



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

ACCOUNTABLE NOW Annual Report 2015

Information on numbering

As an affiliate member of the ACCOUNTABLE NOW, Taiwan Fund for Children and Families (herein after called as TFCF) is required to produce an annual report compliant with the Global Reporting Initiative to a Level C standard. A reporting template is provided for this purpose and this template has been used to construct the report.

All sections are taken directly from the original English version of the NGO Sector Supplement and the original reference numbers and page number appear in parenthesis. The NGO Sector Supplement is available for free downloading at www.globalreporting.org

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1. Strategic Commitment to Accountability

Statement from the most senior decision-maker of the organization

This report of TFCF is aimed for applying for the status of a full membership at ACCOUNTABLE NOW. We were very pleased that TFCF could join this international force on fulfilling our commitments to our donors on accountability in the areas of finance, management and governance.

Our strategic framework in 2016 is aimed for addressing to the public on what our services and programs are. This accountability-central strategic framework could be categorized into six areas as follow:

1. Ensuring our services and programs meet the need for our supported children and families.
2. Lobby and advocate for the right of child and youth through the establishment of a TFCF databank, called Taiwan Database of Children and Youth in Poverty (TDCYP). A white paper appealing for safeguarding the rights of children in Taiwan through adopting the four central dimension of CRC's catalogue of rights will be launched in June 2017.
3. Collaborating with cooperates on CSR as well for resources collection.
4. Aligning HR with our strategic goals; a fundamental rethinking and radical redesign of organization processes to achieve dramatic improvements in performance, such as cost, quality, service & speed; and listening and responding to employees.
5. Financial accountability and risk management:
6. International programs and international networking expanding through the establishment of affiliate office at the program country as well as partnership with local NGOs for service delivery. The status of a full membership from ACCOUNTABLE NOW for being involve in an international platform on accountability in finance, management and governance.
7. Upgrading our information system in the consideration of efficiency and energy conservation and carbon reduction.
8. Adding in a new business model of social enterprises for helping our supported families on poverty reduction.

As for the implementation and management of the strategy, we manage this through an annual template in the manner of E system for daily administrative management, quarterly reports, a mid-term report and final report of each specific project, field visit, indicators for practicing and monitoring. We have an interactive business process with the support of information technology which captures these measures and is a key tool used by the senior team for monitoring performance against strategy.

Being a committee member of Promotional Team for Children and Youths Welfare and Rights, Executive Yuan/Taiwan, I knew the accountability displaying both at our service & programs, finance management and organization governance is very critical and important to an INGO. We consider the ACCOUNTABLE NOW to be very important as an external benchmark. Based in Taiwan, we hope to reach out to the world and strengthen our connection with the global village through joining this international platform for our commitment to accountability.

Our top priorities for the next few years are:

Services-in-need Provision: Provide disadvantaged children and families with the most comprehensive, professional and meeting-the-need services.

A Data Bank on Poverty Issue: Making Taiwan Database of Children and Youth in Poverty (TDCYP) into a powerful think tank for providing the best solution to the issues and

difficulties concerning needy children and their families in Taiwan.

International Outreach: Increase the number of overseas branches, and establish a framework and standardized operations of administration and services models for overseas branches, host international conferences focus on the exploration of local need within our international programs.

Integration of human resource management: Retrench the average annual growth rate of employment under 3% within 3 years.

New-generation donors developing: Engaging the next-generation to join our activities and campaigns for developing our potential donors in the future.

2015 has been a year of achievement to TFCF. We have seen record levels of outputs at our child protection and foster care program (over 12 million USD and some really significant increase in grants and donations (over 2.23%). This is not easy for this growth in donation especially when the world economic is suffering from depression and high unemployment now. We have had some significant advocacy wins (in the issue of child protection and poverty reduction). Our fourth branch abroad, Vietnam Branch office was opened and the number of sponsored children has reached around 597. We have also undertaken some significant restructuring of our organization which continues into 2016. And one thing to share is that we have woven the concept of “Accountability” into every piece of our work since integrity is what we have hold dear for always when processing our job and carry on our duty.

Betty Su-chiou Ho

CEO

Taiwan Fund for Children and Families (TFCF)

Organizational Profile

2.1 Name of the organization

The organization is known as Taiwan Fund for Children and Families (TFCF).

2.2 Primary activities

TFCF's primary activities and main services are as follow:

1. Services for needy children, youth and families: We have provided sponsorship program and financial support to those in need since 1964.
2. Child/Youth Protection Program: We have provided the program since 1987 and set up the 1st Child Protection Resource Center in Taiwan in 1998.
3. Foster Care Program: We have provided the program since 1981 in our 23 branch offices and recruit foster families yearly.
4. Early Intervention Program: To better assist developmentally delayed children to receive care during critical period, we have provided the program since 1966, including individual case management, day care service and transfer services.
5. Placement Service: We have established Hope Centers to place children, youth and girls who are mistreated, including emergent and long-term placement services.

Besides our practice on resolving needy children and families' need in the real life, TFCF also actively lobby and advocate on the campaigns for the right of child and youth and poverty reduction. We have set up a data bank in 2009, called TDCYP, for finding the poverty issues on sustainable evidence through a longitude research. This is the first data bank navigating child's poverty in Taiwan, and we even have been invited to be part of the associated data bank of Academia/Taiwan. For making our appeal heard by our government and even compiled into policy-making process, we have proposed our claim through a scientific method. Our claims are collected via individual opinions collections and face-to-face communication in the manner of focus groups. By rooting from practical experiences and on-site observation, our evidence-based standpoints reflecting the issues troubling our society and the rights of the children and youth. We hope to better our society by making our target-at-issues appeals through advocacy.

In addition to the domestic service and programs in Taiwan, we have also extended our service and programs outside of Taiwan to the youth and children under 18 through our 5 branch offices respectively based in Mongolia, Kyrgyzstan, Swaziland, Vietnam and Cambodia.

For providing a better service to our supported groups, marketing and fundraising is very critical here. Our social marketing in the first half of the year is the child protection (Wraparound) and the second half of the year is about the livelihood supports (Anti-Poverty Generation). Through the public marketing, it enables people to better know about our vision, objectives and services. It will further enhance our public brand image in social welfare organizations. Hold the press conferences and activities to keep the public to understand our social work services which will help get more supports and people involved. Design the appropriate and effective fundraising strategies to reach the goal and mission.

The above listed activities is well connected with TFCF's strategic goal by embedding within TFCF's mission, vision and value as follow:

Our Mission: We aim at promoting and advocating for the wellbeing of children, adolescents, and underprivileged families.

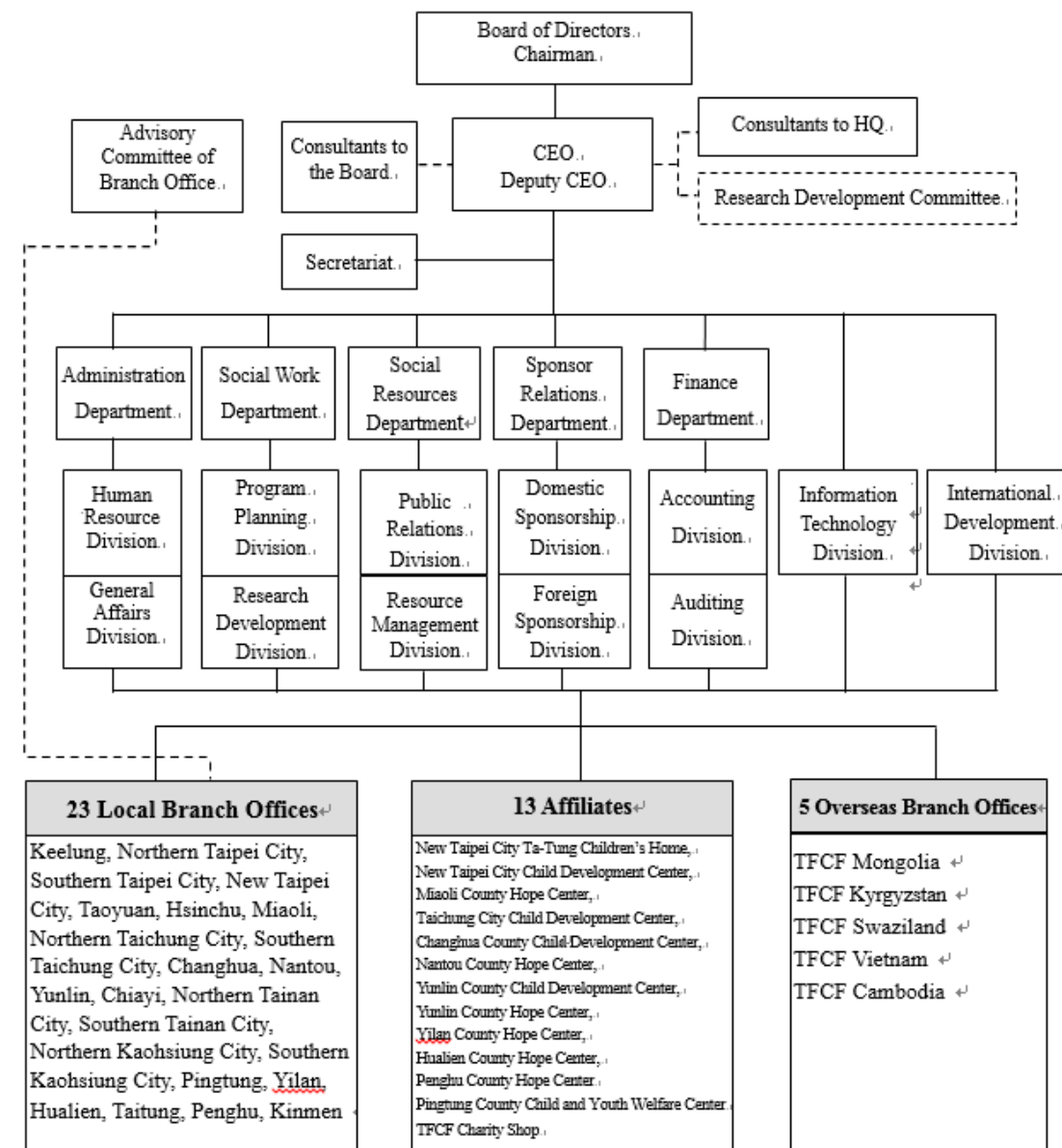
Our Vision: We hope to be the beacon of hope to assist those needy children and their families

