO with 68-year history, we have to admit that fundraising is getting hard and hard. This year, based on the brand innovation, we start to evaluate the feasibility to change our logo. This idea has been brought to share with our directors and staffs and come to a consensus. Therefore, we have started to collect more information and data which will be submitted to the Board meeting next year for their approval. This will be a big change for our organization and we hope to have positive results .

B. Positive results are sustained

1. What have you done to ensure sustainability of your work beyond the project cycle, as per commitment 4? Is there evidence of success?

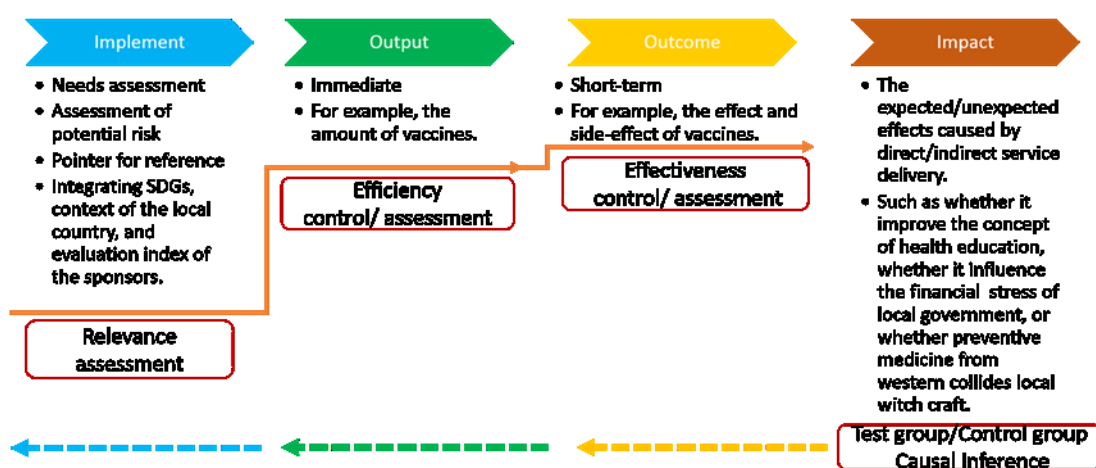
According to point two of the Commitment 4, our community support project in AnDong, Cambodia, is main to empower the community by offering courses to community members and organizing their community committee. One session of course is conducted per season. There were four sessions in total in 2018, focusing primarily on the empowerment of individual. We hope we can help participants know themselves better and apply the acquired knowledge in life. As for the community committee, we assembled 10 community members to be onboard in this endeavor. For instance, on a meeting of the community committee in 2018, they talked about placing modern trash bins in the community, encouraging residents to make good use of them to improve the community environment. Consequently, the community committee would discuss the matters concerning community sanitation on the regular meetings. Our responsible social worker would meet the community members monthly to discuss and track the status of their work and activities

as well as the difficulties encountered and offered suggestions afterwards for them to have a more fruitful outcomes from each activity. As far as the community committee is concerned, TFCF Cambodia plays only a supporting role in the committee that offers necessary materials. We do not give instructions to the community committee. Instead, the community committee is an autonomous body that needs to make decisions on their own with community members involved. The success case from this community has become the best model. We anticipate to influence more communities this year with such experience.

According to the point four of the Commitment 4, we had discovered that a local community in Kyrgyzstan had difficulties in accessing water, which impacted the livelihood of local residents as well. Therefore, we combined the resources from the Lions Clubs in Taiwan and jointly built a water station in the local community, benefiting approximately 546 residents and 130 households. The community was just 15 minutes away from the downtown of Kyrgyzstan by car. We supported families in the neighborhood as well. Hence, after the completion of the water station, apart from the regular visit to the supported families, we would also observe the needs from the community, so as to allocate project resources as needed. No standardized form to track the progress, though.

Projects of education have always been a focus on the international service of TFCF. At present, we have scholarships for college students in Mongolia and Kyrgyzstan. One youth from Mongolia completed the study with the scholarship and has obtain a master degree in IMBA from the National Taichung University of Education, Taiwan. Pursuant to the Commitment 4, we shall continue to track the student's status afterwards. Since the youth is the first supported youth that completed the study in Taiwan, we have not yet to establish a standardized tracking form. Currently, our responsible personnel will check in and follow up the life of the youth on a monthly basis via phone, message application, or in person. Should the number of youth increase, we would consider preparing a standardized form for the tracking.

The following figure is the flow of service delivery to facilitate our overseas branch offices'



2. What lessons have been learned in this period? How have the lessons been transparently shared among internal and external stakeholders? How do you plan to use these lessons to improve your work in the future?

The international services provided by TFCF in 2018 under the framework of the SDGs were more

mature than those in 2017, and all the projects were conducted within the framework of the SDGs as well. Nevertheless, as we have mentioned above, for most of the countries we have overseas branch offices in, the trainings for social workers on a professional level are still in the budding stage. Thus, there are indeed some room for improvement in drafting projects and quantifying the effectiveness. Therefore, trainings for local personnel are organized in all overseas branch offices, such as regular discussions on cases, study groups, lectures, and even selecting staff to go to Taiwan for trainings. In 2019, we will take one step further and conduct exchanges in between our overseas branch offices, so that the personnel in different overseas branch offices may learn and exchange with each other. In addition to the ongoing communication internally, TFCF is also promoting externally in an active manner, elaborating the significance of the SDGs via social media platforms, materials containing sponsorship information, campus promotion, and briefing to the public sector.

In addition, in the experience of early treatment services, it was found the service continuity was lacking after the child left from our development center and transferred to the elementary school. The social welfare institutions can provide limited services which is inadequate. For this reason, we set up a “family support assistance base for children with physical and mental disabilities” to provide individualized and diverse family support services based on family needs. It aims to foster parental capacity and enhance the family function.

C. We lead by example

1. How does your organisation demonstrate excellence on your strategic priorities?

In 2018/9/24-26, we held SDGs International Workshop of Practical Workers-Vietnam in Ho Chi Minh City, Vietnam, with the theme of Knowns and Unknowns, focusing on the discussion of the three major axes of SDGs participation, NGO platform establishment and international social work, and through the dialogue between international scholars, international workers, Taiwanese scholars and first-line commissioners of our overseas branch offices, we understand the core values of SDGs and implement them in overseas centers. An anonymous questionnaire survey after the participation of the seminar was completed by a total of 15 participants. The overall average score given to this activity was 8.67 (out of 10). For example, a participant mentioned: "The organisation was perfect and it was so exciting to be part of the workshop. I learned a lot and enjoyed finding out more about TFCF's work."

Impact assessment: The impact assessment of the workshop could hardly capture precisely and produced a quantified analysis based on the survey with the participants. Nonetheless, valuable feedbacks were collected from the participants during and after the event. Such as “Among the many NGOs in Taiwan, TFCF has been actively promoting humanitarian work overseas in recent years and allocating necessary staff to the field. This experience solely is worthy of recognition, and we need to take it back to Taiwan for sharing”, noted by professor Chien.

In addition, as mentioned in our previous report, 90% of foster care placement service in Taiwan was provided by TFCF. Therefore, we provided the recommendation to our government which is to incorporate our related information system, work manual and the placement evaluations in pre-medium term and the end of the placement into the norm which are supported and affirmed

by the government. Therefore, the counties and municipalities were requested to provide the same as our service in order to help the foster children to obtain high-quality services.

2. What evidence is there that your expertise is recognised and welcomed by your peers, partners and other stakeholders?

- (1) Child protection is one of our main leading advocacies. Our organization has been engaged this program and propaganda for nearly 40 years. It has been issued many copywriting, films, picture books, teaching aids, and propaganda products. It has also received many corporate supports and promoted the concept of child protection to the public together. In particular, one publisher has put our child protection information into the textbooks which the primary school students can enhance their knowledge and ability to protect themselves.



