



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 2016



Completed by:

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Director of Secretariat

(Note: Thanks to the help from my colleagues and my staff, Tina (overall data collection and sorting), this Annual Report is able to complete on time)

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Report period: From January 1 to December 31, 2016

1. Strategic Commitment to Accountability

Taiwan Fund for Children and Families (TFCF) is proud and happy to officially join this international force in the year of 2017 on fulfilling the commitments on accountability to the world with our allied members together. This TFCF Annual Report of 2016 has been subject to meet the criteria and standards of the commitments that we have promised to Accountable Now for the accountability that we agreed to conform with.

Being an INGO based in Taiwan on dedicating the best benefits and welfare to children, TFCF has long adopted “the capability approach” that economist Amarta Sen brought up in 1999 for programs designing and service delivery. And the concept of accountability has always been central to TFCF’s short, medium and long term strategy. Our 6-dimensions strategic framework of 2017 is accountability-based:

- (1) Practicing the developmental social work approach: For a better and more secure community to the children and youth, we will keep on implementing our programs and projects from the perspective of prevention, empowerment and participation.
- (2) Functioning TFCF Think Tanks and applying Taiwan Database of Children and Youth in Poverty (TDCYP) : We plan to tackled the problem of rural poverty as well as the practical policy for child welfare through the publication of TFCF Taiwan White Paper on Children’s Rights.
- (3) Benchmarking TFCF brand: Keeping carrying on two main fundraising campaigns called “Say Yes to Child Protection“ and “End Poverty”. The former one is for drawing public attention on child protection while the other is for extending financial support to those in poverty. A sequential of news or report releasing concerning TFCF’s programs and activities through the social media on FB, websites, short films, charity platform, newspapers or E-news are also critical to a full-fledged CSO brand name creation.
- (4) Functional HR management and flexible organizational management: Accessible HR resource and assistance through TFCF E-system for every employee at TFCF. A novel RFID system on TFCF’s hard ware will be integrated and conducted, which is eco-friendly and cost-efficient to overall administrative management. Carbon reduction has been placed as the first priority of our concern.
- (5) Ensuring financial accountability and securing information management: Conducting financial management and internal control through monthly financial review and auditing. Keep integrating all information systems and ensuring the information management is in secure and well protected.
- (6) Localizing TFCF international programs in the Global South and fashioning isomorphic change in align with TFCF’s mission at our international offices: We practice programs under the belief of our mission and core value, and we have introduced UN SDGs into our code of conduct on social work and service practice model. Empowering local staffs through designing and carrying on programs with local inhabitants within the community together.

For displaying our accountability to our donors, we still conduct our operation 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. As for how TFCF engage the accountability with citizens and other stakeholders, please refer to the following:

1. With our stakeholders: The major stakeholder that TFCF concerns the most is our supported children and families. All our design and implementation on our projects and programs are all for their best benefits. We have financial sponsorship programs, asset-based capacity building programs, child protection programs and foster care programs. While the other stakeholders like government, board members and staffs, rule of laws and regulations in the

basis of accountability are regulated, and TFCF has embraced those regulations into our daily operation.

2. With citizens: We conducted two major advocacy campaigns respectively on the claim for child protection and end poverty. We have invited cafeterias on providing suspend meals and stores to be TFCF Good Neighbor on child protection. There are around 1500 stores engaging, and citizens around Taiwan get involved. As for the accountability with our volunteers, we have a well-designed plan on empowering our volunteers. First, we will conduct a series of pre-service training, then assigning them to back up our service and programs later, holding peer group discussion or meetings after assignment, conducting a performance evaluation annually, and host free tour as a rewards or even a TFCF Golden Support Award dedicating to the most contributed one. As for the citizen at the community, we also have parenting programs for residents at local communities to join in.

As for how accountability is utilized among management decision-makers, I have assigned our R&D to conduct a survey for denoting the impact of our each programs to each supported groups. There is a T test analysis on examining the impact of our youth capacity programs. Based on the impact, we will know how to improve the context of this program. We also published the result at TFCF publication for our stakeholders later. We even hold a press conference on releasing the result of this research on the impact to the general public. This is a good example on how we embrace accountability into our operation.

Our top priorities for the next years is:

Although there is a global trend on economic downturn and high rate of unemployment, we still need to think more positive at this critical moment for bringing the best value for our supported children and families with more outreached programs. I have planned to develop our social enterprise into a larger scale. This is a positive way on helping our supported family to get rid of poverty. We will also keep on the advocacy to the public for child protection. We have just published the Taiwan White Paper on Children's Rights, a longitudinal study based on the data collecting from TFCF Taiwan Database of Children and Youth in Poverty (TDCYP), and we host an international Conference for this result and finding. We invited scholars like Prof. Ton Liefwaard and Prof. Asher Ben-Arieh and practitioners like Katie Plax and Dr. Jesse Russell from Netherland, Israel, the States, Germany to exchange ideas and thinking with local scholars and practitioners in Taiwan. At the end of 2017, we will host an Asia Regional Conference at Cambodia theming on international programs and practice, scholars and international program practitioners from more than 30 Asian countries will attend this gala focusing on international program developing. We will still place this issue concern children's right and benefits at our priority next year.

2016 has been a year of appreciation to TFCF. The overall economic condition either in Taiwan or around the world is in a pretty bad shape, but we still could manage a slight of 0.65% increase on our avenue. This is not easy especially when we are in such a difficult time. I will need to thank our social workers and staffs for their dedication to their job. We also have a great breakthrough on our international programs; a new project have been opened respectively at Myanmar and Laos. We even started to host a community project for refugees at Jordan. We are grateful that we could reach out our helping hands to those who are in need, and we could help them improve their lives in some way. Because we believe that “ *For every one that asketh receiveth; and he that seeketh findeth; and to him that knocketh it shall be opened.*”

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

The contour of TFCF's services and programs in Taiwan are as follow:

1. Conducting sponsorship programs for needy children and youth in our 24 branch offices: Financial support to needy children, youth and families covering the areas of livelihood support, education (scholarship fund, tutoring class, elite program..) or subsidy distribution for any emergent need.
2. Conducting child/youth protection program in our 24 branch offices: There are family intervention service & follow-up counseling, livelihood support and medical care assistance, counselling assistance on PTSD, wraparound family support program, parenting education and child/youth right protection and legal assistance. For calling the public to work with us on child protection, we made a micro film called "Returning Home!" (<https://www.youtube.com/watch?v=MKf5kT9aVI8&feature=youtu.be>) on calling the public to join us on child protection and foster care program.
3. Conducting foster care program in 23 branch offices and kinship care programs in 9 branch offices: When an abused child has been reported, our government will transfer him/her to our organization. We will help him/her find a foster home. As for what happened when a child is placed at a new home that the Panel inquire about? We will try to maintain a stable life for this child in two aspects: (1) A stable life with a sense of home and security: We will help the child settle down with this foster care family along with any education support. Our social workers will keep tracking on the child's authentic situation by periodically visiting the family or the child individually; (2) Mental health and psychological counselling: For leading the child out of the trauma, we provide mental counselling thru a professional support. Our government also starts a pilot program called kinship care program since 2011. There is a presumption that the abused child might be much well taken care of if he/she is under the care by his/her relatives generating from academic survey and longitude researches. This is the fifth year that we have been entrusted by our government. And the contour of services we provided are all the same like what we have conducted on our foster care program.
4. Conducting early intervention program at 5 branch offices: This is a program for the children with developmental disabilities or delays under the age of six with the services like day care, daily life skill training, family education and counselling, home-based early intervention and counselling. We also provided speech pathology and audiology, occupational therapy subject to each individual need through either employing our own therapist or cooperating with local hospitals. Several of our branch also have been entrusted by local government with either a report center or case management.
5. Conducting institutional placement program at 8 branch offices: Hope Centers are established for better placing children and youth who are mistreated or seriously neglected, and the form of this service could be either emergent/ short term or long-term placement subject to the court ruling or government assessment. We aim to provide the subject a safe place to stay, an opportunity for education, and a chance to return home.

6. Capacity building programs: Head start, youth capacity program, parents career development, social enterprise projects have been created in order to make substantial changes in the lives of impoverished children and their families and end the cycle of poverty. We specially focus on the parents career development program since we believe that teach them how to fish is better than give them fish. This project is designed based on the concept of “Grameen Bank”. However, we don’t only provide them loans but also a series of training on skill and business operation on the small business that they desire to develop for their own.