Our Values: Timely Assistance, Christ's Love, Heartfelt concerns and Professional Social Work

2.3 Operational structure of the organization

TFCF is an international non-governmental organization headquartered in Taiwan. TFCF is governed by the Board of Directors while CEO oversee operations and day to day management by leading the management team. Please refer to our organization chart for showing the structure of TFCF and the relationships and relative ranks of its parts and positions/jobs.

Organizational Chart[↗]



Note: TFCF has been entrusted by the government to be in charge of the “1957 Welfare Information Line” since 2010. [↗]

All operation at our branch offices and affiliates are not for profit, except for the TFCF charity Shop which sells products made by our assisted mother or father from our social enterprise program designing to provide our supported families a chance to make a living through micro-financing scheme.

As for the Service of 1957 Welfare Information Line, entrusted by our government, is a call center on answering the general public's phone calls for questions and issues. Once there is a reported case requiring more attention or counselling, we will help refer them to the related governmental agency or the related NGOs for a further help and advising.

2.4 Location of organization's headquarters

TFCFs' head office is located at 12F, No. 234, Min-Chuan Road, Taichung 40341, Taiwan. The contact telephone number is +886-4-22061234.

2.5 Number of countries outside of Taiwan where the organization operates

TFCF currently works in 37 countries as follows:

Asia (11 countries): Cambodia, China, Timor-Leste, India, Indonesia, Kyrgyzstan, Mongolia, Philippines, Sri Lanka, Thailand and Vietnam.

America (10 countries): Brazil, Bolivia, the Caribbean (including The Commonwealth of Dominica and St. Vincent & The Grenadines), Ecuador, Guatemala, Honduras, Mexico, Nicaragua and Paraguay.

Africa (16 countries): Benin, Burkina Faso, Cape Verde, Ethiopia, Ghana, Gambia, Guinea, Kenya, Mali, Mozambique, Senegal, Sierra Leone, Swaziland, Togo, Uganda and Zambia.

TFCF operate at 32 countries under the cooperation with ChildFund Alliance on service delivery while the other five like Mongolia, Kyrgyzstan, Swaziland, Vietnam and Cambodia are fully owned by TFCF for services and programs operating locally.

2.6 Nature of ownership and legal form

TFCF, originally founded in 1950, is now a non-governmental organization incorporated by Ministry of Health and Welfare Directions for Administrating Legal Counsel for the Foundation of Social Welfare Affairs dated 10 December 1954 as amended on 12 January 1995 (Approval number Tai (84) Nai-Shr-Tzu-8887254) and are a charity registered in Taiwan (registration number No.1879, Page 16, Volume 74, Book of Registration). TFCF is regulated by the Taiwan Ministry of Health and Welfare.

The relationship of TFCF and our related entities is complex and varies according to the legal requirements in the respective locations:

TFCF is registered as a non-governmental organization in Taipei, Taiwan. The organization does not have any capital stock, but the incorporation documents and registration with the National Taxation Bureau of the Central Area, Ministry of Finance establish that it exists to support TFCF.

- TFCF Mongolia is registered as a non-governmental and non-profit organization in Mongolia.
- TFCF Kyrgyzstan is registered as a social charity fund in Kyrgyzstan.
- TFCF Swaziland is registered as a non-profit association in Swaziland.
- TFCF Vietnam is registered as an international non-governmental organization in Vietnam. And the licensed operation for TFCF Vietnam is located in HCMC.
- TFCF Cambodia is registered as a non-governmental organization and association in Cambodia through funding and co-operating with local organization, Family Fund for Children Organization.

2.7 Target audience and affected stakeholders

TFCF's potential beneficiaries are children and their parents who suffer from financial difficulties or children who suffer from violence, exploitation, abuse and neglect. The services and programs TFCF provides in Taiwan could be classified as follow:

1. Financial Sponsorship program: The children, youth and families in need
2. Child/Youth Protection Program: For those children/youth who are mistreated
3. Foster Care Program: For those children who are transferred by the government due to their caregivers for being unable to take care of them
4. Early Intervention Program: For those children who are under 6 years old and diagnosed with developmental delayed problem
5. Placement Service: For those children, youth and girls who are transferred by the government for being abused, in the sex trade or breaking the law

Our programs at our 5 international offices are different from the ones that we implement in Taiwan. They are:

Education: Education and literacy skills are fundamental to child development, combatting barriers caused by poverty and enacting social change. The focus of this key area of support includes improving accessibility to formal and informal education. Examples include: improving the educational environment, helping children access to informal education when circumstances prevent regular school attendance, improving the quality of education received through teacher and parent training.

Health: The lack of access to quality healthcare continues to be a systemic concern and the support of health programs is essential to community development. Program support varies by individual location: immunization campaigns, health education, addressing the health impact of malnutrition, HIV/AIDS awareness and prevention, maternal health programs, pre-natal support, new-born health.

Clean water and food nutrition: Ensuring availability of nutritious food for children and their families, nutrition education programs, developing sustainable food supplies including provision of farming equipment as well as agricultural training and livestock care, access to drinking water, provision of improved sanitation facilities, safe hygiene programs and practices.

Youth development and vocational skills: The fundamental theme of developing children into self-sustaining youth capable of finding jobs and generating an income is consistent within TFCF. We have programs like vocational or entrepreneurial skills training, adult education and leadership training, finding opportunities for sustainable income generation, access to micro-credit and support of community-based grassroots initiatives.

Community support system: Engaging youths at the local communities for a community volunteer service; providing consulting services for needy families on how to get rid of poverty; and establishing a community network for a safe and adequate living environment.

2.8 Scale of the reporting organization

As of 31 December 2015, TFCF had 1492 employees and 9,505 volunteers (including Advisory Committee members: 2759). Our employees are based in each of the locations described in section 2.5 and undertake all functions to allow us to deliver our services and carry on our programs. Our volunteers are Taiwan based and contribute to fundraising and awareness raising activity in their local township.

In addition, we had 130,402 Taiwan individual supporters who made one or more donations in 2015. A breakdown of TFCF's financial results for 2015 can be found in the Annual Report, which is provided on the website. In summary, total income resources were US\$149, 430, 033 (2014: US\$151,597,874), of which around 66.3% coming from individual donation. Total

expenditure on resources was US\$137,901,168, split between the cost of programs & service delivery US\$28,611,754, charitable activities US\$2,706,911 and governance costs US\$10,810,893. TFCF's net assets at 31 December 2015 were US\$353,587,677. This is the net of US\$355,380,896 assets and US\$179,3218 liabilities.

In 2015, the range of services that TFCF operated covers Taiwan and 5 international offices at Mongolia, Kyrgyzstan, Swaziland, Vietnam and Cambodia. In 2015, around 62,000 children and youth in Taiwan benefited from various programs provided by TFCF (50,983 children benefited from Child Sponsorship Program, 6,733 benefited from Child Protection Program, 2,080 benefited from Foster Care Program, 1,792 benefited from Early Intervention Program and 187 benefited from Institutional Placement Service).

