



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

TFCF Annual Report 2017

*Reporting period: From January 1 to December 31, 2017
Fiscal year of 2017*



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12
ACCOUNTABILITY
COMMITMENTS



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TFCF's Strategic Commitment to Accountability

Looking back to the year of 2017 is, indeed, a tough year for CSOs. CSOs have confronted a greater global challenge in accountability and a scale-up problem in fundraising declining. Thanks to the best efforts of my team and the generous support we received in Taiwan, TFCF is still able to maintain 1.09% growth in the year of 2017.

The 120,000 sponsored children supported by different donors through our sponsorship program is the evidence of trust that we receive from the general public in Taiwan. For equipping a better and professional service and programs to our supported children and families, 75% of our human resource obtain social work bachelor or master degree diploma while 41.16% among them obtain social work license. Besides the fundamental accountability to professional workforce, TFCF also complies with the fulfillment of accountability through four dimensions:

1. Upwards to donors and regulators:

(1) As to Donors: We provide quarterly report which the context is based on UN SDGs to project donors. Project donors, usually, will give us their feedback. The communication is mutual.

As to the general public, we run social media in local language, mandarin Chinese & English. The public could express their view points through message or email. This platform is interactive.

(2) As to regulators: Whenever there is any chance attending the central government meetings, we seize the chance to submit suggestion, recommendation or opinions for the best benefits of needy children to the governments.

2. Downwards to beneficiaries:

(1) Providing a program meeting children's or supported families' need is the core value that TFCF embraces when carrying on any service delivery. Based on TFCF's code of conduct of social work practice, our social workers will discuss with the community or supported families or children first for seeing their need based on the approach of need-assessment. After discussing and brainstorming thoroughly, the context and framework of this new project will be sketched and decided.

(2) Practicing TFCF's financial sponsorship program, child protection program and foster care program based on the code of conduct of social work cordially.

(3) Hosting three awarding ceremonies respectively dedicating to our supported mother, children/youth and self-independent adults who never surrender to the poverty and difficulties they encountered. This is for paying tribute to their never give-in attitude in the dire situation, and their resilience deserving a public acknowledgement.

3. Outwards to peers and partners:

(1) Regular meetings and experiences sharing with peer and partners who get involved in TFCF's wrap around program, foster care program, community program as well as our volunteers who support our activities hosting by TFCF 24 branch offices in Taiwan.

(2) Regular meetings and experiences sharing with our grass-root NGO partners at our program countries outside of Taiwan. An international symposium hosted by TFCF's international offices based in South-East Asia theming on need-oriented programs with impact will be hold annually. Those peer colleagues from INGOs, local grass-root NGOs, scholars or policy makers are invited for the purpose of creating a platform of global South NGOs and global North NGOs.

4. Inwards to staff, board and volunteers:

(1) As to staff:

a. Pay-roll and benefits packages are conducting in according to government's rule and regulations. In some sectors, ours are even better than the government regulated. The Labor-Management Conferences between the employers and employees have been convened by complying with the government's regulations accordingly.

b. On-the-job training: As for social workers, the context of this training is targeted at our three major core programs (financial sponsorship program, child protection and foster care) in two phases: basic and advanced. As for non-social worker staffs, an on-the position/job duty training program is designed accordingly, such as fundraising training, accounting training or management skill training.

c. Focus group: Staffs who are responsible for the same project will be formed into a focus group when designing a new project or new program.

(2) As to board:

a. We have a Code of Conduct for Board members to comply with.

b. In Taiwan, our government supervises or monitors the operation of NGOs in a close attention, especially on the accountability of financial management and governance. Our government will conduct an in-the-field accreditation to NGOs at a regular routine, the performance of NGO board is included.

(3) As to volunteers:

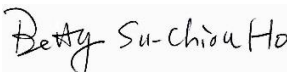
Volunteers after being recruited and collected, we will conduct a training course for them at the first phase. And then a practice in the field will be conducted. They are asked to keep a record or diary writing when carrying on their volunteer work.

Our social worker will help supervise along when volunteers get involved in our activities or events. Volunteers at some branch offices will even form as a working group under the supervision of our social workers.