- (2) In 2018, we published the book “ [Taiwan Database of Children and Youth in Poverty – The Panel Study of Vulnerable Children](#)” which the data has been collected since 2008 about the vulnerable children and adolescents we supported. Through this survey, people can get a glimpse of the child's and adolescent's life appearance and physical and mental development during the growth period. It also explores the impact of family poverty on children's and adolescents' development in the past 10 years. It helps bring the reflection and advice on social policy and welfare services. The data is posted on our website as well as the [TFCF Think Tank: Research Gate for Child and Family Welfare Policy and Practice](#) which 696,828 visits were added and the application for the purpose of research was up to 17 applications. All of the information are open and shared to the public.
- (3) The year 2018 marked the 30th anniversary of foreign sponsorship organized by TFCF. Events were held and supported children overseas were invited to Taiwan to celebrate together. Tsai Ing-wen, President of Taiwan, also received the supported children, during which the President recognized TFCF's efforts in international service.

<https://english.president.gov.tw/NEWS/5348>

https://international.ccf.org.tw/news_detail/news/newsarticles/2018

<https://www.cna.com.tw/news/aip/201803200120.aspx>



- (4) Out of the recognition with the ideas and actions of TFCF in promoting international services, Dr. Ying-Chyi Chou from the Department of Business Administration, Tunghai University, contributed in combining resources from Tunghai University Alumni Association and from Taichung Veterans General Hospital. Hence, the Elite Program was established with the sponsorship from the Alumni Association, and an agreement was signed between TFCF and Taichung Veterans General Hospital to provide medical support to the Children Sponsorship Program.

<https://www.atanews.net/?taiwan-taichung=44981>

- (5) In addition, our government, the Executive Yuan and Ministry of Health and Welfare, invites our CEO and directors to serve as their professional advisory committees who are also invited to give lectures to their high-level managers, such as the policy of declining birthrate. And, our director of International Development Division, Dr. Max Lin, was invited by ChildFund Korea during their 70th Anniversary Events to be the speaker about the Child Protection in Taiwan – Ripple Effect and the Challenges.

3. How does your organisation practice being inclusive and protecting human rights, including promoting women's rights and gender equality, in accordance with commitments 1-2?

The majority of TFCF body are professional social workers. Thus, the core spirit and the training system for our personnel are pursuant to the professional methodology, values, and ethics of social work (**Attachment C3: Professional code of ethics in social work**). TFCF also endeavors to ensure the rights and experiences of the service users. All the aforementioned are in line with the Commitment 1-2. In Mongolia, Kyrgyzstan, and Cambodia, we offer trainings on the skills and knowledge of tailoring, handcraft, and cleaning to women through vocational training programs locally in order to increase their income and to facilitate women's empowerment.

In the recruitment of employees, they need to meet the basic requirements of the profession. In the aspect of the human rights, there are no restrictions on gender, marriage, ethnicity, physical disability (disability), etc.. In fact, we hired employees with disabilities including vision impairment, hearing impairment, and intellectual & developmental disabilities. We provide relative aids for use at work in order to create a friendly and accessible work environment for them. As for the ethnic inclusiveness, we reserve the work quota for the minority, aboriginal people. We have employees with aboriginal status in our organization.

In the issue of protecting women's rights and gender equality, in 2018, we applied the new "Sexual

Harassment Prevention, Appealing and Disciplinary Procedures” (Attachment C3-1 Sexual Harassment Prevention, Appealing and Disciplinary Procedures) to replace the old revision “Workplace Sexual Harassment and Disciplinary Policy and Complaint Investigation Procedure”. It is stated that the members in the Complaints Committee for prevention of sexual harassment at workplace should be composed of 5-7 members and there are no less than 50% female representatives. In addition, we provide training program of Sexual Harassment Prevention for employees periodically every year. Both gender equality and Sexual Harassment Prevention trainings are included in orientation or induction programs for all new employees. In order to ensure that female employees in pregnancy and breastfeeding have their place to rest or breastfeed, we have the nursing room and set up relevant equipment for female employees. We also provide family care leave and shortening working hours for childcare. Working hours allow female employees to take care of their family lives.

4. How do you minimise your organisation’s negative impacts on your stakeholders, especially partners and the people you work for? How does your organisation protect those most susceptible to harassment, abuse, exploitation, or any other type of unacceptable conduct?

As an organization constituted by a majority of professional social workers, its service delivery overseas takes especially the issues of culture into consideration. TFCF departs from the local perspectives, respects local cultures, complies with local regulations, so as to blend in the local societies. Meanwhile, it not only empowers local human capitals, but keeps an open attitude toward the collaboration with local partners and service users. Hence, professional trainings are provided to TFCF’s personnel by our overseas branch offices on a regular basis, so as to strengthen their professional competence. Also, through a supervisory mechanism, the staff dispatched to overseas may discuss and review work status with local personnel in a timely manner. In addition, individual personnel would be promoted to team leader or supervisor based on the appraisal of their competence and performance in order to cultivate more talents locally.

Also, the TFCF International Development Division has established a series of project tracking and assessment models and been keeping a close communication with its overseas branch offices to ensure a smooth operation of each project. Nevertheless, in the process of service delivery, risks of unexpected negative impact can hardly be excluded entirely. Upon such inevitable negative impacts, opinions and damage to the partners and affected individuals will be collected and inventoried. Compensation mechanism with accountability will even be activated. Next, internal review process will be conducted to examine whether other projects are under the threat of the same risk(s). Finally, a causality analysis of the negative impact will be compiled, and preventive measures proposed for project planning in the future.

For instance, to avoid service users developing welfare dependency on the services provide by TFCF, we would engage bilateral communication on Family and Partners Meetings in each country to advocate the concept of our budget allocation. Also, the preschool project in Mongolia is conducted with joint efforts from TFCF Mongolia and the local kindergartens, so that children in need can access preschool resources without affording tuition and fees for school supplies. However, after the project execution for 2018, part of the kindergartens were found to have collected extra fees from the families of these children. Therefore, the local social workers

facilitated the return of extra fees from the kindergartens after learning the situation. Next, in the partner meetings of 2019, we will explain the issues with the execution last year to the partner kindergartens and details of the budget allocation stated in the MOU, so as to prevent the same problems in the project execution next year.

5. How do you demonstrate responsible stewardship for the environment?

In TFCF, we have initiatives for energy conservation and carbon reduction.

- (1) Use energy saving appliances and equipment, such as the LED tubes.
- (2) Try to keep printing to a minimum and use tablets instead during meetings or presentation.
We also request the participants to bring their own tableware and cups at meeting.
- (3) Use conference calls in the place of face to face meetings. This will help reduce greenhouse gas emissions and save the travel expense.
- (4) Purchase electric vehicles to reduce emissions.
- (5) Set the minimum temperature for the air conditioner.
- (6) Adopt water-saving toilets and faucets.
- (7) By planting and greening in the office, it will help protect and improve environmental quality, purify carbon dioxide, dust and heavy metals in the air, regulate microclimate, and enhance building energy efficiency.

In 2017, our Ta-Tung Children's Home established green energy solar panels. Using by combining with both solar energy and electricity, the carbon emission in 2018 was 6,967 kilograms. Comparing to 17,051 kilograms of carbon emission in 2017, we reduced up to 10,084 kilograms of carbon emission in total. We have provided this successful example to other branch offices for their assessment.