As for our international programs, we have sponsored 47,381 children through the cooperation with ChildFund Alliance while 20,520 children at our five own international programs were supported, and the details in numbers are as follows:

46 children in Cambodia

592 children in Vietnam

4,239 children in Swaziland

6,031 children in Kyrgyzstan

9,122 children in Mongolia

****Note:** We also cooperated with a local Chinese Ngo for sponsorship program with the number of 490 children in Shanxi, China

2.9 Significant changes during the reporting period regarding size, structure, governance or ownership

2015 was a year of growth for TFCF, especially on the expanding coverage of our service territory and range of our program and service. For a practical solution on getting rid of the poverty that our supported families encountered, we have developed programs on helping them for financial independence through our TFCF Charity Shop and Business Building Program. Both programs, our two novel programs for social enterprise, are created based on the concept of asset-based capacity building approach. We strongly believe that teaching them how to fish is better than just giving them fish.

Two additional start-up in our international programs in 2014 and 2015. TFCF Vietnam was registered in 2014 while Cambodia Branch Office was in 2015. Livelihood Improvements, educational support, medical care, and so on are provided.

2.10 Awards received in the reporting period

TFCF was awarded with 2014 Best Social Welfare Foundation by Ministry of Health and Welfare in Taiwan.

1. Report Parameters

3.1 Reporting period for information provided

The reporting period is the calendar year 2015.

3.2 Date of most recent previous report

The most recent report was produced for the calendar year 2015 is as follow:

	Publication	Publish date
1	TFCF Quarterly	01,04,07&10 /2015
2	Pamphlet of Awards for TFCF Outstanding Children	2015/03
3	Pamphlet of Awards for TFCF Mothers of the Year	2015/04
4	2014 TFCF Annual Report	2015/04
6	Children 4 th : 2014 annual book on child welfare issue featuring wraparound program	2015.04
7	TFCF Awards Journal: A tribute to our long-term donors and supporters	2015/06
8	The Pioneer, TFCF A book about our social work stories and a way to mark our 65 th anniversary	2015/07/30
9	2014 Annual Report for Foster Care Program	2015/12

3.3 Reporting cycle

TFCF produces a report annually on a calendar year basis.

3.4 Contact person for questions regarding the report or its contents

Questions regarding the report or its contents should be directed to Carol Shuling Huang; Director of Secretariat at the head office address.

3.5 Process for defining report content and using reporting process

We have prepared this report through complying with contributions from different functions within TFCF, including Finance, Social Work Department, International Development Division, Administration Department, Social Resources Department, and Information Technology Division. For ensuring the authenticity and accountability are embedded within the organization, we have divided the reporting process into the management area regarding HR and governance and the professional areas like services and programs. Both areas are structured accordingly with different criteria and indicators. We anticipate that this report will be able to sketch an authentic picture for TFCF on how we carried on our programs and services, and so are the impact that our programs has brought to our clients(supported families). Both TFCF Quarterly (Chinese version) and Annual Report (Chinese version) are prepared in the same manner as describing above. For making sure the commitment has been made by TFCF, we have published TFCF Quarterly four times a year and an Annual Report once a year.

3.6 Boundary of the report

This report covers activities of all associated entities listed in section 2.3 above.

3.7 Material content limitations of the report

The only material content limitations of the report relate to indicator EN18. TFCF currently does not have an Environmental Management System, but we have drew up organizational initiatives to reduce greenhouse gas emissions. In 2017, we plan to establish a draft of this System, and we plan to complete this System within 3-5 years.

3.8 Basis for reporting on national entities, joint ventures, subsidiaries, outsourced operations, or other entities

As described in section 3.6, TFCF has incorporated the activities of branch offices and affiliates within the boundary for reporting purposes. These entities operate integrally with Headquarters, so their reporting for this report and their performance reported are equally integrated. More details are as follow:

According to the provisions, each branch office provides activities program and reports, quarterly reports, quarterly statistics, annual performance reports and the results of the verification. Basically, all of our associated entities have reported in full. The Headquarters examines and evaluation 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 accountability.

The auditor will go to TFCF branch offices to examine the financial reports, including financial data, quality account, the conformation to the management regulations of TFCF, the use of the system and the error rate. Through the donation system, we are able to go over the account to check if the donation is consistent with the deposit. Through the accountant subpoena system, the auditor will review each monthly accounting transaction to verify if they are compliant with government laws and regulations and internal management practices.

4 Governance Structure and Key Stakeholders

4.1 Governance structure and decision making process at governance level

The highest governance body is our Board members. The Board of Directors shall consist of fifteen Directors. Among them, five Standing Directors are elected. There shall be one Chairman in the Board of Directors. The Directors are honorary posts and shall be appointed for a three-year term. Powers and duties of the Board of Directors are as follows:

1. Approval of the annual business proposals of the Fund.
2. Approval of the annual budget and final account of the Fund.
3. Fundraising
4. Custody, management and supervision of the registered funds of the Fund.
5. Other powers and duties as may be prescribed by the Board of Directors from time to time.

The Board of Directors shall meet once every three months. If deem necessary, special meetings of the Board may be called by the Chairman or at least half of the Directors. For ensuring resources are used appropriately and efficiently, we have a restricted regulations and standards on the role of our board members. Any members of the Board are not paid employees of the organization while they are not paid for serving on the Board either. On avoiding any situation like any Board member perceives a conflict of interest, we have a very restrict and detailed procedure for each fund application as when we have a specific regulation on large procurement This is for safeguarding our money and maintaining our financial accountability and transparency. We also need to submit our audited financial report to the Board meeting in every March and then to our government agency before May each year.

This specific governance structure optimally support the achievement of our mission in practice. Our Board members shall meet once every three months. If deem necessary, special meetings of the Board may be called by the Chairman or at least half of the Directors. During recess, the Standing Directors shall exercise their power by conventions and shall submit their proposals to the Board to determine by resolution. Half of the Directors constitute a quorum. Except for those matters listed below which may only be approved by the affirmative vote of at least two-thirds of the Directors, the act of a majority of the Directors present at any meeting at which there is a quorum shall be the act of the Board of Directors:

1. Any amendments to the Articles of Incorporation.
2. Transaction of fixed assets and major funds.
3. Dissolution of the Fund or alterations of the purpose of the Fund.

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.

TFCF has a risk management policy and procedure respectively on the office management and organization governance that ensures compliance with relevant laws and regulations in the jurisdictions within which TFCF operates.

For ensuring the risk management, especially on financial integrity, could be carried on properly, TFCF has conducted an internal audit and performance overview within the organization at the end of each fiscal year. By complying with regulations and requirement from the government, a group of certified accountants will be invited to conduct a field audit at HQ of TFCF for an overall financial statement review three times a year. In addition to these two financial self-assessments, the independent auditors will examine our financial records and business transactions yearly on behalf of our governments. Moreover, our government will review the business operations and organization governance of all NGOs every three years and we have been awarded with the Best Social Welfare Foundation four times in a row since 2005.

4.2 Division of powers between the highest governance body and the management and/or executives

The Chairman of the Board is not an executive officer of TFCF. The most senior executive officer within TFCF is the Chief Executive Officer (CEO), who reports to the Board.

As described in section 4.1, the roles of the Board and MT are clearly defined and distinct from one another. The powers and duties of the Board are as follows:

1. Approval of the annual business proposals of the Fund.
2. Approval of the annual budget and final account of the Fund.
3. Fundraising
4. Custody, management and supervision of the registered funds of the Fund.
5. Other powers and duties as may be prescribed by the Board of Directors from time to time.

MT, led by CEO, focus on what we can reasonably achieve in a given context and time period following the set parameters, policies and values. MT intends to empower staffs to make reasonable judgements about planning and organizing the work to achieve the agreed aims.

This interdependence between the Board and MT recognizes the fact that while the Board of directors are legally responsible for the charity's activities, both the Board and senior management level are morally responsible for the programs and projects designed and implemented for the clients, the supported families and children.

4.3 The number of members of the highest governance body who are independent and non-executive.

There are currently 15 board members sitting at the Board, all of whom are independent and non-executive members.

4.4 Mechanisms for internal stakeholders to provide recommendations or direction to the highest governance body.

TFCF key internal stakeholders are employees and volunteers. We do not have established formal mechanisms for employees below executive level to provide recommendations or direction to the Directors of the Board. Opportunities are provided by informal opportunities

to meet, including at the TFCF Management Level Meeting twice a year and one annual reunion for all staffs.

Volunteers do not have a direct mechanism to provide feedback to the highest governance body, but are encouraged to provide feedback after each completed engagement. During this informal process, we encourage volunteers to provide comments on any aspect of their experience.

4.5 Compensation for members of highest governance body

TFCF's remuneration policy and key salary decisions are based on the following indicators:

1. The government
2. Other NGOs
3. Private sectors

And we also have to file for a report of the salaries for the management levels to our governmental agency at the end of each fiscal year. And our government is satisfied with our remuneration policy and key salary decisions. This is an evidence of TFCF's accountability on our financial transparency.

Members of our highest governance body are honorary positions without remuneration.