Besides our practice on resolving needy children and families’ need in the real life, we continuously undertakes our advocacy in two major areas, respectively are child protection and end poverty through the means of press conferences and campaigns. As for the campaign on child protection” Say Yes to Child Protection”, we have conducted a series of activities to tell the general public our message on child protection. One major big activity is called “Zero tolerance to child abuse”. All TFCF staffs wearing T shirt with child protection slogan on the front and waving child protection banner together right at the day of April 28(428 sound like Yes Child Protection in Chinese). We also made a micro film called "Returning Home"(<https://www.youtube.com/watch?v=MKf5kT9aVI8&feature=youtu.be>) sketching how do the abused children and their families feel from the social workers’ perspective. This is for calling the public to join with us for child protection; that is, every single child need a home to stay. As for our End Poverty campaign in 2016, we conduct one activity called” TFCF 3rd Bitter-Sweet Experiential Day” by inviting the general public to personally experience poverty in a designed and pre-arranged environment of poverty. A press conference titled as “Anti-Poverty Generation” was later launched for calling the public to end poverty with TFCF. Both of them are for telling the public that everyone need to stand up and fight against poverty together for those suffering insufficient in daily life.

TFCF International Programs

There are 5 international programs, respectively are Mongolia, Kyrgyzstan, Swaziland, Vietnam and Cambodia. We have started to design our programs and services in accordance with the Sustainable Development Goals (SDGs) of UN. We intend to outreach more for the best benefits and wellbeing of children, adolescents, and underprivileged families. The main programs are as follows:

(1) **Livelihood improvement**(Thanks International Development Division on providing the information in English as follow)

Financial assistance

TFCF provides the financial assistance monthly. Social workers pay home-visit at a regular term, giving sponsored families with emotional support. We find out our supported family have a better life after enrolling in our sponsorship program.

Winter supplies

Mongolia and Kyrgyzstan branch offices locate at high latitudes, they organize the winter supplies activity every year when the winter coming. Base on the needs, TFCF Mongolia branch office provided a blanket, a mattress, 25kg flour for each family in 2016 and also provided 1.2ton coal for those family cannot afford it.

Vocational training

Through vocational training program, TFCF empowers and trains family members for job-seeking and maintain their life and self-reliant. Mongolia branch office offered hair salon,

sewing and kindergarten assistant. Mongolia and Kyrgyzstan branch office offer the weave and felted wool training.

(2) Universal Education

Educational Supplies Program

Educational Supplies Program provides educational supplies such as uniforms, hygiene products, etc. The Mongolia Branch Office has been actively engaged in pre-school education, assisting disadvantaged children in kindergarten for the renovation, construction, and tuition fee of kindergartens. This provides school supplies, hygiene products, nutrition and educational equipment.

Talent Training Program

In Mongolia, we offered courses like gymnastics, cartilage, boxing, dancing, folk songs, violin, taekwondo, swimming, Morink huur, painting and chesses, etc. In Kyrgyzstan, our design on the courses is including English courses, dancing, guitar learning, hand-made crafts, photography, etc. In the Parent-children meeting that we conduct once a year, we also invited children to perform. This putting children on the stage is a good opportunity for giving children a sense of achievement after one-year training. We want to empower children through this talent training program.

Library Program

In Mongolia, we have established 13 library service station respectively located in the communities and at the school. We carry out reading plan and school support service at each service stations. Every month we will renew our collection on the books in amount and category. In Cambodia and Kyrgyzstan, we establish a community library at our own office for community children to access the chance for reading. We also held a reading and painting contest for the children within the community.

Sport Program

In 2016, 1,665 children supported by Kyrgyzstan branch office participating in the soccer team, they jointly experienced collectively routine training, community football tournament, summer camp activities. One thing special is that we have invited 15 Kyrgyzstan children to Taiwan for cycling around Taiwan with our 24 supported children and youth from Changhua & North Tainan Branch office within 16 days. In Swaziland, children generally lack of cultural stimulation, we cooperate with Olympafrica Development Centre to organize teamwork through group activities, such as ball games, fun games, sport stacking, netball and other activities.

(3) Nutrition and Health

Community Kitchen

TFCF Swaziland Office has funded and supported this community kitchen program with the infrastructure building like pantry, kitchen, public toilet and playground in 16 communities and 3 sponsored schools. TFCF has also maintained to provide the basic food supply for children with a nutrition program

Happy Farm

In the end of 2016, TFCF Swaziland Branch Office had implemented Happy Farm program in 15 sponsored communities and 5 sponsored schools. Not merely the vegetables and fruits harvesting (such potato, carrot, cabbage, yam or tomato) and skills of farming learning, children also learned a lesson on the value of cherish & gratitude and responsibility as well.

Nutrition Program

In Swaziland, TFCF supplied basic food ingredients to the NCPs, schools, children's home and refugee camp. And we established the community kitchens for children having at least one proper meal a day. In 2016, over 1.2 million children were cumulatively benefited by community kitchen program and over 50,000 cooking volunteers cumulatively involved in this program. Likewise, TFCF Kyrgyzstan Branch office provided 24,400 household with flour as staple food for families. In Mongolia, among others, every month TFCF supplied 660 portions of vitamin or other dietary supplement for children who are under 18 and disabled, malnutrition or post-operation.

Medical Service for Remote Area and Emergency

TFCF Mongolia provides the necessary medical resource and physical therapy/rehabilitation for children in need, especially for those who suffered from severely burned. As for residents dwelling at the remote area, TFCF Mongolian also help arrange any medical services that residents request for, such as Otolaryngology, Urology, Cleft lip and cleft palate and Orthodontics. In addition, for ethnic minority women, TFCF Kyrgyzstan supported them with empowerment activities and sanitary education. And for children who had poliomyelitis, we supplied the lecture of physical therapy/rehabilitation and psychological support.

(4) Water and Sanitation

Water Supply facilities

In 2016, TFCF Swaziland finished establishing water supply facilities, including tanks and solar water pumping stations in 14 communities. Ejubukweni residents are glad to have safe and clean water without the need to walk miles away to fetch water from the river.

Environmental Health Education

In addition to provide the water resource in Mekong Delta of southern Vietnam, Vinh Long Province, TFCF Vietnam also provided environmental health education services, first aid training program, personal health care, and offered basic commodities or essential nutrition to needy children and families.

(5) Global Partnership

Construction of Three Primary Classrooms for La Chiriza School in Estelí, Nicaragua

We cooperated with CCFC (Christian Children's Fund of Canada) on this project for the construction of three primary school classrooms with restrooms for children. These 3 classrooms will benefit an average of 200 primary students each year. A total of 238 primary and secondary students (124 boys and 114 girls) have been registered for the 2016 school year in two different sessions (morning and afternoon). In addition, at least 120 parents have been directly benefited by their participation in the training process and two new teachers, provided by the Ministry of Education (MINED) now have a post in a facility conducive to learning.

The House Rehabilitation in Kyrgyzstan

Our 40 sponsored children come from Kemin Disable School in Kyrgyzstan. TFCF Kyrgyzstan provided the fund for house rehabilitation for the coming winter season.

Three Classrooms Project at BAKATA Municipality, Burkina Faso

We worked with BØRNEfondens in Burkina Faso and supported Bakata B School with the building and equipment of three new classroom aiming to increase students' enrolment at school in the commune and a better environment for pupils to study as well. The pupils, the teachers and the pupil's parents committee and mother association greatly welcome this result and appreciate greatly on the outcome.

Young Leadership Program in Cambodia

Children living within the Cambodian slums have been deprived from the basic right to education and sound development. TFCF cooperate with ACE together on the services of after-school tutoring, leadership training and sanitary education through funding ACE. Besides the partnership program with ACE, CCF Cambodia also help reconstruct toilets and improve playground facilities in Korkrokar Elementary School. Based on giving schooling children a chance for education, we matched Taiwanese sponsors on sponsoring students enrolling at Oddar Meanchey Primary School. Some other programs like financial support, emergency relief, community support program, education support routine basis.

The above listed programs, services, campaigns and activities are all well connected with TFCF's strategic goal by embedding within TFCF's mission, vision and value as follow:

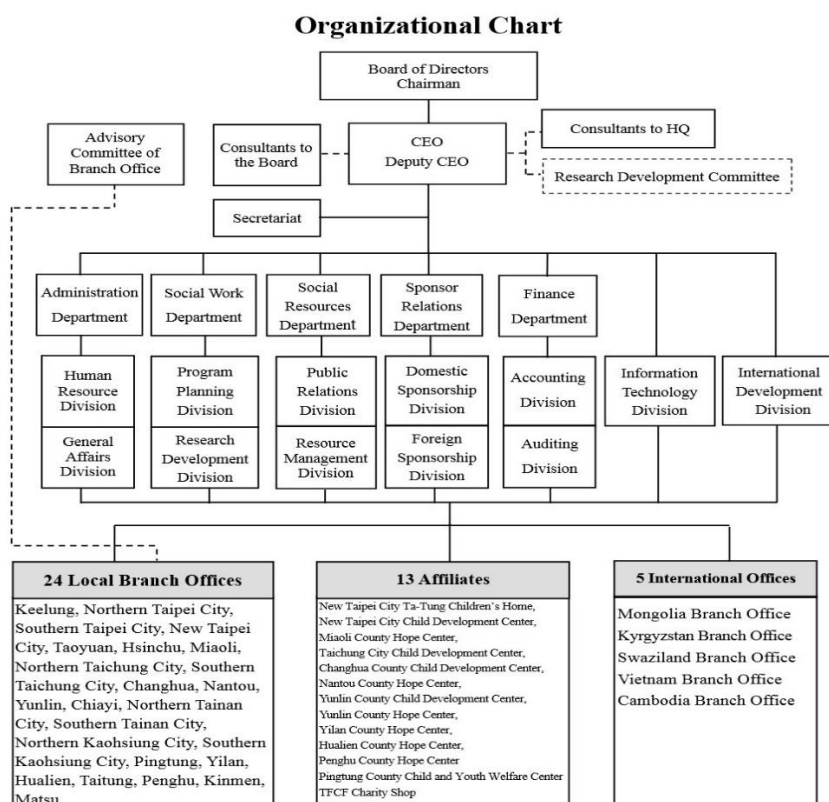
Our Mission: We aim at promoting and advocating for the wellbeing of children, adolescents, and underprivileged families.