In the construction of our new Headquarters & Social Enterprise Center will have four major energy-saving facilities and equipment:

- (1) Air conditioning equipment: The use of air-cooled inverter air conditioners equipped with intelligent touch managers can achieve energy-saving performance.
- (2) The outer wall is made of aluminum grille which can insulate the heat, reduce the heat radiation and indoor temperature and keep the ventilation. Therefore, the energy saving and carbon reduction efficiency can be achieved.
- (3) Use LED energy-saving tubes in the whole building.
- (4) Design greening walls on the first floor and the exterior building.

In 2018, we continually incorporated the carbon emission values of our overseas branch. As for the carbon emissions in 2017 in Taiwan, although the numbers of staff and services we provided were increasing, the water, electricity and vehicles usage fees were properly controlled.

TFCF in Taiwan			
	2017	2018	difference
Emission factor of water (unit:kg)	5,748	5,411	-337
Emission factor of electricity(unit:kg)	2,057,029	2,321,364	264,335
Emission factor of vehicles (unit:kg)	499,457	314,591	- 184,866
TFCF Overseas Branch Offices			

Emission factor of water (unit:kg)	256	305	49
Emission factor of electricity(unit:kg)	51,395	45,025	-6,370
Emission factor of vehicles (unit:kg)	64,572	87,299	22,727

Cluster B: Our approach to change

D. Key stakeholders are identified with great care

1. Please list your key stakeholders. What process do you use to identify them?

Based on our Certificate of Registration of Jurist Person, the purpose of our establishment is to help bring wellbeing to children, youth, the physically & mentally disabled and impoverished families. We have different processes to identify them and put them into our program categories regardless of race, religion or gender. We provide various programs to meet their needs, such as children sponsorship program, services for needy children, youth and families, child/youth protection program, foster care placement, early intervention program, TFCF community service program, etc.. When the children and youth under the age of 18 encounter the following dilemmas, we will provide our services after our assessments (for examples: Attachment D1 child/youth protection) (Attachment D1-1 Assessment for financial needs). TFCF's services are based on needs. TFCF will not exclude any group for reasons like race as long as there is a need and that it fits the standards for kicking off a case, such as:

- (1) The family member who is the main financial supporter is unemployed which causes the family economy is in crisis;
- (2) Those who are excluded from the social assistance system and who receive subsidies from social welfare groups, but who have difficulties in maintaining basic living standards or who are unable to provide the needs of their children;
- (3) Those families whose children accepting the sponsorship fee but are still unable to meet the needs of children.

As for other stakeholders, for those who are interested in our work or who are in need, they will become our stakeholders listed as follows:

- (1) Local partners and companies: For short-term or potential program cooperation, coordination with local community, family and children
- (2) Local Government and Ministry of Foreign Affairs, Taiwan (MOFA/Taiwan)
- (3) Academic: Connecting the research project and volunteer students involved in overseas internship, volunteer activity
- (4) Employees: Basically, there are two categories of staff roles at TFCF: social workers and administrative supporting staff (non-social work employees). For those who want to serve as a social worker needed to be equipped with a bachelor degree of social work or related field and the basic professional skills. As for those non-social work employees, they need to be equipped with basic professional skills related to the department that he/she is going to.
- (5) Sponsors: Everyone who is interested in our sponsorship programs (foreign & domestic) could contact us through TFCF's official website, phone, email, mail, etc. After filling in the application form and complete the donation, we will send a copy of CIF to this sponsor. This sponsor, then, could start a wonderful journey to witnessing a child's development and growth.
- (6) Sponsored Children/families/communities: The foreign or domestic disadvantaged

children/families/communities who meet TFCF's support standards and benefit from various sponsorship services and programs funded by monthly sponsorship fees and other financial support are sponsored children/families/communities.

- (7) NGOs/INGOs: TFCF collaborates with some INGOs in sponsorship programs through oral, email or written agreements, including three members of ChildFund Alliance namely ChildFund International USA, ChildFund Australia and Christian Children's Fund of Canada, and other organization, PlanBørnefonden.
- (8) Board members: They are honorary posts, wholly non-executive and are drawn from diverse, professional backgrounds with a broad range of relevant experiences and skills to TFCF's development.
- (9) Donors/supporters/volunteers: Anyone who either makes donations, support our work or provides any feedback, suggestion and assistance to help improve our work

2. How do you ensure you reach out to those who are impacted or concerned by your work?

We have different processes to identify them and put them into our program categories regardless of race, religion or gender.

1. Sponsorship program for needy child & youth and families: We provide livelihood support, education and ability development. Our social workers will track their situation through home visits, interviews and activities in a regular term and provide service to meet their needs best.
2. Child/Youth protection program: We provide intervention service & follow-up counseling, financial support, medical care assistance, parent education service and youth protection advocacy and legal services
3. Foster care placement: Our social workers will pay home visits periodically or the child individually to keep tracking on the child's situation to ensure he/she stays in a safe and secure home.
4. Early intervention program: We provide day care services and center-based & home-based interventions. We have integrated professional people to help find early identification and referral cases to receive early treatment. A regular review has been conducted to make sure that we have reached our goals according to the individualized service plan records.

Challenge: Most of the parents resist and deny the truth that their child has the problem of development delay after being diagnosed. We will cooperate with the kindergarten teachers and pay home visits to assist parents in clarifying the importance of early treatment services. We also continue providing family support services, holding diversified parenting meetings, parenting training groups to reduce the pressure of care.

5. Institutional placement program: We establish Hope Centers to place children, youth and girls who are mistreated. They not only stay in a safe shelter but also receive psychological counseling and treatment.
6. TFCF community service program: We have provided a long-term community service and outreach program, including mobile library services, children's literature and activities, parent education programs, etc.. It helps develop strong linkages among community residents and focuses on family competence to improve the needy community development through family empowerment.

Challenge: Political factors or factional wrangling within the community can easily affect community relations and network connections, and affect community planning and development. Our social workers must clearly define the content and goals of the project, and

continue to explain and negotiate with various groups and organizations in the community to obtain support and approval. Sometimes, it is necessary to have the third party to make coordinate in order to promote the community service programs.

In addition, following the framework and indicators of the SDGs, TFCF engages:

- (1) Case tracking: regular visits are conducted to capture the family condition and the condition of the beneficiary.
- (2) Questionnaire survey: feedbacks and opinions of the beneficiaries are collected and assessed.
- (3) Effect Analysis: quantitative analysis is conducted through the collection of the children's data.
- (4) Cross Analysis of the three data above is conducted afterwards.

As for projects executed jointly with partners, we will share information with our partners such as results report and keep the channel open for communication along the way according to the Commitment 6, so as to create positive impact to future actions.

3. How, specifically, do you maximise coordination with others operating in the same sectoral and geographic space with special reference to national and local actors?

We uphold all the principles in the Commitment 6, engaging communication beforehand to clarify the roles and responsibilities of either party in the partnership. Also, with an attitude to learn from each other in the collaboration, we conduct service delivery with our partner on an equal stance. Take the education support program in Hakama Community in Jordan for example, visits to the selected sites were engaged before bringing this program to the local school to see if it fit their needs and expectations, followed by further discussion on the implementation details. Both parties engaged dialogues as equals and listened to each other.