4.6 Conflicts of interest for governing bodies

TFCF has two ways on avoiding the conflicts of interest for governing:

- Any case or proposal, might cause the suspension of the conflict of interest, MT is requested to submitted this proposal to the MT weekly meeting for a discussion first, and then to the Board meeting.
- TFCF employees and Board members are required to comply with the organization's code of conduct and related policies
- TFCF neither supports a particular political party nor participates in political activities. All of the collaborations with the government and programs entrusted by the government are independently implemented by TFCF.

4.10 Process to support the highest governance body's own performance

The Directors are honorary posts and shall be appointed for a three-year term. Directors shall be eligible to serve for consecutive terms, only if when they are re-elected. Board members, all of whom are wholly non-executive, are drawn from diverse, professional backgrounds and bring a broad range of relevant experience and skills to the Board discussions. If a Director vacates his office before completion of the term, his replacement to complete the term shall be appointed by the Board of Director. There shall be one Chairman in the Board of Directors. The Chairman shall be elected and appointed among the five Standing Directors by the Board of Directors. Board members, all of whom are wholly non-executive, are drawn from diverse, professional backgrounds and bring a broad range of relevant experience and skills to the development of TFCF.

4.12. Externally developed environmental or social charters, principles or other initiatives to which the organization subscribes.

TFCF has externally developed social charters, kicked off some initiatives and also subscribes to or endorses the following external charters/principles:

Children and Youth Welfare Act-TFCF pioneered the advocacy of child protection program in 1987 in Taiwan and started to provide services to abused children and their families from 1988 till now.

Sponsorship program and social work system in Taiwan-TFCF initiated the sponsorship

program for families with financial difficulties in Taiwan from 1964 till now. And the social work system was also developing along with this program.

Foster care program-TFCF initiated Foster Care Program under the entrustment form government from 1983 till now. TFCF places eligible children who are under the supervision of the nation and placed in foster family homes or childcare institutions that are safe and licensed.

Amendment of “Part V, Succession Law of the Civil Code” for children from low income family—Seeing our supported children suffering from a financial burden because of the debt inheriting from the legal guardian, TFCF worked with attorneys, scholars and law makers on amending the law. Our appeal has finally been accepted in 2007 with an Amendment of “Part V, Succession Law of the Civil Code” for children from low income family. Those who inherit debt under 20 can be benefited from the amendments of Civil Code.

Child and Youth Sexual Transaction Prevention Coalition-Participated in Child and Youth Sexual Transaction Prevention Coalition to advocate for the amendment of Child and Youth Sexual Transaction Prevention Act and joined the action alliance of civic groups to advocate the domestic legislation and execution of Convention on the Rights of the Child (CRC) in Taiwan since 1995.

For a more close connection to the external environment, our CEO, Betty Su-chiou Ho also has been invited to join several committees in the government:

The Committee Member of Promotional Team for Children and Youths Welfare and Rights, Executive Yuan, Taiwan

Director the International Council on Social Welfare (ICSW), Taiwan

The Committee Member of Association for Victims Support (AVS), Taichung Chapter, Taiwan

4.14 Stakeholder groups engaged by the organization

TFCF engages both internal and external stakeholders to accomplish the strategic goals of the organization. Internal stakeholder groups and the mechanisms for engaging them are discussed in section 4.4. The external stakeholders groups are identified below.

TFCF’s external stakeholders include those partner organizations we work with on programs or projects (including local and international civil society, government agencies and the private sector) and networks in social welfare and academics that we collaborates in programs, in research, and in advocacy.

TFCF’s external stakeholders also include those individuals and organizations that fund or are prospective funders of our work and those volunteers who supports our activities in Taiwan or elsewhere. Most importantly, our stakeholders also include those women and men, girls and boys, who are in the poverty or whose right has been deprived or are at risk of becoming so.

4.15 Identification, selection and prioritization of key stakeholder groups

As reported in 2015, our main stakeholders in the social work field include:

1. The needy children, youth and families:
Based on our case selection criteria and the priority, we evaluate and assist those in need who meet the qualification. They might be transferred by the government and the court, released by the news, or apply by themselves.
2. Government:
Some of our programs are entrusted by the government. Through the collaboration with the central and local government, we provide those needy children, youth and families with the programs and services they need. We also provide advices on social welfare policies, legislation, systems and implementation.
3. Academic Units:

- (1) Academic research: We invite scholars to join our conferences and researches for the research and survey on the issues related to child's need. Through this cooperation, more social welfare policies for the best benefits of needy children and their families with evidence bases could be generated and even proposed to our government.
- (2) Student internships: We accept the college student internships (at least 320 hours during the summer session) at our field office. This internship will definitely help improve students' capacity. At the same time, we are training our potential social worker because of this occasion.
- (3) Other NGOs or association: We cooperate with other organizations, such as Taiwan National Union of Professional Social Worker Association and etc., for hosting or conducting meetings, seminars, courses and trainings. This will help develop the capacity at social work for both side.

Of course, our donors, volunteers and board of directors are our key stakeholders.

PERFORMANCE INDICATORS

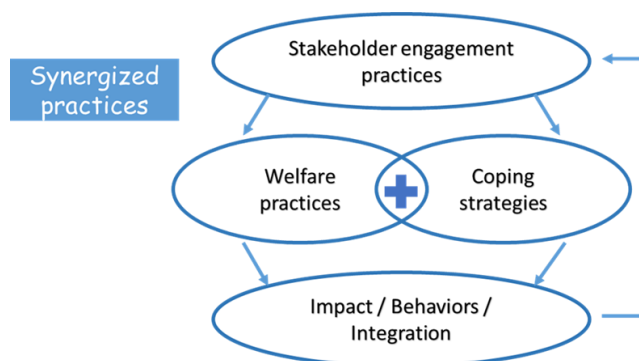
I. Program Effectiveness

NGO1 Involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs

TFCF's internal and external stakeholders are detailed in section 4.14. The layout and frequency of our engagement differs between each stakeholder group as follows:

- We communicate on a regular basis with our individual donors. This is through a variety of ways including phone calls, direct mail packs, quarterly reports, annual reports, and emails.
- We carry out regular dialogue with our branch office in Taiwan and 5 international offices as part of program cycle management, including during conceptualization, design, implementation, monitoring and project closure. Additional active engagement with partners is conducted via formal project reporting mechanisms.
- By applying E system, we track the engagement of partner and beneficiary stakeholders in all aspects of project design, monitoring and implementation.
- We actively engage in advocacy at the national level. Our key stakeholders include governments and local committee member, and a broad range of decision-makers at local, national level.

TFCF has invited affected stakeholders in the development of internal program policies to varying degrees, depending on the nature of policy being developed. None of our programs is solely designed by ourselves. Take the program, Youth Capacity Building, as an example, the stakeholder engagement is the process by which we involve people who may be affected by the decisions it makes or can influence the implementation of its decisions.



1. As shown as the above chart, at the beginning, our social workers will invite the stakeholders and work together to find out their needs. For example, at the Youth Capacity Program, we will invite our assisted youth, experts/ scholars and our social workers to work out the program together for the individual development, career and social life adaptation.
2. Based on their situation, the services will be adjusted during the implementation. The stakeholders will include our social workers and our assisted youth.
3. At the end of the program, in order to better understand the service efficiencies and the feedback, we will invite the related experts/scholars, our assisted youth and social workers to evaluate the performance.
4. Based on the evaluation and feedback, the program will be adjusted in order to fit the needs for the next applicants.

As for the social enterprise, it will be divided into three categories:

1. Work with our assisted single-parent to sell their products to make a living.
2. Work with the communities to plan out the local sightseeing tour. The communities will donate some surplus to support our services to benefit our assisted families.
3. Work with our enterprises and government to have their funds to help our assisted families to run their business.