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 organizational chart for examining the governance structure of TFCF and its hierarchical structure for clearly defining roles and positions within the organization.



Note: TFCF has been entrusted to run "The Welfare Consultation Hotline 1957" by Ministry of Health and Welfare 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.

TFCF has also been entrusted to run “The Welfare Consultation Hotline 1957” by Ministry of Health and Welfare since 2010. This is a telephone support service which offers assistance to those who call, and the contour of services are access to public information, advice or referral to the responsible governmental agencies or private sectors for a further help or advising.

As for the governance structure on this organizational chart asking by the Panel, here are our elaboration as follow:

Departments like Administration, Social Work, Social Resources, Sponsor Relations, Finance, Information Technology and Secretariat at the central office are respectively responsible for their each own area related to our 24 local branches, 13 affiliates in Taiwan with the programs related to sponsorship, child protection, foster care, early intervention and capacity building, and the management level at the central office all report to CEO. CEO is taking the lead for fulfilling TFCF’s strategical plan.

As for our 5 Branch Offices outside of Taiwan, we have assigned one representative and one social worker from Taiwan based at each foreign branch office. Staffs for programs and services are hired locally. And all 5 branch offices report directly to International Development Division while they also need to cooperate with Foreign Sponsorship Division, Sponsor Relations Dept. on the business of sponsorship administration. Of course, Director of International Development reports to CEO as well.

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 35 countries as follows:

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

America (8 countries): Brazil, Bolivia, 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.

As for the 35 countries that TFCF works, there are 30 countries that TFCF operate thru funding to ChildFund Alliance on service delivery while the other five programs 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. Kinship Care Services/ Foster Care Program: When caregivers of children and adolescents are not qualified to play the role due to suffering from serious illness, imprisonment, disrespect for parenting, child abuse or neglect of children and adolescents and other factors, the government will intervene in the issue. Those children and adolescents will be placed to their relative's family or foster family and referred to us for further service.
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.
6. Foster Care Program: For those children who are transferred by the government due to their caregivers for being unable to take care of them.

Our programs at our 5 international offices are very different from the ones that we implement in Taiwan. This year, we have designed our program by following the UN SDGs standards.

SDGs	Programs	Target groups
End poverty	Financial Support Program Community, Engagement Symposium, Emergency support, Sponsorship Maintenance, Livelihood Support Program, Festival program	Children, teenagers and families
	Orphanage support	orphanage
End hunger and improved nutrition	Nutrition support program	Children, teenagers and families

	Happy Farm, Community Kitchen Program	Communities
Good Health and Well-being	Parents program	Parents
	Medical care program	Children and teenagers
Ensure inclusive and quality education for all	Educational Material Supporting program, Study supportive program, Art classes for children Sports program, Reading education program, Volunteer group	Children and teenagers
Ensure access to water	Water Supply station	Communities
Ensure access to affordable energy	Winter gift	Children, teenagers and families
promote economic growth and decent work	Social enterprise development program	Children, teenagers and families
Infrastructure and sustainable industrialization	TFCF Village program, Home Renew program	Children, teenagers and families
Sustainable Cities and Communities	Community supportive program	Communities
Social work education	Career Training for Social Workers, Leadership Training in Taiwan, International Conference on Social Work	Social workers

2.8 Scale of the reporting organization

As of 31 December 2016, TFCF had 1581 employees and 7160 volunteers (including Advisory Committee members: 2583). 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.

As for our financial status, we have revealed at our Annual Report, and the breakdown of TFCF's financial results for 2016 is also uploaded at the website. In summary, the total income was US\$153,079,000. (US\$149, 430, 033 in the year of 2015), of which around 64.4 % coming from individual donation. Total expenditure on resources was US\$143,748,831, split between the cost of programs & service delivery around US\$120,739,324, (including life sponsorships, domestic sponsorships, DFC gift, emergency relief fund, scholarships, general donations, support donations and activity donations, programs, early intervention, foreign sponsorships and DFC gift international.), charitable activities around US\$2,732,047, and governance costs around US\$11,297,910. TFCF's net assets calculated at 31 December 2016 were US\$374,539,059, after netting US\$1,633,308 liabilities from the assets of US\$376,172,367.

As for our sponsorship program, there are 119, 607 children under our sponsorship program with a total number of 153,190 sponsors. The contour of domestic programs and services covering Taiwan is: 73,775 children and youth benefited from various programs provided by TFCF (50,479 children benefited from Child Sponsorship Program, 19,522 benefited from Child Protection Program, 1,949 benefited from Foster Care Program, 1,629 benefited from Early Intervention Program and 196 benefited from Institutional Placement Service) in 2016.

As for our international programs, we have sponsored 44,468 children through the cooperation with ChildFund Alliance while 24,573 children sponsored through our own five international programs. The detailed numbers at our 5 international programs are as follows:

Countries	Number of sponsor children and families	Location
Mongolia	1. Number of sponsor children:9620 2. Number of sponsor families:3218	Ulaanbaatar city Töv Province
Kyrgyzstan	1. Number of sponsor children:6552 2. Number of sponsor families 2153	Bishkek, Tokmok
Swaziland	1. Number of sponsor children:5654 2. Number of sponsor communities:55	Swaziland
Vietnam	1. Number of sponsor children:1482 2. Number of sponsor families 1072	Ho Chi Minh City Vinh Long Province
Cambodia	1. Number of sponsor children:1100 2. Number of sponsor families 569	Phnom Penh Oddar Meanchey Province

As for our international programs through the Global partnership:

Countries	Number of sponsor children and families	Location
China	1. Number of sponsor children:802 2. Number of sponsor families:785	Shanyang County, Shaanxi Province

As for Panel's inquiry on TFCF's Advisory Committees, here are our further explanation:

The first Advisory Committee to our branch office was initial from 1977. The motivation on establishing an Advisory Committee to the local branch is all because of benevolence and philanthropy. The members who consist of this Committee are diversified; they are successful businessman, lawyers, and scholars. Through their professional knowledge, experience and influence, they help our local branch office a better networking for a better resources or help reduce the cost on daily management. They also help raise funds on several events related to the services benefitting to the needy children. As a member, they need to pay for the membership fee annually which could be allocated into two categories: One portion is for children's need while the other portion is for their reunion and gathering. Since most of them quite recognize on what we have done to those children and families in need, they will make a donation subject to the fundraising campaigns that each branch office has hold. They are a great support to our work.

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

We carry on a big institutional change at the central office in 2016. The Training & Education Division is moved from the Social Work Department to Human Resource Division (originally named as Personnel Division); the Research and Development Division is merged into Social Work Department. We have single out "International Development Division" to be in charge of our international programs. We have also established Pingtung County Child and Youth Welfare Center, a community center for residents living in Pingtung, is a government-entrusted program.

As for our two capacity building program of business building program and charity shop, a further elaboration is as follow:

Business Building Program: We have initiated this program since 2011. We don't only provide related business training courses to parents/youth in need, but also invite professional consultants to help guide them on technics and skills for a successful business operation. After they complete a series of training program, including career/ finance/operation risk managements and product promotion courses, we will provide them with loan with low interests or non-interests for them to start their own small business.

TFCF Charity Shop: We have initiated this program since 2008. We provide those needy parents/youth who are not able to work full time or unemployed for a long time. Through our skill training program, there were 91 parents/youth enrolled at this programs by supplying the products they have hand made. We have help placed their products on the shelf at our 11 Charity Shops.

All in all, we aim to give our supported parents or youth a more positive way to get rid of poverty and build a more secure future. Because we always have a belief that teach them how to fish is better than to just give them fish.

2.10 Awards received in the reporting period

In 2016, our director of Southern Kaohsiung Branch Office, Ms. Shu-Mei Kuo, won the third Purple Ribbon Award which is the highest honor for service worker in the field of child protection, awarded by our government, the Ministry of Health and Welfare.