In addition, the TFCF Vietnam works closely with other organizations as well. All the partners in 2018 were the ones we had been working with instead of new partners. The resource network in Vietnam is mainly operated and relevant bodies are referred by HUFO and other UFOs in the rest of the provinces. The selection criteria are based on the various needs deriving from the development in stages of branch offices. Take the development of TFCF Vietnam for instance, it needs to find organizations to work on a more mature partnership, while assesses if the counterparts engage sponsorship matching for youth in a fixed region consistently. Therefore, on the stage of resource linking, TFCF Vietnam connects and expands its network with a mindset of learning the service content offered by other organizations. After learning the service contents of the potential partners, TFCF Vietnam will review its services to see if it can integrate or strengthen the potential partners' service content. Meanwhile, it can avoid conducting services highly overlapped with each other. Should a possibility for collaboration presents itself, TFCF Vietnam will engage the potential partner for further discussion. Our partnership can be divided into two categories. One is to empower and the other is to support a project we identify as well. For example, in regard to education, if the larger vision of the partner is in alignment with TFCF's development goal(s), we would engage further dialogues and planning for the project. At present, TFCF Vietnam also aims for strengthening the professional competence of social workers and setting a sound foundation in Vietnam. As a result, it pro-actively partakes in network meetings and forums, so that TFCF Vietnam may connect to more colleges and universities as well as local

organizations and resources. Also, the existing results and projects of TFCF Vietnam are transformed into data in an attempt to reflect the needs in the region. In addition, for the partners with lower competence, on the aspect of administrative work, TFCF will elaborate its requirement in accountability on partner meetings and demonstrate the flows of administrative work of TFCF face to face, followed by constant communication with our partners.

E. We listen to, involve and empower stakeholders

1. What avenues do you provide your stakeholders to provide feedback to you? What evidence demonstrates that key stakeholder groups acknowledge your organisation is good at listening and acting upon what you heard?

We provide our stakeholders to provide feedback through email, phone, meeting, field visits, interviews and surveys. Our official website also has the function of "[I need help](#)" which is divided into three types: (1) problems with finance and parenting (2) child protection (3) others: contribution, volunteering, donation & receipt, collaboration, feedback & question. The linkage with the [privacy policy](#) is also included. As for the English version, there are the linkages for [any requests and contact information](#) and [the step we work on the feedback](#).

As for our employees, they can submit individual requirements or suggestions regarding to regulations or laws via our online Employee Portal which will be reviewed firstly by the responsible specialist-director-department head of Administration Department and reported to the deputy CEO and CEO who will make the final decision. In addition, we also have the Employee Appeal Committee, labor-management conference (quarterly) and departmental meeting (monthly). Employees will be involved and provide feedback which will be responded during the meeting and acted upon the decision, such as our flexible working hours. In addition, performance appraisal is conducted every 6 months. The directors or supervisors will have conversations with the staff in sessions like monthly meeting or individual meeting.

As for the annual visits to branch offices, those feedback, questions and suggestions submitted by employees will be brought up to the cross-departments meetings for the discussion and solutions in response to employees.

For local partners and communities: Family and partner meetings are arranged on a regular basis, so that our partners, community residents, and supported children's families can have proper channels to voice their opinions. Regular visits are scheduled a monthly basis. The picture is about a community meeting organized by TFCF Eswatini. The communities were able to voice their thoughts in this occasion, whereas TFCF Eswatini could recognize the community with outstanding performance, and the community shared how they took care of the children in the community. Through occasion, communities can have the opportunities to exchange with one another.



- (1) Official website in English: all the contact information is open to the public, and a contact form is available for anyone to express their ideas or inquiries.
https://international.ccf.org.tw/about_contact/contact-us
- (2) Facebook Fanpage: All overseas branch offices and TFCF International have created Facebook Fanpage for users of social media to stay updated and provide feedbacks via Messenger with ease.
 TFCF International: <https://www.facebook.com/TFCFInternational/>
 TFCF Mongolia: <https://www.facebook.com/TFCFMongolia.Office/>
 TFCF Kyrgyzstan: <https://www.facebook.com/TFCFKyrgyzstan/>
 TFCF Eswatini: <https://www.facebook.com/TFCFEswatini/>
 TFCF Vietnam: <https://www.facebook.com/TFCFVietnam/>
 TFCF Cambodia: <https://www.facebook.com/TFCFCambodia/>
 TFCF Jordan: <https://www.facebook.com/TFCFJordan/>

Take the example in Mongolia, most of the families had feedback that the sponsorship fee we provided couldn't afford the basic economic expenses of the family. After the discussion and evaluation between the branch office and the headquarters, we decided to provide the education improvement program which is to give extra MNT15,000 to fill in the gap during the local severe cold weather in February, October and December, as well as the May before the holiday and the August before the school opens. It helps reduce the pressure of the family economy.

2. What evidence confirms a high level of stakeholder engagement in your activities and decisions from beginning to end?

- (1) In TFCF: We have applied many programs to help our assisted children/youth/families. In addition to the Youth Self Reliant Program and Parents Career Development, we also have the Youth Start Up Program to guide and assist young people to see goals, develop their abilities, and move forward. Since 2014, we have created a platform for teenage to develop six abilities such as insight, self-confidence, planning, viability, teamwork and care through "learning by doing". Through the program, the youth become decision-making groups and plan activity courses to achieve goals together. In addition, through the discussion and feedback on labor-management conference, we have adjusted our working hours to be flexible which staffs can be hugely motivating by enabling them to achieve a better work-life balance.
- (2) INGO : Annual visits in person, hardcopy reports and correspondence on a regular basis, video

conferencing on a flexible basis. Take our service delivery in Cambodia for instance, after field survey and requirement assessment with our partner, Aide et Action, TFCF and Aide et Action signed an MOU stating the roles and responsibilities of either party. Also, in the duration of project execution, regular reports like weekly report and monthly report are adopted to review the execution of the project and to keep both parties on the same page. Video conferencing with the partner whenever it is necessary. In addition, annual visits are conducted to review the prior status of the service delivery and to plan for the future of the project.

- (3) Local Partners : Regular meetings. Take Eswatini for example, we will organize meetings at the local NCP on a regular basis to connect partners and supported families as well as create a channel for all three parties to communicate.

3. What are the main likes/dislikes you have received from key stakeholders? How, specifically, have you reacted to their feedback?

In 2018, based on the discussion at our labor-management conference, we adjust our working hours to be flexible working hours which most staffs like. At the same time, we cancelled the perfect attendance bonus which caused the dissatisfaction from our staffs. In response to this issue, we have explained that the bonus is to reward the punctual spirit in the scheduled working hours meaning that it is encouraged to work on time. Since there is no scheduled working hours, the punctual spirit doesn't exist anymore. So, the perfect attendance bonus is cancelled. After the explanation, most of the staffs accepted the decision.

As for the internal communication, the common issue is the limited funds for sponsorship. Here in TFCF, the principles for subsidies is equity. We cannot adjust at will for the needs of any individual family unless an urgent need. Hence, we could only continue to communicate with our stakeholders on this regard.

- 4. How do you know that people and partners you worked with have gained capacities, means, self-esteem or institutional strengths that last beyond your immediate intervention? (You may skip this question if you have addressed it in your response to B.**

F. Our advocacy work addresses the root causes of problems

- 1. How do you identify and gather evidence regarding the root causes of the problems you address and use this to support your advocacy positions?**

TFCF has launched the services for needy children/youth/families since 1950. We aim to make substantial changes in the lives of impoverished children and their families and end the cycle of poverty. We have set up the [TFCF Think Tank: Research Gate for Children and Family Welfare Policy and Practice](#) and published the book “[Taiwan Database of Children and Youth in Poverty-The Panel Study of Vulnerable Children](#)” in 2018 through our long-term (10 years) accumulation of valuable information on the changes in the state of their lives. It will arouse the public's attention and understanding of the disadvantaged children. During the research process, the respondent's direct contact with the responsible person and the feedback from the interviewer will be used to the research and adjustment. The survey was made through 6 orientations: Life appearance,

physiological level, psychological level, school life, family life, welfare service. After 10 years of follow-up research, we responded to the public by means of a [press conference](#) and provided our recommendations. The public will understand the changes and processes of the children's life styles under the pressure of poverty and how we can change their future. In addition, the above materials has been compiled into a booklet and published to government departments, academic institutions, related institutions and libraries, and will be available to readers or experts and scholars for research.