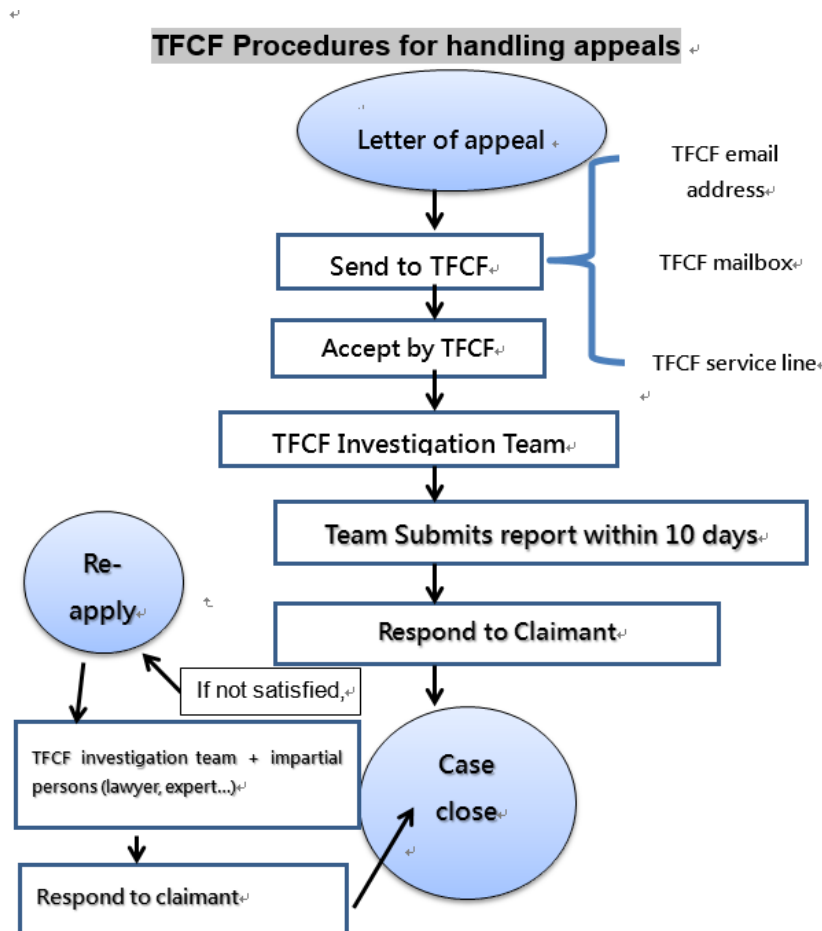
NGO2 Mechanisms for feedback and complaints in relation to programs and policies in response to policy breaches

In 2002, TFCF completed the “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 ones whose suggestions help improve our service programs, work quality and administrative policies
- The organizations whose rights are affected in the process of collaboration

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):



Our beneficiaries can send their complaints to our website (<http://www.ccf.org.tw/>), Facebook (<https://www.facebook.com/TFCF1>), mailbox or email. Once received, we will handle carefully and respond formally based on our procedures.

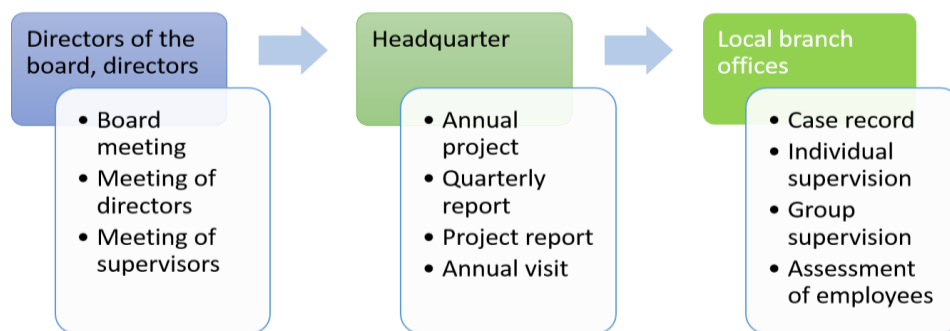
As for the employees:

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.

In TFCF, the mechanisms for stakeholder feedback and complaints to programs and policies are open and clear.

NGO3 System for program monitoring, evaluation and learning

By directors of the board and directors: We hold board meetings, TFCF director and supervisor meetings to evaluate if there is any program impact and progress against our strategic objectives.
 By headquarters: The headquarters will evaluate the service programs and strategies implemented by local branch offices through their annual projects, quarterly reports, performance reports, meetings, annual visits, and self-evaluation of local branch offices.
 By local branch offices: Directors and supervisors will review case records, individual or group supervision, quarterly reports and employee assessment to ensure the program quality.



Top-down: If the Directors of the board or the directors are aware of any program impact or progress against organizational strategic objectives, they will have meetings to reach consensus to set up work criterion, index of assessment and regulation of evaluation. These consensus, criterion and regulations would be conveyed to branch offices via announcement (e.g. official document, meeting, employee portal, employee manual) or respective reminder (in person or by phone).

Bottom-up: Local social workers and directors could report the difficulties encountered during program implementation to the management level via meetings. After being informed, the management level could help connect with potential resources, help communicate with authorities, modify systems and adjust the index of assessment as the program may be more individualized and more localized.

Basically, TFCF will carry out this program MEL based on our core value, mission, criteria and principles. However, TFCF still needs to comply with governmental policies, laws and regulations when implementing the MEL. If this interfering is so serious that even affected our code of conduct and accountability on our program, we would talk to our government for the possibilities of any initiatives.

As for the evidences that MEL led to positive management response are as follow:

Direct services-case management: TFCF holds online systems which do respectively correspond to the major services of financial support, child protection and institutional placement. With the system, supervisors could examine the service process of social workers, while social workers could review the record of services as well; and based on the governmental regulations, service records of early intervention program should be registered to the online case management system. Further explanations are shown as follows:

- (1) Financial support service: TFCF has set up “Case Management System for Financial Support”, on which social workers are required to register service records by schedule, as supervisors or specialists of headquarters could grasp the service situation through the system, oversee the condition of service and provide proper responses. This system is under maintenance at present and we expect it would be more connected to practices by then.
- (2) Child protection program: This includes high risk family program and child/youth protection program which both are outsourced by the government and most of the branch offices would register service records to the governmental online management system. For the services of high risk family program, records would be registered to “Case Management Platform of High Risk Families in Child Protection Information System” of Social and Family Affairs Administration, Ministry of Health and Welfare; for the service of child/youth protection program, records would be registered to “Domestic Violence, Sexual Assault and Children-Juvenile Protection Information System” of Department of Protective Services, Ministry of Health and Welfare. TFCF has set up the second edition of “Children-Juvenile Protection Information System”, which is expected to interface and be compatible with the one of Ministry of Health and Welfare for administers to control the process and content of the program.

- (3) Placement service for child and youth: Institutional and foster placement as well as follow up counseling are outsourced by the government, and records of the service would be registered to “Child/Youth Placement Case Management System” of Social and Family Affairs Administration, Ministry of Health and Welfare, while TFCF has also set up “Information Management System of Foster Care Program” to record the service data of foster families and children.
- (4) Early intervention program: TFCF has set up 5 centers of case management (located respectively in branch offices in New Taipei City, southern Taichung, Changhua, Yunlin and Ta-Tung Children’s Home). This service is outsourced by the government and uses “Case Management System of Early Intervention on Developmental Delay Children” of Social and Family Affairs Administration, Ministry of Health and Welfare to register the service records. After the revision, this system will be reactivated in January, 2016.

Indirect services: TFCF has set a well-designed system of accounting, which can simultaneously supervise the appropriateness of the use of program’s fund. As for the administration management, TFCF would enhance the administrative efficiency through board meeting, TFCF director meeting, supervisor meeting and system of official documents.

NGO4 Measures to integrate gender and diversity into program design, implementation, and the monitoring, evaluation, and learning cycle

- Beneficiaries: Through the observation and evaluation on the scene, the social worker will be able to understand the beneficiary’s authentic situation. Besides, we will also refer to the information listed on the Department of Statistics of Ministry of Health and Welfare, and our Case management system for financial support, Children-Juvenile Protection Information System, Information Management System of Foster Care Program, quarterly reports and "TDCYP" to further understand those disadvantaged minority situation. We will assess if those minorities are discriminated or excluded.
- Employees: Although there is no any correlation system to identify if the employee is excluded at work, all of our employment is executed according to the government’s Employment Service Act, Act of Gender Equality in Employment and People with Disabilities Rights Protection Act. We also comply with the regulations of the Social Worker Standards to protect their rights disregarding disability, race, poverty, illiteracy, age and gender.
- Any service programs we design are evidence-based and demand-oriented. Through the information we collect, social workers will have an insight into beneficiaries’ backgrounds and needs which help draw up the service policies and strengthen services. In the process of the services, we will continuously assess the program’s progress to see how those services benefit their lives.
- Furthermore, we have made the service program inventory since 2011 to analyze the services and current policies to see if it responds to the demands of the people in need. It also helps us work out the project to apply for all ages and reduce administrative work. We aim to refine the services we provide and complete the work we do.
- Through the inventory, we notice that the services we provide for the youth are less than other organizations. Therefore, we have added “Empowerment Program for Teenager” to develop their potential, judgement and perceptivity to maximize our services. What is more, in order to assist developmental delay children to receive related resources during the critical period, TFCF has started Early Intervention Program with other professional social welfare groups to provide the service. It has become our prerequisite service for each branch office.

NGO5 Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns

TFCF has established TDCYP since 2009. Regulations listed in “TFCF White Paper of Children’s Rights and Wellbeing” are compiled in accordance with the online feedback, face to face conversation and focus groups discussion with the children and youth in Taiwan. Our standpoints are evidence-based and rooted on practical experiences and on-site observation which are truthful, effective and respectful of people’s dignity. The information collected by questionnaires are reflected the society and the children’s rights and wellbeing which are evidence-based. Those information will be applied to our researches and reports.