Our top priorities for the years of 2018 is:

Seeing the world that we stay has changed tremendously because of social media and the development of new technology, I often encourage my colleagues that we need to ‘overhaul the structure-the design of the organization for decision making and accountability’ (Burke, 2017). All of our international programs outside of Taiwan has been implemented according to UN SDGs. Besides this, we also launch a pilot project for connecting our local youth in Taiwan to the community they stay within (Youth Capacity Building Activities on 5th-7th of July, 2018 https://drive.google.com/file/d/1-DmZAN1NcF-8mVKqDwWHv_d0zv_JWxAd/view) scaling up social enterprise in scope and category, preparing our first non-profit kindergarten solely supported by our government. We are scheduled to open a new office in Jordan for the refugees program this year. With the fast development of our programs, the capacity of our old office is not enough. The construction of our new office building has already been kicked off in March 2018. We are expecting to move into this new office building in 2020.

We are grateful to the generous funding that we receive in the past year. And we believe that “*What you did for the least of these brothers of mine was for me (Mathew 25:40)*”. We are grateful that we could reach out our helping hands to those who are in need. We are also happy to see the impact that TFCF’s programs and services for children are developing in a positive way, and the spillover effect of our programs has shown a great impact to our supported children. The talent show performed by TFCF assisted children through a concert event that we arranged on March 27, 2018 is a solid and good evidence on the impact of our programs (https://www.youtube.com/watch?v=Wh_YYtmsSeQ).



Betty Su-chiou Ho

CEO/Taiwan Fund for Children and Families (TFCF)

Impact achieved through programs and projects to the supported children and families supported by TFCF in 2017

Cluster A: What we want to achieve

A. The impact we achieve

1. TFCF's core value and mission:

'Giving our supported children and families with a timely assistance, facing our stakeholders with empathy, carrying on our programs and services to our supported groups with Christ's love and professional social work practices' is the core value that TFCF conveys when delivering services and practicing programs, and *'When there is a child in need, there will be TFCF'* is the mission that TFCF practices through our daily work.

2. TFCF's key strategic indicators for success and how do we involve our stakeholders in developing them are as follow:

As for our stakeholder: For those corporates who support our fundraising activities, we invited the corporate stakeholders to run or host the fundraising campaign with us. We worked together with corporates appealing to the public for the campaigns aiming for the targeted groups under our programs and services. We also promise to the public that the programs and services that we provide to our supported groups are free from any discriminating for all people regardless of race, color and religion. Usually, a final report about this cooperated campaign or an award to honor this partnership corporate will be distributed. Cheng Loong Corporation and its Cheng Loong Children's Care Foundation is one of good examples here. They have been supporting and participating in our activities "Children's Guardian Angels" for years.

As for our social-work-practice programs, we aim to provide the needy families with a basic need like daily commodities, nutrition, education and medical care, parenting education is also embraced into our program for the purpose of restoring the family function. We worked with those stakeholders to make necessary adjustment through visits, surveys, seminars, feedback and suggestion in order to last positive changes we want to see. In July, a performance ceremony was held to present the performance of our assisted youth. The public would see the positive changes on those youth (TFCF Annual Performance Showcase of Youth Capacity Building Program).

As for our 6 international programs abroad, we drafted an annual plan with a framework and guideline tailor-making with SDGs for implementing, monitoring and evaluating the programs and services that we carried on. In case of any discrepancy between the SDGs framework and the local context, TFCF will adjust SDGs goals and indicators for embedding into the local environment. All stakeholders are invited for involving in regular meetings, program questionnaire, and case visiting for feedback and opinions collecting from the community. Through cooperating and working with the local government, communities and staffs, we have conducted a SDGs in Action to carry on our work successfully and gradually.

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

Through the cooperation with corporates, we have appealed to the public with our two major campaigns: the advocacy on child protection and end poverty. We have received a tremendous feedback and support because of the trust that we received from the general public in Taiwan. The donations generating after these two campaigns is in a great scale.