2. How do you ensure that the people you work for support your advocacy work and value the changes achieved by this advocacy?

Our organization initiates 428 (April 28th) is Child Protection Day every year. Some people and government officials gradually accept the concept that 428 is Child Protection Day. We have been advocating for many years, and we have organized some campaigns and activities every year on April 28th. We work together with all of the branch offices and the people have gradually established awareness of child protection. Because of our initiative, the public will report cases regarding any child abuse, and the number of cases of improper treatment calculated by the government was increasing.

G. We are transparent, invite dialogue and protect stakeholders' safety

1. Are your annual budgets, policies (especially regarding complaints, governance, staffing/salaries and operations), evaluations, top executive remuneration and vital statistics about the organisation (including number of offices and number of staff/volunteers/partners) easily available on your website in languages accessible by your key stakeholders? Please provide links, highlight membership in initiatives such as IATI and outline offline efforts to promote transparency.

On our website, people can see the [feedback and complaint policy](#), [governance structure](#), [2018 annual report](#), [locations of our service](#), [financial statement](#) (page 53-57), [terms of use](#) and [privacy policy](#).

As for our national memberships, TFCF joins the following organizations:

Memberships	
1	Taiwan Association of Social Workers (TASW) https://www.tasw.org.tw/en/page/51 TASW unifies the power of all social workers in Taiwan to enhance the professional development, to promote the communication among education, administration, and practice, as well as to provide chances for the exchange of knowledge and experiences within different fields of practice.
2	United way of Taiwan (UWT) (https://www.unitedway.org.tw/en#2) Together with corporates, nonprofits, governments, and the general public, United Way of Taiwan(UWT) looks for effective solutions with regard to urgent issues in Taiwan and to achieve the common good

	of Taiwan as a philanthropic society.
3	The International Council on Social Welfare, Taiwan (ICSW) (http://www.icsw.org.tw/) The ICSW is a non-governmental organization focused on advocacy, knowledge-building and technical assistance projects in various areas of social development carried out at the country level and internationally.
4	Child Health Alliance Taiwan (CHAT) http://www.chat.org.tw/member/memberLogin.php TFCF is one of the founder members with other organizations. Its main purpose is to call on the government and the society to pay attention to children's rights, health and well-being.
5	Accountable Now https://accountablenow.org/ Accountable Now was founded in 2008 under the name International NGO Charter of Accountability by 10 leading CSOs, including development, humanitarian, environmental, rights-based and advocacy organisations.
6	GlobalGiving https://www.globalgiving.org/aboutus/ Support our work with confidence and we're fully vetted on GlobalGiving. Our organization has been an active, and vetted member of the GlobalGiving network since 2015.

2. What policies do you have in place to ensure a fair pay scale? Do you measure the gender pay gap in your organisation, and if so what is it? What are the salaries of the five most senior positions in the organisation, and what is the ratio between the top and bottom salaries? If this information cannot be provided or is confidential, please explain why.

In our organization, we have the salary policy (in our Employee Portal) to ensure a fair pay scale regardless of gender, race or age. There is no gender pay gap in our organization. All salaries are paid based on the job position, responsibilities, working years, education background, performance assessment, etc.. As for employees in our 6 overseas branch offices, their salaries are adjusted according to the local economy, people's living standards and price index.

The monthly salaries of our five most senior positions in the organization were listed as follows:

- A. CEO USD3,865;
- B. Deputy CEO USD2,872;
- C. Department Heads USD2,243--2,557;
- D. Directors: USD1,861--2,447
- E. Supervisors: USD1,541—2,075

The top salary is USD3,865 (for CEO) and the bottom salary is USD761 (for cleaner & guard). Therefore, the ratio between the top and bottom salaries is 5.08:1.

Note: Due to the difference of the exchange rate, the total amount in US dollars in 2018 were lower than the ones in 2017.

3. How do you ensure privacy rights and protect personal data?

For all of the employees in the organization, they all have their own password to access to their computers and Employee Portal to see their personal information and related issues, such as the salaries, training, organizational activities, announcements and policies, minutes, performance evaluations, etc.. We do have the Information Security and Personal Data Protection Management Regulations ([Attachment G3: Information Security and Personal Data Protection Management Regulations in Chinese](#)).

As for the stakeholders who are involved, such as the people in the story or activities, they will be requested to fill in the consent form ([Attachment G3-1: Consent form for photo](#)) to ensure the data authorization and we will keep the information confidentially. Any identified personal information, such as name, school, birth date, etc. will be deleted. As for those who are underage, we will ask for the approval ([Attachment G3-2: Consent form](#)) of the parents or some other measures will be applied (e.g., mosaicing on the face or showing only the side face/back view or using a fake name). On our website, there is a [privacy policy](#) for more details.

4. Who are the five largest single donors and what is the monetary value of their contribution? Where private individual donors cannot be named due to requested anonymity, please explain what safeguards are in place to ensure that anonymous contributions do not have unfair influence on organisational activities.

Donor No.	Name	Total (USD)	Category
001109500	Chao <u>Kuang</u> Construction Co., Ltd. (transliteration)	489,157	Program
000560790	Chun Wen Charity Foundation	285,472	Scholarship
000890522	<u>Shenglih</u> International Co., Ltd.	234,795	Scholarship & emergency relief fund & general donation
001113289	momo.com Inc.	214,495	Program
001131150	Precision Treasure Limited.	200,163	Scholarship

Some of our donors do ask for anonymity. In our computer system, a note will be remarked based on their demands. As for the part of [donation credit](#) which is listed on the purpose of accountability, an “Anonymous” will be listed with the donor’s number and amount only. If there is any unfair influence on organizational activities, we will reject the donation at the very beginning without any hesitation. All contributions are used to benefit the needy children and families we support only.

Cluster C: What we do internally

H. Staff and volunteers are enabled to do their best

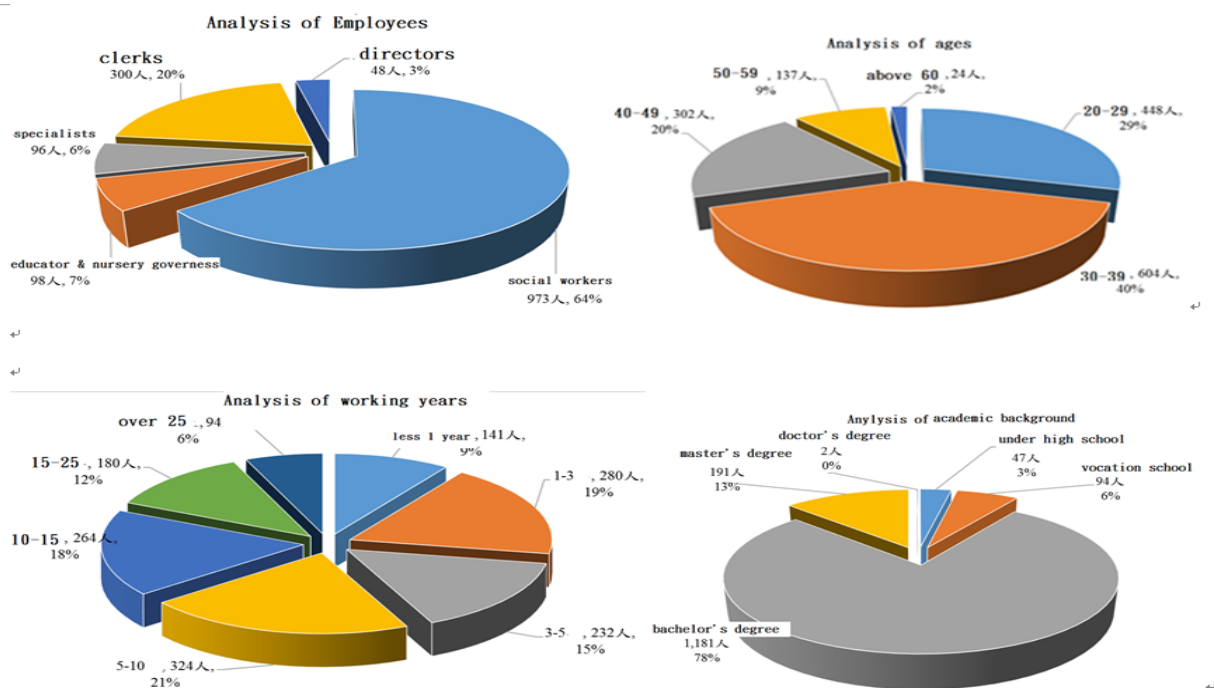
1. Provide evidence that recruitment and employment is fair and transparent.