In addition, we are aware of the authentic situation of the needy children and youth and will be able to work out the related policy and services to fit their needs based on the data we collected from this data bank., Based on our longitude study, researches and reports relating to the encroachment on the children’s and youth’s rights, TFCF will have press conferences and write for the publications to speak up for our position and provide suggestions. We hope to enhance public awareness to advocate for the related social issues and protect their rights. In addition, we will invite the public to participate in the campaigns or co-sign the petition to support our activities and advocacies.

TFCF periodically edit policy advice and examine the research paper to make sure our opinions which fit into the context. In 2013, the Children’s Bureau was merged into a department and no longer an independent unit for the business of children welfare. TFCF gathered over 360,000 people and 11 social groups to co-sign a petition to leverage children’s human rights. The themes focused on highlighting the level for decision making, improving social service for children and enhance children’s well-beings. In addition, the government should establish a committee to promote the youth and children’s welfare.

TFCF periodically reviews the program activities to ensure the activities which fit into the context and the societal demands. If the activities cannot fit into the context, TFCF will modify its actions to ensure it accomplishes the goal effectively or we will just withdraw from it.

NGO6 Processes to take into account and coordinate with the activities of other actors

Through the online case management systems listed in NGO3, TFCF will be able to monitor and supervise the services provided in the branch offices and evaluate the needs to collaborate with other NGOs in order to improve and leverage the effectiveness.

Internal meeting will also be hold to choose working partners and exchange viewpoints to reduce resource overlapping and waste. TFCF chooses its working partner prudentially based on common interests, and establishes network to collectively enhance children’s well-beings through advocacy. Joining with other NGOs, we together pushed the government to refine policy (Child and Youth Sexual Transaction Prevention Act) to prevent sexual abuse. Through working together with other NGOs to push the government, the Convention on the Rights of the Child (CRC) is legalized in Taiwan.

With the systems, we are able to examine the scheduled progress of our work and make any improvement where needed in order to provide the maximal benefits for the needy. In addition, through the system connections with the government, they will better understand our work and provide any suggestion needed. In 2014, TFCF was awarded with “2014 Best Social Welfare Foundation” by Ministry of Health and Welfare. And our key stakeholders in such a process are as follow:

1. Government---They participate in policy-making process.
2. The youth and their families---They speak out their voices and rights.
3. NGOs---They work together to advocate children's rights.
4. Academic organizations---They share their knowledge and experience to help cultivate talents.
5. Donors---They provide support and resources.

For ensuring our partners also meet high standards of accountability, we will conduct some activities like experience exchanges, trainings, conferences and capacity building programs.

II. Financial Management

NGO7 Resource allocation, tracking and control

Our annual financial report is published for compliance with terms and conditions as well as laws set out by the government in Taiwan, such as the auditing standards, Charity Donations Destined for Social Welfare Funds Regulations, Charity Donations Destined for Social Welfare Funds Regulations Directory, Welfare Organization Income Tax Exemptions Guide and Income Tax Guide. This is a very strong transactional controls over income and expenditure and monitoring controls, such as balance sheet reconciliations.

For the compliance of the law requirement, we will invite a qualified independent auditor send a group of auditors on auditing our financial status three times 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.

TCFC 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.

TFCF tracks the use of resources including cash and in-kind-contributions on the intended purposes in the following manners:

1. Based on "TFCF Provisions of Donation in Cash Management", the donation in cash has to be issued the receipt on the same day. And all of the cash donations have to be deposited to the bank account on the day or the next day.
2. Based on "TFCF Provisions of Donation of Gifts in Kind Management", all of the related procedures for receiving the gifts in kind have to be listed on the sheets, including the receipts, receipt vouchers, disbursement vouchers, name list for distribution, internal receipts and monthly report. All of sheets from each branch office will be submitted to the Auditing Division in headquarters on the purpose of audit.

TFCF has a robust internal and external controls to minimize the risk of funds being misused provide, and the evidences are as follow:

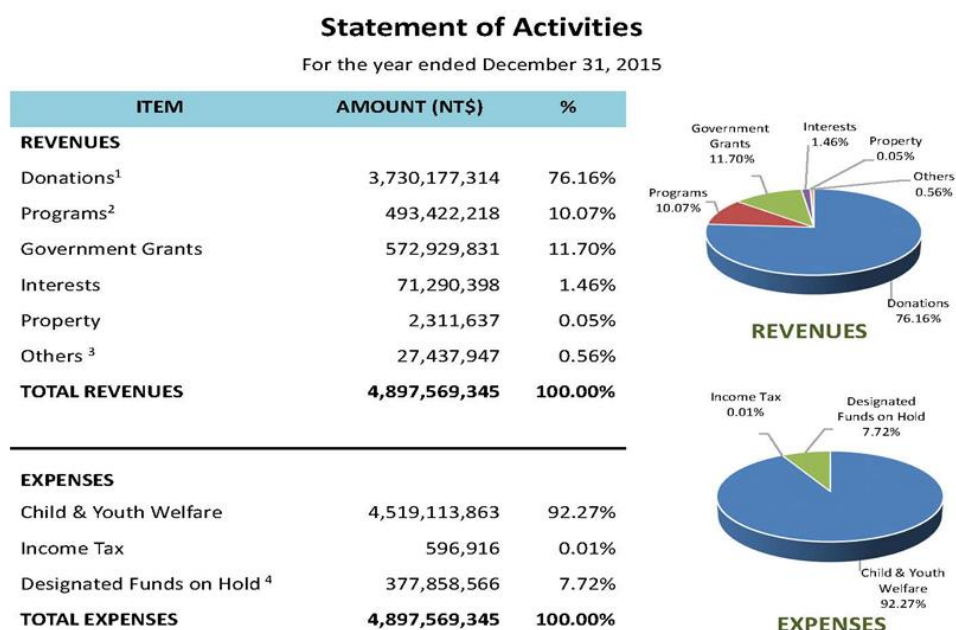
1. Accounting Handling Standards for Head Office and Branches

All offices, branches and babies homes affiliated to TFCF receive the supports from the TFCF. In spite of independent accounting, they shall still accept our financial inspection regularly or irregularly, and their surpluses and deficits have been consolidated in the financial statements of TFCF.

2. Certified Public Accounting: TFCF financial report is audited by the independent auditor from Crowe Horwath (TW) CPSs, and the related statements of activities and cash flows for the years ended.
3. Charity Donations Destined For Social Welfare Funds Implementation Regulations: All fundraisings based on the regulations will be audited by the government every year.
4. Evaluation by the government: In order to ensure if the NGOs conform to the governmental regulations and rules to use funds, the government has examined and evaluated the NGOs in Taiwan every 3 years since 2005, including (1) final accounts and budgets, (2) credit verification to fundraisings and donations,(3) accounting operation system and (4) the management and use of funds and property.

NGO8 Sources of funding by category

Please refer to the following diagram for TFCF's sources of funding and report aggregated value of funding received by each source.



Notes:

1. Donations include life sponsorships, domestic sponsorships, DFC gift, emergency relief fund, scholarships, general donations, support donations and activity donations.
2. Programs include programs, activities, early intervention, foreign sponsorships and DFC gift international.
3. Others include miscellaneous fees and staff welfare fund.
4. Designated funds on hold: There were some projects were still implementing, such as prepaid sponsorship fees, gift money, foster care fees, scholarship, emergency relief fund, government subsidies, additional cost of construction and equipment for the new placement institutions. Each item has been explicated with a designated purpose.

TFCF has a strategic objective of growing and diversifying income. More than half of our funding coming from individual donors. This is because that the programs that TFCF implemented like financial sponsorship program, child protection program, foster care program, capacity building program for the youth and the supported parents does meet the authentic need of the needy people. Successful plans to meet these objectives, and increased resources dedicated to this area of work, have meant that we have seen significantly increased income from individual donors over the last three years.

From the 2015 Annual Report, the categories of income are as follows (along with comparative figures for 2014):

CATEGORY	2015 (NTD)	2015 (USD)	2014(NTD)	2014(USD)
Donation	3,730,177,314	113,811,665	3,656,249,836	115,704,109
Program	493,422,218	15,054,835	450,000,406	14,240,520
Government Grants	572,929,831	17,480,697	558,807,202	17,683,772
Interests	71,290,398	2,175,146	67,921,446	2,149,413
Property	2,311,637	70,530	2,010,954	63,638
Others	27,437,947	837,161	55,502,984	1,756,424
Total Revenues	4,897,569,345	149,430,033	4,790,492,828	151,597,874

Note:

The exchange rate in 2015 was 1USD = 32.775 NTD

The exchange rate in 2014 was 1USD = 31.6 NTD

TFCF's five largest donors and the value of their contribution are as follows:

Donor No.	Name	Total (NTD)/(USD)	Category
000314961	CTBC Charity Foundation	65,089,467/1,985,949	Programs & general donation
000890522	Shenglih International Co., Ltd.	5,700,000/173,913	Scholarship & general donation
000651139	anonymous	5,171,000/157,773	Domestic sponsorship & Special gift
000356009	anonymous	5,328,000/162,563	Scholarship
000560790	CHUN WEN CHARITY FOUNDATION	4,872,000/148,650	Scholarship

III. Environmental Management

EN16 Total direct and indirect greenhouse gas emissions by weight at the organizational level

Total Sum of direct and indirect greenhouse gas emissions

The direct greenhouse gas emissions were measured by water and electricity meter-reading evaluated which were based on the annual final accounts of utility fee from 2013 to 2015, thus the total emissions were estimated to be 7,038,022.5kg.