3. Report Parameters

3.1 Reporting period for information provided

The reporting period is the calendar year 2016

3.2 Date of most recent previous report

The most recent report was produced for the calendar year of 2014.

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).

As for Panel's question on how the management level conducts and prepares this Report, Director of Secretariat will brief the planned procedure for this preparation to CEO first, and both of them will discuss together on how to present CEO's viewpoints on her strategic goals and plans. And then Director of Secretariat will host a general meeting with the management levels along with responsible staffs from different departments at the Headquarters for the orientation and key as well as the amendments. Later, this will be handed to one specialist for information collecting from responsible departments, and a group of staffs will help translate those Chinese information into English. In the meantime of information has been collected, Director of Secretariat will start to write and complete this report. If coming across any questions,

either a discussion or meeting among management levels will take place for checking if the data we supply are all follow the indicators.

Thanks to the Panel's feedback, we are aware of that we still have some space to improve in the area of the Environmental Management System. Based on the Panel's feedback, we have an internal discussion on how to improve, and we will also proceed this improvement in a planned manner. Our Administration Department has officially announced that all employees need to pay a closer attention to the environmental protection through on our employee portal and several improving plan have also been announced.

We have uploaded this Accountable Now 2015 report to our website which could be viewed by our stakeholders. In the coming few weeks, the Secretariat will make a report regarding the results at the director meeting for further improvement and discussion, including our feedback and complaints mechanisms, the relationship with stakeholders, etc.

We have also listed opinions generated from the Panel, and hold meetings with the responsible department for finding a way on improving the governance or management of our organization or that we actually meet the standards but fail to explain it well at our last report.

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

Still the section of Environmental Management System (EMS) relating to indicator EN18 is the only material content limitations of the report. However, we have accelerated our speed on preparing this EMS after reading the Panel's recommendation. We have already placed the policy on carbon reduction at the priority of our concern and we also listed this as one of our strategic goal. And RFID application to our hardware and equipment is on the way. This will definitely save lots of paper works. We have also kept on drawing up organizational initiatives to reduce greenhouse gas emissions.

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:

At a regular basis, our 24 branch offices and 13 affiliates in Taiwan as well as 5 international offices will submit quarterly reports, quarterly statistics, annual performance reports, or feature report if situation demand to the Headquarter. Basically, all of our associated entities have reported in full. The management level at the Headquarter will examine and evaluate those reports and their performance. Through the annual visit paid by business-related departments and annual meetings for the management levels, we are able to maintain an integrated communication between HQ and the offices.

We will also send auditors to branch offices to audit their financial reports, including financial data and quality account to see if all have been conducted through the conformation to the management regulations of TFCF and has also meet our standards on accountability and transparency. Through our E-System on recording down each donation, 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.
- Please refer to Attachment 4.1.1 for TFCF's Articles of Incorporation.

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 for the office management and organization governance that ensures compliance with relevant laws and regulations in the jurisdictions within which TFCF operates. Please refer to Attachment 4.1.2 The Policy of Risk Management.

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 form 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.

As for the question asking by the Panel on how the Advisory Committee connected with our Board, our elaboration is as follow:

The Advisory Committee to Branch Office is one of our main local supporters and volunteer groups without any pay. Although there is an institutional infrastructure for this Committee, they are not obliged to help fulfill any job responsibility operating at our office. They contributed either their money or time at our events or activities. Most of them are very successful in their respective field of occupation. They come to us just for the reason of love and sharing, either they have been helped when they were little or they just contribute when they are capable to do, and our programs give them a platform on paying it forward.

There is no direct link between the Advisory Committee and the Board. Both groups are volunteers who work with us for the best benefits of needy children and their families. The only difference is that Advisory Committee is privately invited and organized by TFCF branch offices while the Board is an official infrastructure under the law regulated by our government.

As for inquiry on how our governance structure optimally supports TFCF's mission, our governance structure well supported our work based on TFCF's mission like "*We aim at promoting and advocating for the wellbeing of children, adolescents, and underprivileged families*". The top of our governance structure is the Board. Our Board is consist of 15 different professionals and experts like scholars, lawyers, successful businessmen. They are supporting us in either fundraising, academic support and free legal advice whenever we have a request. They will help review TFCF annual strategical plans at the board meeting, and they will also make sure that those are well connected to our mission. This approved strategical plans will be implemented according to its own timeline and schedule by the management team led by CEO.

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, volunteers. We do not have established formal mechanisms for employees below executive level to provide recommendations or direction to the Directors of the Board since they are open to call or communicate with this highest governance body. 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. As for the panel's inquiry for an example, the venues for annual meetings or annual retreat are usually outside of the office. 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. 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.

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 and 3. Private sectors. For a better monitoring and risk control on CSO's financial accountability, we are obliged to file the compensation of all employees to our governmental agency at the end of each fiscal year. Our board members and members at Advisory Committees do NOT receive any direct or indirect compensation for their position. 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.

Here is a table describing the compensation of the employees in a monthly basis:

Rank/Positon	Salaries (USD)
Social Worker (Specialist)	1082
Director	Plus 528
Senior Director	Plus 776
Deputy CEO	Plus 1087
CEO	Plus 1863

Besides the monthly salary, we also need to obey the rules regulated by our government on providing employee's benefits, including: working hours, vacation (non-paid), cash gifts on three national holidays, subsidies for weddings and funerals. The purpose of employee benefits is to increase the economic security of staff members, and in doing so, attract more superior and experienced personnel.

We are lucky that we have a group of devoted social workers and staffs who are willing to work over hours just for rescuing a child from his furious father or rush in and out for finding a good sponsor for our sponsored child. However, many abused children that we help with, the

increasing number of our sponsored children and annual budget, and the increasing number of self-independent youth have all explained one fact; that is, we have been appreciated and well-supported by our donors and sponsors.

The leaving employee in TFCF needs to submit his/her departure form and the job handover checklist which can be downloaded from the employee portal before he/she leaves.

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 any political activities. All of the collaborations with the government and programs entrusted by the government are independently implemented by TFCF.

Under the Panel's recommendation, we have started our preparation on TFCF Code of Conduct for the Board. After a period of time on surveying and preparing, the policy of Code of Conduct for Board Members and Senior Management Levels has been ready, and has also been approved by our board members at our last board meeting. Please refer to Attachment 4.6 TFCF Code of Conduct for Board Members and Senior Management Levels

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

The Directors of the Board 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, help TFCF on strategies developing, budget reviewing and financial statement auditing through the contribution of respective different professional backgrounds and knowledge.

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 suffer from a financial burden because of the debt inheriting from their 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.

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 2016, 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

All of our programs are created for the best benefits of our assisted children and families. In our routine procedure for any program, we will, firstly, collect relevant information and then conducted internal discussions with social workers & staffs, the management level, or even to our board members. We might held meetings with governmental agencies subject to the issues or situation required. Generally speaking, TFCF will invite affected stakeholders to join us in developing the internal program policies depending on the nature of this policy.

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:

- Our CSO ERP is still under construction, so we are tracking the engagement of partner and beneficiary stakeholders in all aspects of project design, monitoring and implementation by applying E system.
- 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 24 branch offices, 13 affiliates 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.
- 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.

Take the Youth Capacity Building program as an example here. 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 from the above chart, our social workers will invite the stakeholders and work together to find out their needs at the very first beginning. For example, at the Youth Capacity Program, we will invite our assisted youth, professionals/ scholars and our social

workers to brainstorm the program together for the individual development, career planning and social life adaptation.

2. The services or activities will be subject to adjust or change accordingly during the process of practice. Two major stakeholders are our social workers and our assisted youth.
3. Before our wrapping up of this program, we will invite the related professionals/scholars, our assisted youth and social workers for a group discussion for better understanding the output and outcome of this program as well as the feedback.
4. Based on the evaluation and feedback, the program will be adjusted and changed 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 develop the local sightseeing tour. The communities will donate some surplus to support our services to benefit our assisted families.
3. Work with companies and government through their funding to help our assisted families to run their business.

As for the synergized practice that the Panel inquires for a further explanation on E system tracking and feeding in decision making, we take our Youth Self-reliant Program as an example here. The synergized practice refers to the service users who can change the role to participate in data collection, assessment of environmental context and services design to develop their capacity. Youth Self-reliant Program is a good example of the synergized practice. When we invite our supported youths into our program designing and implementation, this provides a good opportunity to their capacity building. They are not only the passive role as a service receiver, but also an active role for program designing and implementation. This process will help them boost their self-confidence. They will later turn out to be the co-leaders or leaders of our programs.

TFCF has registered service records into our e-system, we analyzed the data from the e-system and proceed statistics accordingly. After knowing the authentic condition and situation through the survey and statistical analysis, we changes or adjust the context of our program or our service model according to the result of this analysis.