All of our recruitment and employment is based on “Regulations for the Implementation of the Working Rules of TFCF” (in our Employee Portal). It is stated that the new staff and the promotion of employees must be handled in a fair, justice and open manner. The procedure for appointment is described in Article 8: the directors will convene the senior specialists or above to form a three- or five-person team. After the initial test and interview, all the applicants will be sent to the Administrative Department and finally will be sent to the CEO for final approval. All of our recruitment for every position is open to the public, depending on their learning, experience, responsibility for work and seniority. The recruitment can be found on our website: <https://hr.ccf.org.tw/ManbankClient>. The application process is confidential which needs the ID card number and password. For preventing any conflicts of interest, we totally prohibit any illegal lobbying during the recruitment for any position. The director’s 1st, 2nd and 3rd degrees of kinship can’t work under his/her leadership.

In 2018, there were 327 male and 1,188 female employees, including 52 aborigines and 12 disabilities. As for the overseas branch offices (all full time):

	local	total		local	Total
Mongolia	38	41	Vietnam	6	10
Kyrgyzstan	40	43	Cambodia	7	9
Swatini	11	13	Jordan	2	4

Below is the breakdown of staff which would provide a helpful overview of the diversity in TFCF staff in 2018:



2. What are you doing to invest in staff development? What indicators demonstrate your progress? What are your plans to improve?

Since 1996, there has been a department dedicated to staff training. At present, there are 3 specialists, 2 clerk and 1 director who manage the relevant training arrangements together. In 2018, they handled 92 training sessions for employees, with a total of 3,582 person-times. The

participants include new employees, specialists, clerks, supervisors, directors, etc.. They will adjust the trainings for the next year based on the participants' feedback and their needs. Some of the trainings are also specially arranged for the staffs before/after they get promotion. In addition to the trainings that are conducted by the headquarters, we also subsidize each branch to have self-administered training according to the number of employees in each branch. Let the branches also have training programs tailored to local conditions.

Every year, there are performance evaluations every six months for all employees, including the self-evaluation and director's evaluation based on the indicators: (1)performance ability (2)core value & team work (3)ethics (4)coordination & attendance (5) learning & improvement (6)professionalism (7)communication skills (8)solution (9)creation (10)annual goal. If the person reaches the qualification of promotion, it is the director's right to submit the candidate to the administrative department for the interview.

3. How does your organisation ensure a safe working environment for everybody, including one free of sexual harassment, abuse, exploitation or any other unacceptable conduct? What indicators demonstrate your progress? What are your plans to improve?

The "Sexual Harassment Prevention, Appealing and Disciplinary Procedures" (Attachment C3) of TFCF is stated that " TFCF shall be responsible for the appropriate use of various opportunities, such as meetings, broadcasts, e-mails or internal documents, to enhance the prevention of sexual harassment and the complaints channels to employees. And in the annual education training or training courses, it will arrange the gender equality and sexual harassment prevention and related courses. All employees have the obligation to participate in the trainings. Courses such as personal safety are also regularly arranged in the training of new employees, and employees are encouraged to participate in sexual assault and sexual harassment prevention and related education.

We also have the Employee Appeal Committee, labor-management conference and Complaints Committee for prevention of sexual harassment at workplace. In addition, we provide training program of Sexual Harassment Prevention for employees periodically every year. Both gender equality and Sexual Harassment Prevention trainings are included in orientation or induction programs for all new employees. In order to ensure that female employees in pregnancy and breastfeeding have their place to rest or breastfeed, we have the nursing room and set up relevant equipment for female employees. Besides, we have labor insurance, accident insurance, life insurance and cancer insurance for our employees.

I. Resources are handled effectively for the public good

1. How do you acquire resources in line with your values and globally-accepted standards and without compromising your independence?

Our annual revenue ratio was about 12% from our government in 2018. We have had a partnership and co-operation with our government for years. We can fully communicate and provide our professional advice to them. Therefore, our organization has absolute autonomy. Even if there is no entrusted programs from the government, we can still operate independently to provide child welfare services.

As for the companies we work with, our cooperation is also the consensus of both parties. If the

requirements from the company are not in line with our expectations, we will refuse the collaboration. To meet the needs of children and families is our first priority.

2. How is progress continually monitored against strategic objectives, and resources re-allocated to optimise impact?

Different monitoring mechanisms are implemented for different partners and based on the nature of projects.

(1) Overseas Branch Office have been established

It is an internal monitoring mechanism for the budget allocation schedules for different projects monthly, individual meetings internally, quarterly reports, final reports, and visits from supervisors/directors.

Pursuant to the Commitment 11, we will draft annual plans based on the feedbacks of our stakeholders. Throughout implementation, we will also monitor the execution of each project and conduct a review from time to time for a timely improvement. In the end of a year, we will examine thoroughly the executions of respective projects via the compilation of the final reports (**Attachment I2: Program Annual Report**). Resource utilization will be adjusted in alignment of the Commitment 10 if necessary, so that any bit of the resources can deliver its maximum impact. Also, through the reflection in the final report, we can further adjust or tweak the project for the year to come. Take the gifted education of TFCF Mongolia for example, after learning the feedbacks from the students and their parents in the end of the project, we found that part of the students did not have a positive response to the teachers. As a result, in the arrangement of education for 2019, we will exclude the previous institute and continue monitor the education quality of our students.

(2) International aid (in case of emergency)

Field reports from time to time in light of grave natural disasters such as earthquake, flood, or epidemics.

(3) Regular international collaborative projects such as the coordinated partnership with ChildFund Alliance

Regular (quarterly) reports, budget usage form, and photos are collected. Site visits: should there be overseas branch office or personnel from MOFA on the ground, we will seek their assistance for site visit; otherwise, a visit from TFCF headquarters will be arranged where the situation demands.

We will examine the operation, the collaborative projects, and our project status via quarterly reports, including the major incidents, administrative management, budget utilization, and project status.

3. How do you minimise the risk of corruption, bribery or misuse of funds? Which financial controls do you have in place? What do you do when controls fail? Describe relevant situations that occurred in this reporting period. What are your plans to improve?

In TFCF, we have Financial Risk Management (**Attachment I3: TFCF Financial Risk Management**) and TFCF Anti-Corruption Policy (**Attachment I3-1: TFCF Anti-Corruption**) to reduce financial risks. In our annual financial report, it complies with terms, conditions and laws set out by the government in Taiwan. This is a very strict transactional controls over income and expenditure and

monitoring controls, such as balance sheet reconciliations. In addition, the qualified independent auditors would visit our headquarters to conduct an audit on our financial activities twice a year. After checking and auditing accordingly, the “Independent Auditors’ Report” will be issued. This Report will also need to be submitted to our Board Meeting for an approval and then to our government agency for their permission.

All our account, cashier, director of branch office have to sign a fidelity guarantee insurance form if their job is related to cash flow and finance management. Furthermore, our accounting, treasury, finance and cash expenses, they are divided and charged by different staffs. As for the cash withdrawal, it can’t be issued without the stamps on the withdrawal slip which shall be stamped by the director, the accountant and the cashier.