Item/ year	2013	2014	2015	Total
Final account of water and electricity utility (NTD)	12,175,742.0	14,356,035.0	13,016,142	39,547,919.0
Rate of water bill (3%)	365,272.3	430,681.1	12,920	808,873.7
Average charge of water per unit (NTD/ meter-reading)	9.24	9.24	9.24	-
Consumption of water (unit: meter-reading)	39,531.6	46,610.5	42,260.20	128,402.3
Average emission per meter-reading of water (unit: kg)	0.156	0.155	0.154	-
Emission factor of water (unit: kg)	6,166.9	7,224.6	6,550.3	19,941.9
Rate of electricity bill (97%)	11,810,469.7	13,925,354.0	12,625,657.7	38,361,481.4
Average charge of electricity per unit (NTD/ meter-reading)	2.8020	3.0279	2.8623	-
Consumption of electricity (unit: meter-reading)	4,215,014.2	4,599,013.8	4,411,018.3	13,225,046.3
Average emission per meter-reading of electricity (unit: kg)	0.522	0.521	0.528	-
Emission factor of electricity (unit: kg)	2,242,387.5	2,446,675.4	2,329,017.7	7,018,080.6
Total estimation of the greenhouse gas emission (unit: kg)	7,038,022.5			

Note:

- (1) The information of annual average charge of utilities per unit was referenced from the website of Taiwan Power Company and Taiwan Water Corporation.
- (2) The emission factor was referenced by the index of Bureau of Energy, Ministry of Economic Affairs, Taiwan.

Note:

The exchange rate in 2015 was 1USD = 32.775 NTD

The exchange rate in 2014 was 1USD = 31.6 NTD

The exchange rate in 2013 was 1USD = 29.755NTD

Other parts of indirect emission of greenhouse gas produced by activities such as staff travel, activities executed by TFCF and its affiliations were hard to be estimated, thus they were not included.

EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved

TFCF currently does not have an Environmental Management System, we have drew up organizational initiatives to reduce greenhouse gas emissions are set out below:

1. We have been purchasing equipment, such as energy efficient lights, appliances and IT equipment in offices, and web-conferencing are also ongoing.
2. We take precedence to improve energy inefficient equipment or system and purchase those conform to national energy efficiency regulation.
3. Initiative of energy efficiency and carbon reduction would be propagated quarterly.
4. Decrease the use of disposable or unrecyclable tableware and paper cups during activities and at meetings.
5. We have regulations on taking the transportation. All of the domestic business trip are forbidden to travel by plane. We only allows the staffs to go by Taiwan High Speed Rail (HSR), the public transport or office vehicles (as when there are more than two passengers travelling together).
6. Staffs are requested to print paper in black and white (except when color-printing is required).
7. We use the overhead projector to do the presentation instead of providing the print-out copy.

TFCF has also set a concrete emission reduction target as making the annual meter-reading of utilities a negative growth. We would annually review it in the aspect of transportation, consumption of post, utilities, copying, as well as reduction of trash and have further discussion to improve.

EN26 Initiatives to mitigate environmental impacts of activities and services

The main environmental impacts of our activities relate to transportation travel and energy consumption at the Taichung head office (described in EN16 and EN18). In 2015, we made a number of operational changes to reduce the impact of our activities on the environment.

These include:

- (1) The consumption of electricity has reduced by using energy efficient lights and appliances.
- (2) Web conference is promoted to reduce the frequency of staff's travel.
- (3) To prevent the waste of energy, the concept of "switch off the light when leaving" has been promoted and becoming the habit of our staff.
- (4) Our branch offices have held the coastal cleanup activity annually, in which volunteers and the public have higher and higher acceptance.
- (5) Decrease the use of disposable or unrecyclable tableware and paper cups during activities and meetings. Results of reducing the waste has thus shown.
- (6) Invoice processing – We improved our electronic capabilities for reducing energy consumption by scanning all invoices and recycling the paper copies. This is a significant reduction in paper storage as approximately 170,000 invoices are received per year, many of which are more than two pages.

- (7) Recycling with the offices – There are improved recycling facilities within the HQ as well as our branch offices for the premises located at printing and kitchen points.

Where possible, TFCF uses email, telephone and virtual meeting facilities, such as video conferencing, to plan activities prior to undertaking air travel.

IV. Human Resource Management

LA1 Total workforce, including volunteers, by type, contract, and region

Number of employees (part and full-time) were categorized by geographical region:
In Taiwan

	2013		2014		2015	
	Full time	Part time	Full time	Part time	Full time	Part time
Northern region	352	21	364	20	378	22
Central region	612	46	648	48	687	57
Southern region	382	16	399	15	424	19

Overseas Branch Offices

	2013		2014		2015	
	Full time	Part time	Full time	Part time	Full time	Part time
Mongolia	31	-	40	-	44	-
Kyrgyzstan	10	9	17	8	22	1
Swaziland	5	-	11	-	15	-
Vietnam	-	-	5	-	9	-
Cambodia	-	-	-	-	5	-

EC7 Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation

The recruitment of TFCF employees are announced on the website. The Personnel Division will arrange the interview after candidate's registration and report the final results to the directors for the permission. As for the managers' recruitment, most of them are promoted internally.

The transportation in Taiwan is very convenient and doesn't take long. Therefore, it all depends on staffs themselves to plan their own career objectives. TFCF has no restricted policy for the recruitment of local staffs, but their stability, family status and the mobilization of local social resources have a competitive advantage in their interviews.

As for the selection of senior levels, their personalities and job performance are the key factors for the consideration. It is not main issue whether he/she is local staff or not.

Our recruitment in local society enables us to connect with the communities which help improve the services and build overall local capacity. Moreover, over the years, TFCF has provided services to the needy children and families which reinforces the deficiency of the local NGOs and the public sectors.

LA10 Workforce training to support organizational development

TFCF is committed to investment in training and development across all areas of our operations. Each of our employee is qualified to receive the training. According to the length of service, the nature of programs, and duties, the employees will be analyzed through the core competence and the feedback to respectively design training courses which fit their needs most. It is essential to have discussions and evaluation after the trainings which will be taken into the consideration for the training in the future.

In the year of 2015, we spent USD479,957 (NTD 15,730,600) for the cost of workforce training which share about 0.32% of the total expenditures.

In 2013, the average training time an employee received per year: 34.4/h

In 2014, the average training time an employee received per year: 31.8/h

In 2015, the average training time an employee received per year: 34.3/h

After the trainings, post-training survey will be carried out along with a simple test in order to collect trainees' feedbacks and know their learning statuses. The collected opinions will be taken into the consideration for the next training program. By doing so, we believe that it complies with the Kirkpatrick Model, the first two levels of training evaluation which are Reaction (Level 1) and Learning (Level 2).

Besides, we also analyzed some specific trainings based on Kirkpatrick Model, the Behavior (Level 3), Results (Level 4) and the Brogden-Cronbach-Gleser utility analysis model to see if the training has achieved the objectives. The return on investment (ROI) was 87.9% last year.

LA12 performance reviews and career development plans

The human resources system TFCF currently applies is developed by Taiwanese Galaxy Software Services Corporation, which is mainly used to manage HR-related data (such as salary, assessment and seniority, etc.)

Each branch office would check its work and staff annually to examine the need of human resources as well as arrange the recruitment and staff promotion for the next year.

In order to cultivate the management trainees and overseas representatives, TFCF designs a series of training programs on helping staffs develop their own career plans.

Each employee is evaluated twice a year in order to assess individual performance for the past year. For those who have managerial potential, we will assign this person with some management job as a kind of training and practicing. If the employee positively shows his/her competence, he/she would be appointed as a supervisor and is possible to participate in the succession planning in the future.

The succession planning has been proceeding for 2 years, which has turned out well. TFCF has been running for 65 years and some of directors were retired. Due to the execution of succession planning, the succession can proceed smoothly to fill the vacancies.

LA13 diversity in your organization displayed in the composition of governance bodies and employees

The composition of governance bodies and the breakdown of employees per category is presented below.

The number for disability was 13 which took 0.88% of total workforce.

The number for aboriginal people was 36 which took 2.43% of total workforce.

The number for aboriginal people was 1 which took 1% among 94 supervisors.

There was neither disability nor aboriginal people among our 44 directors.