As for the families we assist in Taiwan, we not only give the parents fish, but also teach them how to fish. However, due to limitation from circumstance, such as low education, criminal record, mental problem, lacking of job experience and skill or opportunity, the difficulty we encounter was that it was hard for them to find a regular job even taking skill-training course that we provided for them. In addition, it was also difficult for them to keep a balance between work and family life. Therefore, we helped them work at home or find a part-time job.

As for our international programs at 6 countries, TFCF’s target and goals are mainly on SDGs 1-4, 6 and 17. Mostly focus on mitigate the poverty, hungry, malnutrition, and education empowerment, water resource establishment, and etc. However, our main obstacles or challenges coming from : (1)The inevitable discrepancy between SDGs and local socio-economic context; (2) Not to mention the integrated evaluation of the similar program enacted in different countries. And (3) SDGs programs implemented in country without sufficient infrastructure and qualified workforce, which may undermine the short-term effect and long-term impact.

4. The significant events or changes in your organisation over the reporting period of relevance to governance and accountability

We held 2017 TFCF International Symposium of Social Work in ASEAN~ Partnership without Borders in Cambodia which was the first time we held Conference abroad at the program country where we provide service delivery. It was held from 28-30 November, 2017 and we invited keynote speakers from Asia, such as Korea, Vietnam, Philippines, Myanmar, Laos, and Bangladesh. We hoped to establish a platform for the Southeast Asian INGOs and build up a regional network on social welfare service in ASEAN. We hope this will be a share and learn platform and bring win-win situation to those who join in this networks.



B. Positive results are sustained

1. The efforts that TFCF have done to ensure sustainability of our work beyond the project cycle, as per commitment 4 along with the evidence of success

Take one of our services for needy children as an example, we provide a series of programs to fit their needs in each stage, such as preschool development grant, scholarship and student aids, learning improvement, school supplies, elite, head start, youth start up and youth capacity building. We use the tracking form to follow up their learning status of learning every six months. Our social workers also keep records in the case record for their learning condition.

Evidence of success: Our social workers used the tracking form to indicate the student’s learning process before/after receiving our services. The result indicated their progress after joining our educational program. This tracking help us maintains a long-term positive changes on students.

(1) As to the child case management, we will keep tracking the children’s development even after the termination of this sponsorship program or becoming self-independent. And start a

comparative analysis and panel study between short-term/long-term and in/out of child sponsorship program.

(2) Take SDGs 17 as an example, TFCF initiated an International Symposium in Cambodia in 2017. This is not only the very good channel for the interaction between the local and the global in the area of social welfare, but also a good mean to connect the network and human resource for TFCF Cambodia. We will also do the same for the upcoming TFCF International Workshop in 2019 in Vietnam.

(3) Moreover, TFCF has helped fundraise the educational resource for children and students from underprivileged families since 1993. Since 2016, we have also start to send our supported students from Mongolia and Kyrgyzstan to study abroad in Europe and Taiwan.

2. The lessons that we have learned in this past one year have been listed below. And how we shared the lessons among internal and external stakeholders transparently have also been addressed. Our plan to use these lessons to improve our work in the future has been briefed as well

Our 6 international offices have started to adopt and implement the SDGs model when they carry on programs and service in the communities in 2017, and the outcome turns out to be quite good. TFCF is taking action to end poverty, ensure the health and well-being of future generations through embedding 10 SDG Sustainable Development Goals into the indicators for the program outcome.

We were also facing difficulties and setbacks when seeking legitimacy in Myanmar and Laos because of political clout. However, we still carry on the programs and services that we have long promised to the local communities in Myanmar and Laos although we couldn't officially register there.

In addition, through our survey to students in elementary and high schools, we found that although they were aware of public issues, their actual participation and actions taking was quite few. We will talk to schools to convince them to have their students to get involved in the activities related to their communities and really do something to their environments.

C. We lead by example

1. The national and/or global leadership of TFCF's strategic priorities are listing below along with evidences

(1) TFCF Vietnam was ranked as the top 1 and granted Remarkable Contribution and effective Program Project in HCMC from HUFO.