For preventing any conflicts of interest, we totally prohibit any illegal lobbying during the recruitment for any position. Our recruitment is open and any job vacancy is posted on our website. The director’s 1st, 2nd and 3rd degrees of kinship can’t work under his/her leadership.

All of our relevant policies are posted on Employee Portal which are clearly explained and can be used by staff.

J. Governance processes maximise accountability

1. What is your governance structure and what policies/practices guide replacing and recruiting new trustees/board members?

Our managers are recruited through the internal selection process. And our CEO is appointed by the Board through processes of nomination, panel interviews and election procedure by the chairman, the Board of Directors and members of Nominations Committee based on the Regulations of CEO Appointment ([Attachment J1: Regulations of CEO Appointment](#)).

As for our board members, regardless of gender, race or age, they are professors, businessmen, managers, dean, architect and lawyer. Some of them are also the members of our Nominations Committee of CEO, Institutional Reorganization Assessment team, Committee of Headquarters Construction, Nominations Committee of Board Members and Advisory Committee of Family Helper Project.

Our board members and the organization are evaluated by our government, the Ministry of Health and Welfare. We need to submit our board meeting minutes to the authority in charge after the approval of the Board. On August 1, 2018, our government has issued the [Foundations Act](#) which strictly governs the operation of the NGOs. It will take effect on February 1, 2019. It’s to increase public oversight for more than 100 organizations that receive state funding and improve transparency and accountability.

So far, our board’s replacement and recruitment are stated in our Articles of Incorporation of Taiwan Fund for Children and Families ([Attachment J1-1: Articles of Incorporation of Taiwan Fund for Children and Families](#)):

Article 5: The Board of Directors shall consist of fifteen Directors. Among them, five Standing Directors are elected. The initial term of the Board of Directors shall be appointed by the Initial Donors. Thereafter, the eligible candidates for the next term of Board of Directors shall be nominated from those who are enthusiastic in charity affairs and public welfare, and shall be elected by the present board members by anonymous and cumulative voting. Major donors, present board members and their spouses or their blood relatives shall be consist of less than one-third of the Directors (if any foreigner is elected as the Board of Directors, he/she shall be

consist of less than one-third of the Directors).

Article 6: The Directors are non-paid positions and shall be appointed for a three-year term. Directors shall be eligible to serve for consecutive terms. If a Director vacates his or her office before completion of the term, the new Director shall be elected in accordance with the regulation stipulated in Article 5 for replacement and fulfillment of the former Director's term. If the Chairman fails to hold re-election of the Board of Directors upon expiration of the term, the majority of the Directors may designate one Director as convener to hold the board meeting for re-election after approval by the Authority through application of convener.

Article 8: Powers and duties of the Board of Directors are as follows:

1. Approval of the annual business proposals of TFCF
2. Approval of the annual budget, revenue and expenditure of TFCF.
3. Fundraising
4. Custody, management and supervision of the registered funds of TFCF.
5. Appointment and dismissal of CEO

We also have the Code of Conduct for Board Members and Senior Management Personnel ([Attachment J1-2: Code of Conduct for Board Members and Senior Management Personnel](#)). And here is the link of our [governance structure](#).

From the Panel's feedback, we need to improve the self-assessment of the board. We are working on this issue after collecting the related assessments samples. It will be finalized and reported to the Board which will be submitted next year.

2. How does your board oversee the adherence to policies, resource allocation, potential risks and processes for complaints and grievances?

Our Board of Directors meet once every three months. The topics about critical policies, resource allocation, budget, financial statement, key rules or regulations for management or governance are the areas that they oversee. There are clear distinctions between the roles of the Board and the Management Team led by CEO (MT), to which day to day management is delegated. Matters such as policy and strategic plans are prepared by the MT for consideration and approval by the Board. So does complaints and grievances related to any critical matter related to policies, resource allocation, potential risks and processes. A risk policy ([Attachment J2: Risk Management Policy](#)) ensures compliance with relevant laws and regulations in the jurisdictions for TFCF office management and organization governance has been established.

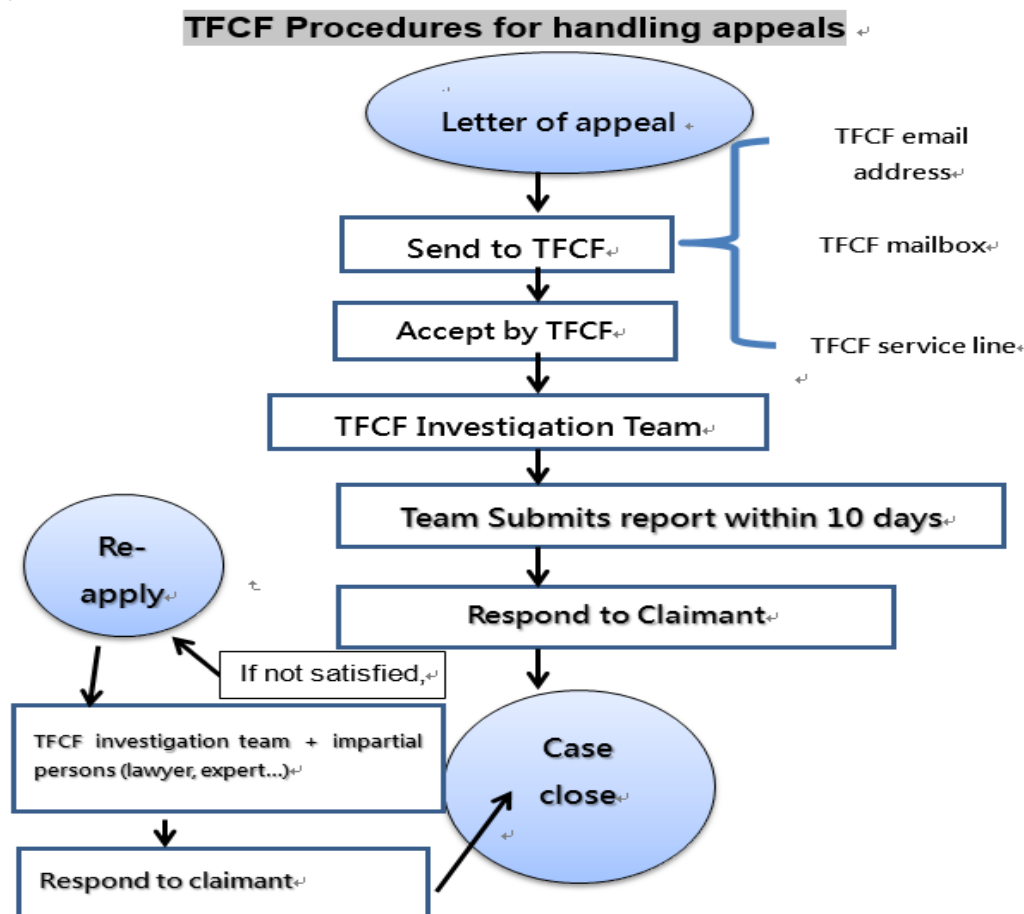
Our staffs could access to our board members freely if they do want to share ideas or express their opinions with them. The correspondence information of our board members is open to our staffs. We don't need to establish any formal mechanism for employees below executive level to report or talk to the Directors of the Board since they could reach our board members anytime through the contact information we distributed to each branch office and affiliates. Furthermore, opportunities are also provided by informal opportunities to meet, including at the TFCF Management Level Meeting twice a year and one annual retreat for all staffs. The venues for annual meetings or annual retreat are usually outside of the working environment, this will help the communication, sharing or talking proceed in an easier and relaxed manner. Through a bottom-up communication between the board and the staffs, we are also happy to see that we could build our consensus on the strategical goal for the needy children together.