Note: TFCF CSO ERP is under construction now. This is an integrated system on implementing, and monitoring our program and services in the area of child protection, foster care, sponsorship program, finance, and HR. This is a system solely developed by TFCF, a big project led by our Information Technical Division. This could help track involvement of affected stakeholder group timely and efficiently.

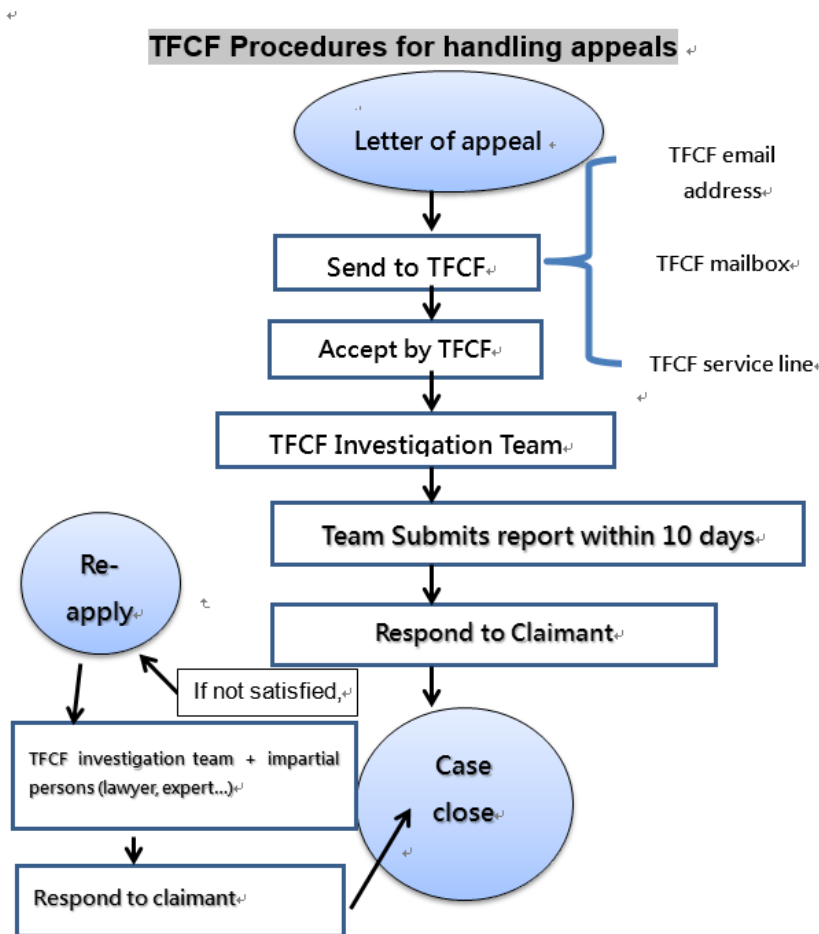
NGO2 Mechanisms for feedback and complaints in relation to programs and policies in response to policy breaches

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.

Regarding to our sponsors, a cancellation questionnaire will be sent by our Sponsor Relations Department to the sponsor once they cancel their sponsorship. This communication will be proceeded thru both electronic and paper formats, and we will be able to know their feedbacks, suggestions or complaints about this sponsorship experience. We will subject to improve ourselves in either amend or adjust the administrative procedures and service mechanism. This, indeed, will help us to understand what our sponsors have thought about us better.

As regards of our donors, prior to responding to them, our Finance Department will check our system first to find out the problem. Mostly, the person in charge will reply by telephones, letters or emails. All of the questions will be solved at the same day or the next day.

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 the meantime of the service delivery, our beneficiaries are informed and aware of the appealing channels and methods. Those who would like to make a complaint can appeal in written form, in person and by communication channels (telephone, [website](#), [Facebook](#), Line, Email, etc.) to submit their complaints. Once the departments or the branch offices receive, the person in charge will take over and solve the problem. As for any serious or important issues, they will be reported to the supervisors, directors or our CEO for further instruction.

In TFCF, one of our foster families was in need of legal resources during the service period, and they complained that our social worker in branch office failed to provide the adequate support and assistance in time. After we received the complaints from the foster family regarding their situation and problem they encountered, we got to check for the details and the truth. We know that there is an information gap between our fostered family and our social workers. After receiving their complaint, we extend our support and concern to our foster family right away by urging our social worker and the supervisor to provide the possible services they might need in advance, no need to wait for their inquiry. Through the case, we have reminded our branch offices again to respond promptly to the needs of foster families and provide services and any other related resources to them. They are our essential partner. We need to support them well if we want our foster care program to be in good quality.

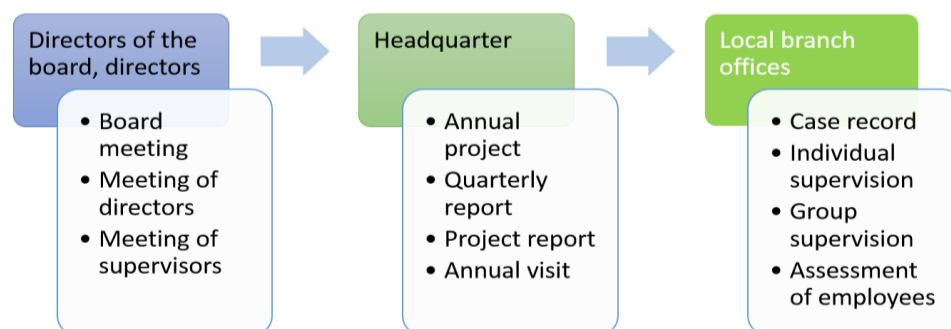
In TFCF, the mechanisms for stakeholder feedback and complaints to programs and policies are open and clear.

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, rule of 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: Entrusted by our government (Ministry of Health and Welfare), TFCF has conducted the early intervention reporting system in Taichung and Yunlin Child Development Centers and the case management system in Changhua & Yunlin Child Development Centers and Ta-Tung Children’s Home on helping our government registering a complete service records for the database of early childhood intervention record and the

treatment services. Our New Taipei City Child Development Center provides the day care service for those children with developmental delay.

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.

TFCF CSO ERP system (a more integrated and overall E system) is still under construction. However, we still conduct several of our core programs under the input, output outcome impact model on monitoring our programs, and the procedure as follow:

Before service providing	Analyze & evaluate the need of the service	Need/Status: Situation and scale, distribution, effect and cause, need
		Target client: Population characteristics
		Evaluation: Data collection and analyses, resource inventory, public hearings, experience
	Set objectives and goals	Objectives: Beneficiaries, the goal we intend to achieve, strategies Goals: Completion time/deadline, clear/predictable achievement, the tools for measuring the achievement
Plan drafting	Reflection and designing	Comply with the objectives.
	Proposal Making	Background, the need of the service (including problem analysis, objectives/goals, resources input, the content of activity/service, evaluation plan (effectiveness and indicators, the measures for collecting and analyzing data, Gantt chart, Budget (funding and source) and expected benefits
Program execution period	Input	Target groups, staff, knowledge & technology, materials, surroundings, equipment, partners, funds
	Measuring methods	Qualitative research: Observe, interview, group discussion, reflection Quantitative research: Questionnaire, Pre-test Post-test for reliability& validity, Checklist
	Measuring tools	Question, feedback, group records, minutes and videos
Program evaluation	Output	The numbers of activities/ participants, attendance rate, hours and the frequency of service, funds (amount used, implementation rate), numbers of projects and publicity, number of beneficiaries
	Outcome	Effectiveness evaluation: Knowledge, conduct, attitude and status efficiency, effectiveness and impact Satisfaction survey: Feedback
	Quality	Output of our program, stakeholder's satisfactions

The results or outcomes have been accepted by the Community Development Journal, a quarterly journal well-recognized by the field of social work and social welfare professionals in Taiwan. We have host an international conferences based on the result by inviting scholars and social work practitioners to share their experience to the general public.

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.

There is not any exclusion from our supported targets, everyone could be enrolled into our program only when he/she has met our checklist for sponsoring program or transferred from our government for child protection or foster care.

Our vision is to be every needy child's Daddy Long Legs, we intend to bring help and love to every those needy children, adolescents, and their families regardless of their religion, ethnics or gender. The purpose and target are for the best benefits of our supported targets. For examples, we have 6 Child Development Centers around Taiwan for those boys and girls with developmental delay problem like mental retardation, cerebral palsy or down syndrome. As for other programs, like Sponsorship programs, Service for the Needy, Community Service Program and Child/Youth Protection Programs, there could be enrolled into the program without any exclusion from religion, ethnics or gender. And our employees is free to choose their own religions, and we have also cooperated with our government on hiring those who are with

disabilities or they are minorities. There is no restriction for our employment; however, those who have criminal records are excluded.

In Taiwan, our government has set up a specific regulation to guarantee the rights of work for those minorities and disabilities. TFCF has acted accordingly.