(2) TFCF Mongolia was invited by the regional authority to join the most important religious activity, Naadam, in Mongolia and granted a Certificate of Appreciation for our contributions for the children and their families.

(3) Taiwan congressmen, including the chairman of Taiwan Mongolia friendship society and honorable chairman of Taiwan Russia friendship society, together with the Taipei Trade and Economic Representative Office in Ulaanbaatar, all visited the TFCF Mongolia and TFCF village.

(4) A big portion of Mongolian immigrant to South Korea migrators; therefore, ChildFund Korea has a special concerns towards to our programs in Mongolia. They visited TFCF Mongolia twice for seeing our programs and services in 2017 for seeing the possibility of cooperation on programs.

(5) In September 2017, TFCF Swaziland was honored to have the Her Royal Highness Princess Temaswati's presence to participate in the opening ceremony of water station and community kitchen.

(6) In April 2017, invited by MOFA Taiwan and cooperated with UNHCR and Mercy Corp to

initiate a music psychotherapy program for the children in the refugee camp in Jordan.

Besides, 90% of foster care placement service in Taiwan was provided by TFCF. Our related information system, work manual and the placement evaluations in pre-medium term and the end of the placement are approved by our government who fully support our work to help the foster children to obtain high-quality services.

2. As for TFCF's practicing on a) being inclusive and protecting human rights, and b) promoting women's rights and gender equality in accordance with commitments 1-2 are listing below:

In Mongolia, Kyrgyzstan and Vietnam, we initiated the workshop and self-help group for minority females. In Kyrgyzstan, Cambodia and Myanmar, we employed the vocational training for female caregivers and encourage them to improve their manner, hygiene ideas and communication skill.

As for the recruitment process of human resource, we provide an equal opportunity for employment to qualified individuals without regard to gender, marriage and disability, but only our jobs require specific academic and professional qualification. We have some employees with disabilities including vision impairment, hearing impairment, and intellectual & developmental disabilities. We provide accessible and barrier-free work environments for persons with disabilities. We provide relative aids for them at work and create an accessible working environment for them.

For showing our strong support to gender equality, we have designed a [Workplace Sexual Harassment and Disciplinary Policy and Complaint Investigation Procedure](#). We organized a six-member internal Complaints Committee for prevention of sexual harassment at workplace while women represent 50% or more of the committee to ensure women's equal rights, access and opportunities for participation in the organization. In addition, we provide training programme of Sexual Harrssment Prevention for employees periodically every year. Both gender equality and Sexual Harrassment Prevention trainings are included in orientation or induction programs for all new employees.

3. The approach on how TFCF minimized the organisation's negative impacts on our stakeholders, especially partners and the people you work for has been elaborated below. The proper response and measure on how to positively protect those most susceptible to harassment, abuse, exploitation, or any other type of unethical behavior are elaborated as well

TFCF defines ourselves as professional and follow the ethic code of social work. From the program initiation, implementation, evaluation and feedback, TFCF is embedded in local context and show high respect to locally diverse culture, local rule of law and social norm, empower the people and workforce. Then we assure to avoid any inevitable negative effect and risk when our social workers deliver service. If there are still unavoidable negative impacts, the first priority is to collect feedback and evidences based on facts from the related people and affected stakeholders. The accountability mechanisms for compensation will be carried out accordingly if needed. Then, we will conduct an internal review and synchronously examine other programs to check if they have the same problems. Finally, the cause and effect of negative impacts will be consolidated and analyzed in order to work out the prevention mechanism for the future.

Through interviews and meetings, we collected and referred to our stakeholders' opinions and suggestions to ensure that there is no negative impacts on them. As for those who are affected, they are free to contact us through the transparent communication channels. In 2017, we

received one complaint regarding social worker’s unethical behavior to our assisted child. After we received the complaint from the school which the assisted child went to, we immediately moved this social worker away from his job position to avoid his contact with any child, and we have had his director investigate the issue first. Later, we conducted a series of investigation and evaluation. After finding out he did commit unethical behavior, he was fired and terminated from the work contract.