TFCF has managed to ensure the effectiveness of our resource allocation in achieving key strategic

objectives. Our planning, budgeting and resource allocation is based on TFCF's long term strategy plans, a portfolios detailing how these plans will be achieved. Social Work Department and Accounting Department under the lead of Deputy CEO will be responsible for the development of this strategy plans along with resource allocation from the start. And several cross-sectional meeting will be conducted for a thorough discussion on this drafted plan. New program activity to strengthen and increase the impact of these plans is developed in line with a clear understanding of TFCF's strategic direction.

3. What processes and mechanisms does your organisation have in place to handle external complaints including those relating to unacceptable conduct of your staff, volunteers, or partner organisations? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.

For the external complaints, the claimant should have the related documents, such as ID card, evidences for being affected and letter of appeal to submit his/her appeal by phones, letters (including fax and email), Facebook, blog or in person to TFCF. Once accepted, the Social Work Department of TFCF will handle the complaint based on our appealing procedures (shown below) which is also listed on our website:



In 2018, we received some feedback from our stakeholders as follows:

Type of feedback	Numbers	%
Positive encouragement	71	59.67%
Complaints	4	3.36%
Website	1	0.84%
Donation	4	3.36%
Publicity	1	0.84%
Others	38	31.93%
Total	119	100.00%

Take the above example regarding the sponsor's complaints, we usually make phone call or email right away once we receive their complaints. One of them complained about the complication for sending presents to her foreign sponsored child which made her upset. We have explained to her that this is because the postal system is not well developed in that area and it is easy to get lost. Therefore, we suggest that it will be better to send a small gift which can be put into the envelope. In addition, one of our assisted families complained about our staff who asked them to attend the activity which they failed to attend. After learning from the social worker, we found that it was a misunderstanding in their communication.

As of now, mechanism for overseas complaints is yet to be established. Most of them will be tackled through the existing procedures internally of TFCF. That is, upon receiving a complaint, the authenticity of the complaint is determined, followed by assigning the complaint to the responsible department/office for investigation and solution.

4. How are internal complaints handled? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.

As for the employees:

Employee Appeal Committee is formed to protect employees who suffer from injustice and submit their Letter of appeal. The Committee includes the representatives of authority members and labor members. The authority members are appointed by the CEO and the labor members are selected by employees themselves. The processes of the appointment and the selection are open and fair to ensure that the appeals will be handled fairly. After the investigation and discussion, they will notify the final discussion to the claimants in writing.

And the most important is that there are labor-management conferences held every three months, each representative on behalf of both parties will bring up the questions to be discussed and reached a consensus at meeting. In addition, we hold monthly meetings to discuss issues in each department and staffs are free to talk during the meetings. Therefore, there was no complaint received in our organization in 2018.

5. How do you make decisions about the need for confidentiality and protecting the anonymity of those involved?

TFCF completed the "Regulations of Appealing Application" ([Attachment J5: Regulations of](#)

Appealing Application) in order to protect rights and provide the justice to the individuals, groups and communities under our programs, including:

- The beneficiaries or related personnel whose rights are affected by our services
- The organizations whose rights are affected in the process of collaboration

For internal employees, sexual harassment and other personal appeals, in order to ensure the privacy rights of both parties, the complaints are handled in a confidential manner. In order to avoid disputes in the discussion process and protect the rights and interests of both parties, anyone who is related to the persons involved in the handling, investigation and resolution of the appeals is forbidden to participate in the discussion. After the investigation and discussion, they will notify the final discussion to the claimants respectively and confidentially in writing.

K. Leadership is dedicated to fulfilling the 12 Commitments

1. How is the governing body and management held accountable for fulfilling their strategic promises including on accountability?

For our management levels, they are as the same as the staffs who will have the performance reviews twice a year. The review process includes self-assessment and department head's assessment.

As for the CEO, she will have the performance review every three months at the board meeting. She will submit her performance report at each board meeting and will be evaluated and questioned by the Board members if there is any insufficiency or controversial and to see if the report is in line with the 12 commitments. CEO will reply in person or submit more information to in response to the Board.

Based on our Articles of Incorporation of TFCF (**Attachment J1-1**), the board members shall be nominated from those who are enthusiastic in charity affairs and public welfare, and shall be elected by the present board members by anonymous and cumulative voting. They are non-paid positions and shall be pointed for a three-year term. Our board members include professors who expertise in finance, social work welfare and special education, businessmen, managers, dean, architect and lawyer. Some of them are also the members of our Nominations Committee of CEO, Institutional Reorganization Assessment team, Committee of Headquarters Construction, Nominations Committee of Board Members and Advisory Committee of Family Helper Project. Basically, our board of directors is responsible for making important directions and decisions for the organization.

In the Code of Conduct (**Attachment J1-2**), it is clearly stated how they fulfill their strategic promises including on accountability:

4. Principles of equality and non-discrimination

Board members shall respect the diversity of society and act without discrimination of any kind, such as gender, age, race, religious beliefs, political parties, sexual orientation, position, and nationality.

5. Occupational safety and health in the workplace

Board members shall endeavor to protect the health and safety of employees in the workplace and to prevent workplace violence, threat, intimidation, discrimination and avoid any illegal activities and tort.

6. Duty of confidentiality

- i. Board members shall not divulge any confidential information or data coming to their knowledge during the performance of their duties to persons or bodies outside the organization except when disclosure is authorized by the governors or legally mandated. All board members shall continue to be bound by this obligation after termination of their mandate.
- ii. Board members shall maintain the confidentiality of all material non-public information about TFCF until and unless discharged from such obligations under the requirement of the organization.
- iii. The organization is required to treat as confidential, including information concerning the organization's employees, clients, inventions, trade secret, technical information, creative proposals, professional knowledge, financial accounting information and intellectual property rights, etc., and other sensitive information the privacy, confidentiality, and secrecy of which is valued by the organization (collectively, "Confidential Information").

2. What steps have you taken to ensure that staff are included in discussing progress toward commitments to organisational accountability?

After joining the board meetings and annual meetings of Accountable Now in the past two years, our CEO would share the contents of the 12 Commitments with the new experience and learning at the executive meetings. Each year, during the national executive meetings, our CEO would review the implements of the 12 Commitments and our shortcomings. After the meeting, the directors need to discuss with the staffs to make the improvements. The department heads in the headquarters would examine their implements and reports submitted by the branch offices based on the 12 Commitments. The internal discussion would be conducted and the final report would be submitted to the Secretariat who will report to our CEO.

3. What is your accountability report's scope of coverage? Are you reporting for the whole organisation or just the international secretariat? For secretariats of international federations, on which issues of accountability (or relating to Accountable Now's 12 commitments) do your members report to you on, and with what frequency? Where there is no routine reporting, how do you use your coordinating functions to elevate attention to accountability issues throughout your federation?

This scope of coverage of 2018 TFCF Accountability report is for the whole organization which included the headquarters, local and overseas branch offices and affiliates and the activities. We have 24 branch offices, 12 affiliates and 6 overseas branch offices. Every year, they have to submit quarterly reports and statistics and annual performance report to the headquarters for the examination and evaluation. In addition, our related departments will pay annual visit to each branch office, affiliate and even the overseas branch to examine their work every year, including the service programs, financial statement, minutes, etc.. There are performance reviews undertaken twice a year. And we will hold annual meetings for all management levels to discuss and communicate with each other in order to maintain an integrated communication and transparency between headquarters and the branch offices and affiliates. In sum, all of our associated entities have reported in full. The Headquarters examines and evaluates those reports and their performance. Through the annual visit and meetings, we are able to communicate with the offices directly and evaluate their services and accountabilities.