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

TFCF has established TDCYP since 2009. We apply the data from this data bank on revealing the authentic condition on poverty in Taiwan through a scientific analysis. We announce the result through a press conference to let the public know the true face of poverty in Taiwan, and this is for calling the public to join us on fighting against poverty. Some scholars in Taiwan apply the data from our TDCYP, and wrote them into articles through a scientific analysis. Their findings and suggestions have been published at journals. In 2016, TFCF published the book “Taiwan Database of Children and Youth in Poverty- The Panel Study in 2015” through our own research by applying this data bank. This is how we manage on the advocacy on poverty issue.

As for our advocacy on children’s right, we have focused on this for several decades. 3 years ago, we thought it is about time that TFCF publish a white paper on children’s right since there is not any white paper about children’s right in Taiwan. We start this long journey on publishing “TFCF White Paper of Children’s Rights”. Regulations listed in this While Paper are compiled through a long time on data collection thru the online feedback, face to face conversation and focus groups discussion with the children and youth in Taiwan, and then discussion at meetings by inviting scholars and practioners. 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 authentic situation in Taiwan society and the state of children’s rights and wellbeing. Those evidence-based information has been applied to our researches and survey.

After the results have been generated through a scientific analysis, we don’t only publish the White Paper, but also conduct a press conference for introducing the results to the public. We even host an International Conference by inviting international scholars and local practioners, experts on children’s right, for information sharing and ideas exchanging. Following on, we will review and amend the policies and regulations at a regular basis. We will edit policy advice and do any necessary amendment subject to the authentic condition.

As for a process on how TFCF reviews and take action through process of taking into account with key stakeholders, our consideration is as follow:

Before advocacy	Analyzing & evaluating the need o	Need/Status: Situation and scale, distribution, effect and cause, need
		Target client: Population characteristics
		Evaluation: Data collection and analyses, resource inventory, public hearings, experience

	Setting objectives & goals	Objectives: Beneficiaries, change if needed, the goal we want to achieve, strategies Goals: Completion time/deadline, clear/predictable achievement, the tools for measuring the achievement
Draft a plan	Reflecting and designing	Comply with the objectives.
	Making a proposal	Background, the need of the service (including problem analysis, objectives/goals, resources input, the content of activity/service, evaluation plan (effectiveness and indicators, the measures for collecting and analyzing data, Gantt chart, Budget (funding and source) and expected benefits
Advocacy execution period	Input	Target groups, staff, knowledge & technology, materials, surroundings, equipment, partners, funds
	Measuring methods	Qualitative research: Observe, interview, group discussion, reflection Quantitative research: Questionnaire,
	Measuring tools	Question, feedback, group records, minutes and videos
Advocacy evaluation	Output	The numbers of activities/ participants, attendance rate, hours and the frequency of service, funds (amount used, implementation rate), numbers of projects and publicity, number of beneficiaries
	Outcome	Effectiveness evaluation: Knowledge, conduct, attitude and status efficiency, effectiveness and impact Satisfaction survey: Feedback
	Quality	Achievement, stakeholder's satisfactions

After considering the above:

1. Any TFCF staff may bring a public policy issue to the attention of their director and makes a request which can be taken into consideration for adoption as an "approved position" (hereinafter referred to as the "position"). The staff who makes the request must submit the explanation and outline the details. The director will review first and decide whether the Position should be considered as a Position.
2. If approved, the "Position" needs to be submitted to our Official Document Management System" in the Employee Portal which will be distributed to any other related directors and the deputy CEO for their review and approval. Finally, the "Position" will be reviewed and determined by our CEO whether to be considered to submit to our meeting of the Executive Management Group (EMG) for further discussion and approval.
3. If needed, the "Position" will be sent, prior to the meeting, to the Secretarial who conducts the agenda of the EMG. During the meeting, all of the directors may further discuss and provide comments and opinions regarding the "Position".
4. The Chairperson of the meeting will ask to vote on the adoption of the Position (majority vote).
5. If the Position is adopted and needed, it will then go to the Board meeting for a final vote.

In addition, TFCF has started the preparation on TFCF Taiwan White Paper of Children's Rights since 2014. For knowing the authentic condition of our service receivers, TFCF conducted activities like 「TFCF child/youth pioneers」, 「TFCF Café Workshop」 and 「Youth Advocacy Workshop」 at a regular basis. And data are collected from these activities for our survey and wrote them into the White Paper. Take 「TFCF Café Workshop」 for example, in 2015 four group meetings were held respectively in north, central, south and east Taiwan, totally 112 youths from high school and university joining for issues discussion like communities, campus, career planning, social equality and etc. This is very helpful on collecting feedbacks and experiences for knowing their real voices.

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 conducted to choose working partners and exchange viewpoints to reduce resource overlapping and time wasting. TFCF chooses our partners based on one principle that we share the same common interests on bringing the best benefits to needy children and their families, and we could also join together on the advocacy for children's right or benefits through this networking. In the past, we help push our government to refine the policy of Child and Youth Sexual Transaction Prevention Act through this CSO networks, and this has, indeed, help prevent sexual abuse in many ways. The legalizing of Convention on the Rights of the Child (CRC) in Taiwan is also another good example that we made good use of CSO networking on lobbying our government for legalizing this Act.

With the CMS, we are able to examine and check if our work is on track or in progress, and we could also take any necessary step make any improvement where needed in order to provide the maximal benefits for the needy. In addition, through connecting this EMS with our government, they will understand our work better, and this will help our suggestion or recommendation to be accepted more easily. 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 that our partners working under the same standard of accountability, we will conduct some activities like experience exchanges, trainings, conferences and capacity building programs.

The current cross-organizational cooperation framework of TFCF is the network of the Ministry of Foreign Affairs of Taiwan, the ChildFund Alliance network, the pan-Asia social welfare network, and the local network of TFCF 24 branch offices. TFCF also joined the cross-organizational platform, and each year the internal integration of external resources and funding, and gradually build the association of cooperation network strategy. The role of the Ministry of Foreign Affairs of Taiwan is mainly to assist in the referral and supervision of need assessment in Central and South America. TFCF cooperate with the ChildFund Alliance's to provide community service programs in Central America and Africa. To communicate and discuss Asian

regional issues, TFCF join pan-Asia social welfare network, which in Japan, Korea, Hong Kong and China.

Different responsibility will be allocated accordingly for managing accountability, which related to the difference of cooperation organizations, organizational development and the social conditions of an organization. TFCF take management capacity of accountability as the organization of mutual learning and sustainable development of the elements. To those lacks of the management capacity of accountability organization, TFCF will have the full communication about standard of accountability, provide self-management structure and regularly audit.

II. Financial Management

NGO7 Resource allocation, tracking and control

Our annual financial report is published for complying 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 strict transactional controls over income and expenditure and monitoring controls, such as balance sheet reconciliations.

For the compliance of the law requirement, the qualified independent auditor will audit our financial status 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.

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 serval 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. Please refer to the following table for the details:

**The analysis of expenditures
for child & youth welfare in**

2016

(Amounts in thousands)

Item	Amount (USD)	%
Domestic Sponsorship Fees and Gift Money	48,186	33.53
Domestic Programs	53,064	36.92
Emergency Relief Fund	1,080	0.75
Scholarship	10,431	7.26
Foreign Sponsorship Fees and Gift Money	10,666	7.42
Overseas Programs	44	0.03
Equipment	6,861	4.77
Administration Costs	11,290	7.85
Others	2,119	1.47
TOTAL	143,741	100.00

**The expenditures of
domestic programs
in 2016**

(Amount in thousands)

Item	Amount (USD)	%
Domestic Children Sponsorship Program	87,543	79.28
1. It includes Parents Career Development, Youth Capacity Building, Head Start, Youth Start-up...	Poverty Reduction Program* ¹	3,025 2.74
	Child/Youth Protection Program	3,642 3.30
	Child/Youth Foster Care	9,718 8.80
2. It includes choirs, libraries and Community Service Programs...	Institutional Placement	1,248 1.13
	Day Care Service	540 0.49
3. It includes new inhabitant service, international exchange and service, group consultation for children and parents, relative placement service, service quality upgrade and food banks...	Early Intervention	1,847 1.67
	Community Service Program* ²	1,039 0.94
	Aborigine Service Program	108 0.09
	Other Programs* ³	1,719 1.56
	Total	110,429 100.00

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.

