

# **Taiwan Fund for Children and Families**

## **Risk and Crisis Management Policy**

### **Chapter 1. General Provisions**

- Article 1 This document details the risk management policy and procedure of Taiwan Fund for Children and Families. It should be read by all departments of headquarters and branches (hereinafter referred to as "organizational units").
- Article 2 They are the fundamental principles of operational risk management and used as a reference to assist the respective organizational units in promoting risk and crisis management and to develop integrated risk and crisis management processes.
- Article 3 The organizational units are subject to customize the appropriate integrated risk and crisis management process and consider the relevance of professional handling, localization and cause specificity.
- Article 4 The terms as used in this document are defined as follows:
1. "Risk" shall mean an event or cause leading to uncertainty in the outcome of the organization's operations and having a possible and significant effect on organizational activities.
  2. "Crisis" shall mean a critical event or point of decision which, if not handled in an appropriate and timely manner, may turn into a threat as it can have a devastating impact to the organization.
  3. "Risk management" shall mean the practice of identifying potential risks in advance, analyzing them and taking precautionary steps efficiently to avoid or minimize significant damages.
  4. "Crisis management" shall mean the process to deal with a disruptive and unexpected event that threatens to harm the organization and continue monitoring and managing the situation closely.

5. “Integrated risk and crisis management” shall mean a systematic process to ensure that the risk or crisis won’t inflict harm on the organization, and proceed the steps including continuous assessment, communication, handling and monitoring from the perspective of the organization.

Article 5    There are several types of risk and crisis to be addressed as follows:

1.    Governance: The Administration Department of TFCF Headquarters will be responsible to proceed the integrated risk and crisis management once a risk or crisis of governance occurs.
2.    Fundraising: The Finance Department of TFCF Headquarters will be responsible to proceed the integrated risk and crisis management once a risk or crisis of fundraising occurs.
3.    Social media communication: The Social Resources Department of TFCF Headquarters will be responsible to proceed the integrated risk and crisis management once a risk or crisis of social media communication occurs.
4.    Professional services: The Social Work Department of TFCF Headquarters will be responsible to proceed the integrated risk and crisis management once a risk or crisis of professional services occurs.
5.    Project Execution: The respective organizational units will be responsible to proceed the integrated risk and crisis management once a risk or crisis of project execution occurs.
6.    Others: TFCF CEO will be the coordinator to call a meeting with all related parties and shall designate whom to be the supervisor with regard to proceed the integrated risk and crisis management once a risk or crisis of unexpected types occurs.

## **Chapter 2. Risk and Crisis Management Principles and Framework**

Article 6    The organizational units shall take appropriate action in the best interest of the organization while proceeding the integrated risk and crisis management.

Article 7 The organizational units charge with setting out policies of risk and crisis management, declare the objectives of risk and crisis management and commit to improve the applicable to all forms of risk.

### **Chapter 3. Risk and Crisis Management Planning and Implementation**

Article 8 The organizational units shall define staff duties at all levels of the organization with regard to risk and crisis management and provide resources and practices to raise the capabilities of risk and crisis management through the professional trainings and learnings.

Article 9 All directors of organizational units shall be responsible for risk and crisis management. Each director shall designate the dedicated person with regard to proceed the integrated risk and crisis management and report the progress on effective implementation of risk and crisis management.

Article 10 The organizational units shall develop the integrated risk and crisis management plan upon the actual situation and the specific needs locally. It should include the appropriate methods and tools and provide amendments in a timely manner.

Article 11 The organizational units shall design and promote the procedures for the integrated risk and crisis management upon the actual situation, the specific needs locally, difference of risk types and experiences. Furthermore, they shall consider the mission of organization, compliance with relevant legislation and regulations and social resources.

Article 12 The organizational units shall evaluate the risk and crisis management comprehensively through system analysis and methodical assessments and develop the integrated risk and crisis management plan to determine and ensure the feasibility, priority, sustainability and effectiveness. And they shall finalize the procedure for the integrated risk and crisis management.

Article 13 The organizational units shall build a crisis response team to follow the procedure for the integrated risk and crisis management in order to

resolve the risk and crisis in a timely manner through cross-team collaboration, team work, emergency mobilization, communication, strategic thinking and overall resources integration.

Article 14 The organizational units shall completely record the information, including the risk and crisis management planning and implementation, communication procedures, process and outcome.

#### **Chapter 4. Risk and Crisis Management Monitoring and Improvement**

Article 15 The organizational units shall clearly state in the risk and crisis management, including monitoring procedure, scope of the work, and authorities and responsibilities of office.

Article 16 The organizational units shall establish an effective monitoring mechanism for the risk and crisis management planning and implementation. In addition to recording the outcome of monitoring, the organizational units shall also communicate with related persons and ensure the continuity of the plan operation effectively.

Article 17 The organizational units shall take appropriate and corrective or preventive action when any exceptional cause found in order to ensure the continuity of the plan improvement effectively.

Article 18 The organizational units shall strive to communicate well and improve the procedures for the integrated risk and crisis management according to the outcome of monitoring and internal and external real-time situation.

#### **Chapter 5. Supplementary Provision**

Article 19 This document of TFCF Risk and Crisis Management Policy has been reviewed and approved in the meeting of the Executive Management Group (EMG), and any amendment by the organizational units is subject to the approval of EMG.