The number for disability was 1 among 15 board members.

Note: For complying with rule and regulations regulated by our government, TFCF hires disabilities and aboriginal people with a fixed ratio of the employment. We have been in compliance with the government regulations on our recruitment and hiring.

NGO9 Mechanisms for workforce to raise grievances to management and their resolution

TFCF does not have staff committees however the following mechanisms are in place for staff raise grievances to managers:

- Employee Appeal Committee is formed to protect employees' rights. Anyone who suffers from injustice can 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 justly. After the investigation and discussion, the Committee will notify the final judgement to the claimants in writing.
- TFCF regularly reviews the workload of the staff to avoid any heavy job loading. If happens, the manpower replenishment will be recruited. We care about their family and health. We provide cash gifts on wedding and funeral, have regular health checkup and offer psychological consultation services. We also have insurance planning for employees to protect them from financial loss and hedge against the risk of a contingent.
- Employees who raise grievances regarding the management can submit the report during the internal meeting. However, if it involves any institutional amendment, it will be referred to be discussed at director meeting. Now, TFCF conduct collective bargaining meeting in a regular basis. We hope to have a good communication channel and reach an accommodation for both parties.
- Whistle blowing Policy - Employees are able to make use of this anonymous process where they have complaints of any improper or illegal conduct within any part of the organization.

V. Responsible Management of Impacts on Society

SO1 Impact of activities on the wider community

Community service: TFCF has provided community service programs since 2011. In order to extend program services, we have made resource inventory and needs assessment in response to local diversity and cultural features in different regions. Contents of the program include mobile libraries into communities, cultural and educational activities, various kinds of parenting education, lectures on the topic of improvement of nutrition and sanitation and other promotion activities. Based on the needs of local communities, the branch offices of TFCF have been working with schools and communal organizations to work out future plans, or set up divisions in communities to provide service since 2013. Communities located on the margin of the cities, remote areas or mainly comprised of the aboriginals and immigrant residents are the inclusion of the service provided, and it would be extended to more residents of the communities in an innovative manner. By means of widely setting up communal divisions and conducting different programs in the neighborhood, the branch offices of TFCF have become the hope of the future to the vulnerable when in need of help.

Sponsorship program helps end poverty: Sponsorship program, set up in 1964, is a financial support for needy children or orphans and their family. Its main purpose is to accrue donations

from the public and help the disadvantaged children/youth out of poverty at an early date. In addition to one-on-one sponsorship program, TFCF has also planned “family sponsorship program” since 2008, hoping to help families with special needs with more abundant resources. By the end of 2015, among 27,506 families supported by TFCF, 13,359 were also under the assistance of “family sponsorship”. In 2015, additional 3,486 families and 6,112 children/youth applied for TFCF’s economic support, and 6,618 children/youth became self-reliant with the assistance of TFCF. The number of self-reliant children/youth has accumulated to 196,029.

Schooling and academic tutoring: Academic performance of the disadvantaged children/youth would often be negatively affected due to deficiencies of resources and economic supports, as well as invalidity of parenting skills. Meanwhile, since the parents need to work for a living, neither do they have time to look after the academic performance of their children/youth, nor can they provide other socially participatory resources and opportunities after school. Hence the children/youth may have less chances growing up with multiple choices and broadening their horizons. TFCF has applied the corporate funding for our supported students on their schooling and academic tutoring in case they have a strong willing for an advanced study. We anticipate it not only enhances the basic knowledge of children/youth, but fully cultivates their learning motivations, interests, attitudes and habits as well, so the academic gap would be narrowed. It is also the response, as being educated is a basic right in Taiwan, to prevent children/youth from being affected owing to their disadvantaged conditions. The current types of academic tutoring are:

1. Academic tutoring: Voluntary academic tutoring would be conducted either by one-on-one at home or in each branch office; group tutoring would be arranged either in branch offices or school rental spaces.
2. After-school care: We help children/youth with their homework, and related assistance would also be provided.
3. Talented classes: Various talented classes are provided, so that children/youth could explore their interests while involving themselves in different kinds of activities in order to further develop their strength and enhance their confidence.

Summer/Winter camp: One-day or three-day activities would be arranged during summer/winter vacation. By participating in these activities, the family’s burden of parenting is lessened. Children and youth also have chances to experience and involve in social activities.

TFCF Good Neighbor Plan:

1. TFCF Suspended Meal Program: Through the “Good Neighbor Network”, we have started the “TFCF Suspended Meal Program” since June, 2013. We work with over local 200 restaurants who voluntarily support this program and provide those in need with free meals. We hope to keep those needy children and families away from hunger.

No. of restaurants	No. of meals provided	No. of beneficiaries
212	189,872	43,766

2. TFCF Food Bank:

In view of the inadequacy of TFCF Suspended Meals, TFCF set up three TFCF Food Banks respectively in northern, central and southern regions of Taiwan. Through the collection of food, we distribute food to people in need and continue following up their subsequent situation. In northern region, based on the resource sharing, TFCF connects with other 15 organizations along with our 8 branch offices to set up the

resource network to maximize the efficiency and keep the needy people in Taiwan away from hunger.

3. TFCF Community Service Programs:

In 2015, TFCF helped 30 communities and over 40,000 disadvantaged people were under the program. The beneficiaries included all ages and groups.

Taiwan Database of Children and Youth in Poverty: Through the build-up of the database, we are able to have long-term follow ups for needy children to understand their development and see if the NGOs and government sectors have met their needs. It also enables the service providers to see the needs of the needy families and work out the better services for them.

Child Protection: Our work for child protection has been divided into three levels. The 1st level works on the general community services. The 2nd level works on the counseling services for high risk families. The 3rd level works on the protection services for the abused children, youth and their families. The services include:

1. Counseling services for high risk families: Based on communities, TFCF provides home visits and services to construct and reinforce social resource network for them. It also helps families deal with crisis and enable families to recover and improve their family functions. It ensures that the children's and youth's physiological, psychological, emotional, educational, cultural and spiritual developments will be well developed in a safe environment.
2. Child and youth protection services: (1) Family Treatment with follow up consultation: Based on the families and their needs, we pay home visits, help increase the parenting capacity and improve the family functions to provide children and youth with complete care and safe environment. (2) Livelihood support service: We provide financial/in kind assistance, house care, household duties, day care and placement service.
3. Medical care: We provide immediate medical care to those abused children and youth. In addition, we also help transfer or send those abusers or caregivers who are alcoholics, drug addicts or psychotics to the hospital for the treatment.

SO3 Process for ensuring effective anti-corruption policies and procedures

TFCF has specific organizational policies regarding fraud, money laundering and other types of corruption. The main plank of day to day prevention and detection is the strong control framework to prevent and detect fraud that is set out in the Financial Framework. A deterrent effect is also in place as a result of our employment policies and partner contracts. This document is well known and implemented around the organization, with compliance supported by internal and external audit visits to TFCF locations of operation.

We have a stand-alone training program for employees on our policies and procedures that relate solely to anti-corruption. Instead, the practice followed is to introduce all employees joining TFCF to the policies as part of their induction process. Changes in policies and procedures are communicated to staff as they occur and an annual reminder about the fraud reporting, money laundering and whistle blowing policies is issued. This includes reference to the need to report any instances of bribery identified.

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. In addition, TFCF headquarters also conducts new employees' training to introduce our vision, mission, policies, services, etc.

SO4 Actions taken in response of incidents of corruption

TFCF has a zero tolerance approach to corruption in all forms, including fraud, money laundering and bribery. As a result, we are committed to investigating allegations of corruption and taking action where corruption is proved.

Any employee who breaches the law, he/she will be punished after reporting to the CEO or our Employee's Appeals Committee. An official document indicating the final result will be sent to himself/herself and the director and marked on his/her profile. He/she will be sent to the police station to hold his/her liability for any serious violation.

No legal cases have been brought against TFCF regarding corrupt practices.

VI. Ethical Fundraising

PR6 Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising, including advertising, promotion, and sponsorship

TFCF has conducting fundraising activities in Taiwan and the fundraising activities that we raised need to comply with the "Charity Donations Destined for Social Welfare Funds Implementation Regulations" regulated by our government. A specific rules and regulations listed in Article 8 are as follow:

All financial funds and gifts collected through donations, can and must be used only for the purposes as listed below:

- (a) For Social Welfare Activities.*
- (b) For educational & cultural affairs.*
- (c) For social charity affairs.*
- (d) For international humanity rescue affairs.*
- (e) Other relevant affairs recognized by central governmental agencies.*

Any fundraising, communications and marketing activities we hold are based on the objectives for each program that we intend to reach, and the objectives are for the best benefits of our supported targets. During the activities, any complaints will be handled as follows:

- (1) Clarify right away when handling complaints on the phone or in person.
- (2) Respond to the public by mails when receiving complaints by mails.

No complaints were received regarding data protection issues.