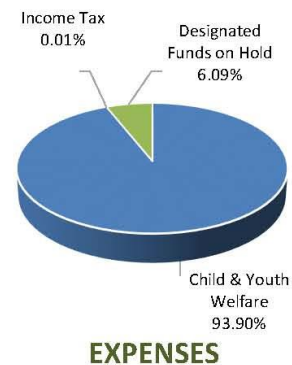
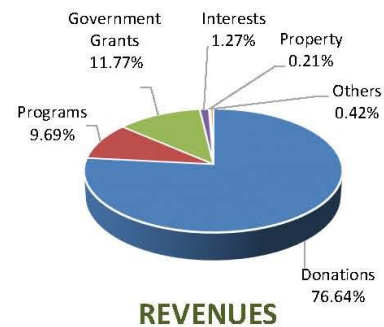
NGO8 Sources of funding by category

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

Statement of Activities

For the year ended December 31, 2016
(Amounts in thousands)

ITEM	AMOUNT (USD)	%
REVENUES		
Donations ¹	117,308	76.64%
Programs ²	14,841	9.69%
Government Grants	18,024	11.77%
Interests	1,941	1.27%
Property	325	0.21%
Others ³	641	0.42%
TOTAL REVENUES	153,080	100.00%
EXPENSES		
Child & Youth Welfare	143,741	93.90%
Income Tax	8	0.01%
Designated Funds on Hold ⁴	9,331	6.09%
TOTAL EXPENSES	153,080	100.00%



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 2016 Annual Report, the categories of income are as follows (along with comparative figures for 2015):

Category	2016(USD)	2015(USD)
Donations	117,307,961	113,811,665
Programs	14,840,675	15,054,835
Government Grants	18,024,178	17,480,697
Interests	1,940,881	2,175,146
Property	325,010	70,530
Others	640,894	837,161
TOTAL REVENUES	153,079,599	149,430,034

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

Donor No.	Name	Total (USD)	Category
000560790	CHUN WEN CHARITY FOUNDATION	698,990	Scholarship
000845816	Amway Hope Maker Charity Foundation	372,670	general donation
000078920	individual	225,465	Domestic sponsorship & Special gift
000984956	SOLID FORTRESS HOLDINGS LIMITED	219,453	Scholarship
000890522	Shenglih International Co., Ltd.	186,335	Scholarship & general donation

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 2014 to 2016, thus the total emissions were estimated to be 6,926,972.62kg.

Item/ year	2014	2015	2016	Total
Final account of water and electricity utility (USD)	454,305	397,136	369,948	1,221,389
Rate of water bill (3%)	430,681	390,484	357,370	821,165
Average charge of water per unit (USD/ meter-reading)	0.29	0.28	0.29	0.29
Consumption of water (unit: meter-reading)	46,611	42,260	38,676	127,547
Average emission per meter-reading of water (unit: kg)	0.155	0.154	0.154	0.154

Emission factor of water (unit: kg)	7,225	6,550	5,995	19,770
Rate of electricity bill (97%)	13,925,354	12,625,658	11,554,963	38,105,975
Average charge of electricity per unit (USD/ meter-reading)	0.0958	0.0873	0.0888	0.0907
Consumption of electricity (unit: meter-reading)	4,599,014	4,411,018	4,036,950	13,046,983
Average emission per meter-reading of electricity (unit: kg)	0.521	0.528	0.528	0.528
Emission factor of electricity (unit: kg)	2,446,675	2,329,018	2,131,510	6,907,203
Total estimation of the greenhouse gas emission (unit: kg)		6,926,972.62		

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.

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.

We are sorry for the typo on the water bill of 2015. As for the recommendation from the Panel for listing staff travel in future measurements, we are sorry to tell you that we won't be able to do it now. Comparing to other INGOs, most traffics for our staffs are train, bus, high-speed train, or riding scooters, driving cars, few fly by flights. We have to admit that it is really difficult to measure the staff travel since there is no corresponding information on emission factors as supporting indicator. And we couldn't offer to hire an additional human resources on managing this.

EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved

Our initiatives and results regarding to reduce greenhouse gas emissions:

1. We use the frequency conversion or the energy-saving signs of the equipment in our newly purchased building or any replacement in order to reduce the damaged and the bad impact to the environments, such as the energy efficient lights. Our first priority is to buy the green and recyclable products with low pollution and energy-saving signs.
2. We also download the related information to Tablet PCs to decrease the paper printing. The interviewers can review the interviewee's resume and other related information through tablet computers. In addition, we have been holding the web-conferences for years.
3. We held the competition for energy-saving carbon reduction proposal. We hoped to raise the concern of the staffs on the environment and energy saving and carbon reduction and enhance staff's attention to develop energy-saving habits and take actions to achieve the effect of energy saving and carbon reduction in daily life.

As for the EMS, we agree that its overall benefits to the environment. However, it requires professional and experienced personnel to be responsible for planning and implementation. Since we are service-delivery INGOs, and the time and money that we need to spend on our supported children and families are quite huge (There are 119, 607 children under our

sponsorship program with a total number of 153,190 sponsors.) through our service and programs. After a careful consideration, we have to tell you that we won't set up any EMS especially we have TFCF CSO ERP is under way. Instead, in order to meet the goals to concrete emission reduction targets, we will take the following actions to continual improvement:

1. Purchase products to reduce greenhouse gas emissions and energy-saving.
2. Promote and provide the electronic tax return instead of the output of printed paper.
3. Replace the old products with the energy saving ones.
What initiatives are in place to reduce greenhouse gas emissions? (e.g. energy efficient lights, appliances and IT equipment in offices, web-conferencing etc.)
4. Conduct a quarterly energy saving and carbon reduction initiative.
5. Avoid energy waste and reduce waste generation in public areas.
6. Reduce the use of disposable, non-recyclable tableware or paper cups during the activities or meetings.

Regarding the emission reduction, our target is to make the annual meter-reading of utilities a negative growth. And 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 make improvement. We will commit to the promotion of energy conservation and environmental protection.

EN26 Initiatives to mitigate environmental impacts of activities and services

The main environmental impacts of our activities relate to green gas emission (described in EN16 and EN18). In 2016, we made a number of operational changes to reduce the impact of our activities on the environment. These include:

1. Some propaganda videos were shot to promote the concept of energy saving and carbon conservation.
2. We would obtain current related statistics before the execution of programs/projects, and compare after the execution to see if there is any impacts caused.
3. Encourage staffs to use more public transport vehicles on business trip and avoid driving by himself/herself in order to reduce the waste emissions.
4. We have installed green energy in our new building or other renovation. For example, we use the solar panels on the roof in our newly purchased buildings.
5. We plan to install the rain collection system for watering on the roof.
6. Use both air circulator fan and air conditioning to blow air around and save energy.
7. Use energy efficient lights, such as T5 and LED lighting to reduce the heat and save the energy.
8. In the current projects, some have achieved the results:
 - (1) We cooperate with the energy-saving service providers by contract to provide us with energy-saving equipments in one location on trial. It proved that the electricity consumption has saved up to 40% to 50%. The service will be provided to others.
 - (2) Through the web-conference, it helped reduce the frequency of staff's travel.
 - (3) During the recruitment, we will use the computer to check the applicant's resume/autobiography/related personal information, no need to print them out like what we have done in the past.

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

In 2016 (Taiwan):

Northern region: 391 full time, 5 part time

Central region: 640 full time, 27 part time

Southern region: 408 full time, 6 part time

In 2016 (Abroad):

Mongolia Branch Office: 43 full time

Kyrgyzstan Branch Office: 29 full time

Swaziland Branch Office: 13 full time

Vietnam Branch Office: 9 full time

Cambodia Branch Office: 6 full time

Myanmar Branch Office: 2 full time

Laos Branch Office: 2 full time

There were 41 executive directors and 7 senior management directors (excluding 15 board members) in Taiwan.

There were 5 executive directors overseas. So far, there was no senior management director there.

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

In Taiwan:

The news about recruiting any new employees will be announced on TFCF 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 position at the management level, 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.

Overseas:

Right now, the requirement of social work qualification is only regulated in our Cambodia and Vietnam offices among our five international offices. As long the candidates are graduated from department related to the humanities, they are qualified to attend the recruitment. Our local office will release the new for recruiting new human resources either at the universities or local HR platform or through the local network. TFCF will provide in-service training to our staffs.

Our hiring of the local people will help us to access to localization in a better way, we are able to improve the context of our services accordingly and build an overall local capacity. Furthermore, TFCF has also helped fill up some gaps that local government or even local NGO fail to connect.

When TFCF is setting any salary standard at the country that we operated with programs, we will refer to the INGOs working at that country, local NGOs and the middle class pay level. TFCF design a pay structure reasonably and take into account the budget planning and sustainable development of the oversea branch office. Therefore, the salary standard of TFCF will not have a negative impact on the local job market. In addition, TFCF is active in building the local network relations, and exchange professional work with INGO and local NGOs.

According to TFCF Personnel Management Rules, the Branch could conduct a promotional test for the senior staff promotion. The promotion of any individual staffs is through evaluating their job performance twice a year. They could be promoted to the level of senior social worker/ senior specialist/ senior staff, then Superintendent, and Director. An average of eight social workers can have a position of a superintendent.

The allocation of our offices. For being able to reach our helping hand to needy children as much as possible, we have tried to localize our location for service.