4. TFCF’s commitments to the responsible stewardship for the environment

We comply with the Commitment 3: Healthy planet

(1) We continually control the carbon emissions at various locations. With reference to Accountable Now’s feedback, we have incorporated the carbon emission values of our overseas branch offices in 2017. As for the carbon emissions in 2017 in Taiwan, although the numbers of staff and services we provided were increasing, the water, electricity and vehicles usage fees were properly controlled.

| TFCF in Taiwan | | | |
|--|-----------|-----------|------------|
| | 2016 | 2017 | difference |
| Emission factor of water (unit: kg) | 5,995 | 5,748 | -247 |
| Emission factor of electricity(unit: kg) | 2,131,510 | 2,057,029 | - 74,481 |
| Emission factor of vehicles (unit: kg) | 634,640 | 499,457 | - 135,183 |
| TFCF Overseas Branch Offices | | | |
| Emission factor of water (unit: kg) | | 256 | |
| Emission factor of electricity(unit: kg) | | 51,395 | |
| Emission factor of vehicles (unit: kg) | | 64,572 | |

(2) We held competitions of Innovation Proposal for Energy Saving and Carbon Reduction. Among the projects, one suggested that we should cooperate with the energy-saving service provider who will provide frequency-conserving energy-saving equipment. We could share energy-saving benefits. In addition, proposals such as paperless examination, purchase of electric vehicles and regulation of taking public transportation were expected to minimize the negative environmental impact.

(3) Because of the growing demand for renewable energy source, our organization has considered to set up the solar photovoltaic system through cooperation with the resources provider. However, there is no clear normative norm for issues from our government, such as tax treatment of business attributes. We will pay attention to the regulations and continue evaluating the possibility.

Cluster B: Stakeholder involvement

D. Key stakeholders are identified with great care

1. The name list of TFCF’s key stakeholders and how TFCF have identified them

- (1) Local partners: For short-term or potential program cooperation, coordination with local community, family and children.
- (2) Local Government and Ministry of Foreign Affairs, Taiwan (MOFA/Taiwan)
- (3) Academic: Connecting the research project and volunteer students involved in overseas internship, volunteer activity
- (4) Employees. Basically, there are two categories of staff roles at TFCF: social workers and administrative supporting staff (non-social work employees). Every employee before hiring

need to go through a recruitment process conducted by our HR division. For those who want to serve as a social worker needed to be equipped with a bachelor degree of social work or related field and the basic professional skills. As for those non-social work employees, they need to be equipped with basic professional skills related to the department that he/she is going to.

(5)Sponsors: Everyone who is interested in our sponsorship programs (foreign & domestic) could contact us through TFCF's official website, phone, email, mail, etc. After filling in the application form and complete the donation, we will send a copy of CIF to this sponsor. This sponsor, then, could start a wonderful journey to witnessing a child's development and growth.

(6)Sponsored Children/families/communities: The foreign or domestic disadvantaged children/families/communities who meet TFCF's support standards and benefit from various sponsorship services and programs funded by monthly sponsorship fees and other financial support are sponsored children/families/communities.

(7)NGOs/INGOs: TFCF collaborates with some INGOs in sponsorship programs through oral, email or written agreements, including three members of ChildFund Alliance namely ChildFund International USA, ChildFund Australia and Christian Children's Fund of Canada, as well as BØRNEfonden in Denmark agendas.

(8)Board members: They are honorary posts, wholly non-executive and are drawn from diverse, professional backgrounds with a broad range of relevant experiences and skills to TFCF's development.

(9)Donors and supporters: Anyone who either makes donations to support our work or provides any feedback or suggestion related to the professional areas to help improve our work is our valued stakeholder.

2. The mechanism and policy that TFCF carried on to ensure we really each out to those who are impacted or concerned by our work

The mechanism and context that TFCF carried on to ensure we really each out to those who are impacted at our each specific program are as follow:

(1)Conducting sponsorship programs for needy children and youth in our 24 branch offices in Taiwan as well as 6 international 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 in Taiwan: 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.