Locations of our service		
Branch Office	Taiwan	24
	Overseas	5
Affiliates	Children's Home	1
	Hope Center	6
	Development Center	4
	Child and Youth Welfare Center	1
	TFCF Charity Shop	1
Service Centers		35
Others	Food bank	3
	Work station	5
	Entrusted	2
	Offices	5

The salary of our organization is based on the salaries of government social workers and other non-profit organizations, as well as the pay level in Taiwan.

LA10 Workforce training to support organizational development

TFCF is committed to investing in training and developing across all areas of our operations. Each of our employee is entitled to receive the on-the-job 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 2016, we spent USD486,455 (NTD15,663,843) for the cost of workforce training which share about 0.338% of the total expenditures.

In 2016, the average training time an employee received per year: 42.2/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.

In addition, we also apply conceptual construction of social competence to social workers, supervisors, directors and service users. The directors will use the "Kawakita Jiro Method" to see the "competency of employees" to select the social workers who can respond to practical needs.

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 evaluation, etc.)

In line with the staff on-the-job training, promotion and elite training, we will be able to build our own HR data bank either in Taiwan or overseas.

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.

The elite training program has been running for 3 years. The outcome is good. Our organization has been established for 67 years and some directors were retired. Some job vacancy at the management level could be filled up because of this innovation on our HR.

All employees at TFCF received an appraisal in 2015 except for those who ask for the maternity leave.

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 14 which took 0.91% of total workforce.

The number for aboriginal people was 51 which took 3.31% of total workforce.

The number for aboriginal people was 1 which took 1.06% among 94 supervisors.

There was neither disability nor aboriginal people among our 48 directors.

The number for disability was 1 among 15 board members; 3 female and 12 male.

There are 1,274 female and 307 male employees at our workforce.

We have conducted our every recruitment according to rule of laws and regulations regulated by our government.

At present, there is no such arrangement in our governance body. In our governance bodies, they need to make important decisions through discussions, including our short, mid-term and long development, budget, fundraising and programs. Therefore, we haven't planned to invite children to participate in our governance bodies.

In Taiwan, our government has set up a complete non-discrimination policy which is also served as TFCF policy. Therefore, TFCF hasn't had any extra internal non-discrimination policy. And, we haven't received any complaint about this issue since our establishment. However, if it does happen, the person can report it to our administration department for further investigation and make any improvement. By doing so, we will be able to create a safe and healthy environment for all employees.

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

TFCF reviews the workload with staffs in a regular basis. We aim to avoid any heavy job loading taking place. If does happen, we will sit down for a discussion on how to make the best use of manpower or even increase the manpower.

We have always thought our staff is our most valuable assets, especially when most of us need to face vulnerable human beings. We provide cash gifts on wedding and funeral, a regular health checkup and offer psychological consultation services. We also have insurance planning for employees to protect them from financial loss.

The grievances was resolved satisfactorily internally during the process of the appeals. In 2016, we only received 1 formal complaint submitted by our staff to our government on her unwillingness to take our charge of her absenteeism(neither show up at a training program nor asking for an absence). The case is still in the process right now.

There was also one complaint having been resolved happily in 2015. Our employees complained about the leading of the director who always left early, handled personal issues at work, misconducted and lacked of capacity. The related evidence was submitted with the letter of appeal. After an open investigation, TFCF Investigation Team made the final decision that the director was demoted as a punishment based on our Regulations of Personnel Management: Articles 8, 55 and 57. The Regulations of Employee's Appealing Application and the Letter of appeal are posted at our internal employee portal. It is easy for them to get those documents. Attachments:

NGO9.1: Regulations of Employee's Appealing Application

NGO9.2: Letter of appeal

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 2016, among 27,950 families supported by TFCF, 15,490 were also under the assistance of “family sponsorship”. In 2016, additional 3,796 families and 6,164 children/youth applied for TFCF’s economic support, and 6,830 children/youth became self-reliant with the assistance of TFCF. The number of self-reliant children/youth has accumulated to 202,859.

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.

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 2016, TFCF helped 35 communities and over 50,000 disadvantaged people were under the program. The beneficiaries included all ages and groups.

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. (4) Parenting education: Due to the lack of the parenting education and skills, most of the parents fail to educate and take care of their children. Being entrusted by the government, we provide the parenting education workshops and activities to help parents learn the correct concept of parenting education and enhance their capacity to care and protect children. (5) Counseling and legal services: In 2016, we provided over 4,127 services, including phone calls, interviews, letters and websites to help provide information and resources and solve the problems in regard to the children and youth protection. As for those children without household register, we will help apply for the household registration to protect their rights through contacting the Household Registration Office. Otherwise, we will ask help from the legal professionals. (6) Child/youth protection prevention service: In 2016, we held 431 campaigns to promote the concepts of child/youth protection in order to avoid any abuse issues and protect children' and youth's rights. There were over 68,552 children, youth, parents, professionals and the public attending the activities. (7) Mental Trauma Rehabilitation Service: Since 1993, for those abused children and youth with mental trauma, we have provided individual counseling, family therapy, games therapy and group consultation. We also built Rainbow House, so the children rehabilitate by playing therapeutic games and receiving mental trauma rehabilitation service under the guidance of counsellors. In 2016, we helped 1,850

children and youth and 564 parents (caregivers). We also provided 177 parents-children therapy. In total, we provided 14,230 hours services. (8)Wraparound: We provide intensive, individualized services and supports to families that will allow children to live and grow up in a safe, stable, permanent family environment. In 2016, we provided 12,605 hours of home visiting services.

Through our quarterly reports and news exposures, we will be aware of how far we have gone and where we need to make more efforts. We also examine the activities and their feedback after the campaigns to be sure that the goal has been achieved.

TFCF remains good relationships with communities. We help discover and connect the inner and outer resources of the communities and provide our services to benefit the communities. In return, the residents in the communities will serve as volunteers and make donations to show their supports to our work.

All of the decision we make in regard to the exit needs to be discussed internally first and make an overall evaluation.

In our international programs, TFCF establish annual plans based on the SDGs structure and the assessment of the local needs, and achieve a balance between commonality and local differences in different oversea offices.

During the program implementation, TFCF carry out program benefit assessments in accordance with the SDGs evaluation indicators, supplemented by the service population sample survey, qualitative and quantitative data for comprehensive assessment. Regard to the exit strategies, TFCF will deliberate on the human development indicators, GDP growth rate and SDGs indicators, and the actual local situation on the ground to assess the program level, community level and provincial level exit strategies.

Through community services and activities, we build relationships with community residents, work with local child/youth welfare organizations and groups connect with related resources. In response to the different needs of the community, we develop various service plans, such as: children after school care, parenting education, community industry cultivation. As for our exit strategies, we will consider the following circumstances:

1. If our services have been recognized by the community;
2. If we have reached the consensus on children's interests and well-being;
3. If there are more volunteers engaging in related services;

After overall evaluation, we will consider to exit from the community.

Some communities lack of resources and are located in remoted areas. Therefore, we work for those need children who live in those communities. We designed programs for children in aboriginal tribes in remote areas to improve their children's self-learning and basic skills, including school counseling, development groups and skill training. It turned out that they made progress in their studies, their intelligence tests were better, they became more independent and their living skills were increasing. Those assisted children and youth became the elites in communities and they were able to devote themselves to the communities. In addition, through the integration of internal and external resources in the community, the residents can provide assistance in the development of relevant services through volunteer services and donations to help more local needy children, youth and families.

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. Please refer to SO3TFCF Financial Risk Management Policy.

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. Every all major institutional gifts and gifts in-kind will be registered into the our Gifts-In-Kind E system, and each respective receipt will be issued accordingly. All of the information is posted on our website (. <http://www.ccf.org.tw/>)

As for how children generally were portrayed in fundraising, here is an example we posted in GlobalGiving for the reports we submitted:

(1) Give a Music Magician to Developmental Delay Kids

In general, we will describe their situation and the background with the fake name. Sometimes, the permission is requested and documented. We pay attention and protect those pictures of children who need to be mosaicked due to the privacy and safety of individuals is respected, especially for those abused children

We once received the complaints from the public due to our spokeswoman. Some people objected to her endorsement for TFCF. All we did was explain and help clarify their misunderstanding whenever we received their phones, mails and messages on Facebook. By doing so, it helped remove their anger and worry.

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.

We once received the complaints from the public due to our spokeswoman. Some people objected to her endorsement for TFCF on Child Protection Program because some consider that she is not good enough to be the spoken person. All we did was explain and help clarify their misunderstanding whenever we received their phones, mails and messages on Facebook. By doing so, it helped remove their anger and worry.

All in all, any complaints we receive are responded to by the person in charge at each department. Donors may send their complaints to our Finance Department, children sponsors send complaints to our Sponsor Relations Department, the public appeals complaints about fundraising activities to our Social Resource Department and about program services to our Social Work Department. However, any serious complaints will be sent to the Secretariat and reported to our CEO for her further instruction. Any complaints will be responded at the same day or the next day by phones or emails.