(3)Conducting foster care program in 22 branch offices and kinship care programs in 12 branch offices in Taiwan. The scheme to really benefit the child under this program is: (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. A pilot program called kinship care program started by our government 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 resulting from academic survey and longitude researches. This is the sixth year that we have been entrusted by our government for this program. 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 in Taiwan: The children under this

program are evaluated by our professional team. We discuss with professionals (therapists, early intervention educators, social workers) and parents at least twice a year to work out the service program based on children's needs. The programs and services that we provided are speech pathology and audiology, occupational therapy subject to each individual need through either employing our own therapist or cooperating with local hospitals. A regular review has been conducted to make sure that we have reached our goals according to the individualized service plan records (ISP). Several of our branch have been entrusted by local government with the entrustment of either a report center or case management.

- (5) Conducting institutional placement program at 7 branch offices in Taiwan: 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 their original home.
- (6) Capacity building programs in Taiwan and 6 international offices: 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.

We also apply SDGs as the framework and indicators for defining the recipients and area for our international programs.

- (1) Case management, regular home visit for children and their households.
- (2) Questionnaires: collect and measure the opinion and attitude of recipients.
- (3) Input-out measurement, outcome evaluation and Impact evaluation.
- (4) Cross-comparison between the items above.

3. The areas and realm that TFCF maximize coordination with others operating in the same sectoral and geographic space with special reference to national and local actors has been elaborated below

We have the opportunities to communicate and cooperate with various units through meetings, seminars, funding, material supply, and publicity channels. For example, we can communicate with government agencies (central government, local governments) to discuss social welfare promotion issues. We can work with the academic units with academic research and social education promotion. We also can work with other professions (medical treatment) to promote the prevention of child abuse. And, we can cooperate with enterprises in fundraising/providing materials to support our work.

And the most important is we build a cognitive scheme and technical infrastructure for resource delivering and collaboration. Balancing the difference among the cultures, communications, scale, execution, obligation, monitoring, accountability and evaluation is also needed to be handled carefully. However, if there is a case of the necessity and urgent, our priority is to provide service there first and then progressively input the accountability partnership.

E. We listen to, involve and empower stakeholders

1. Following are the channels that our stakeholders provide feedback to TFCF

- (1) Regular meeting and field visit.
- (2) Official website: Make all information transparent, accountable and communicable.
- (3) Social media: Update information timely and communicate inquires online.
- (4) Sponsors: Questionnaires for sponsorship cancellation, phone call, emails and Facebook pages of our headquarters and domestic and foreign branches are channels for our sponsors

to make suggestions. TFCF always responds to these suggestions by phone, email, card or mail. Except a few phone calls left undocumented, the results of other responses to suggestions from the above mentioned questionnaires, emails and Facebook pages are all kept in records.

- (5) NGOs/INGOs : TFCF work closely with our partnership NGOs or INGOs, and we exchange experience, listen to their suggestion, conduct discussion through email and mutual visits.
- (6) Board meetings: We hold board meetings quarterly. They will evaluate and examine any vital projects or programs or proposals carefully. They will exchange ideas and opinions freely during the meetings. In addition, they can provide feedback anytime through directly contacting our CEO, the Secretariat, directors and our staffs based at 24 branch offices for any issues relating to the organization. A prompt response will be provided to them accordingly.

The evidences indicating that TFCF does listen to key stakeholder's voice and act upon what we heard:

Any stakeholder can provide feedback to us through telephones, emails, meetings, interviews, service satisfaction surveys, and other channels. Take our foster care program as an example, we invite our foster care parents and the foster child under this foster program to join our meetings and forums each year. With their feedback and suggestion, we could adjust our service program accordingly to fit the needs. For example, one of the feedback they provided was to have those fostering children receive the basic legal knowledge to reduce the occurrence of deviant behaviors. After our evaluation, we have increased the legal information to help those children understand more about the laws.

We pay attention to any social event and government action regarding children and youth welfare. Whenever is needed, we will make proposals and suggestion on the conference at all levels of government. In addition, we also immediately released news responses to the media in response to what we need to do for our stakeholders.

2. The evidences confirming a high level of stakeholder engagement in our activities and decisions from beginning to end

(1)Labor-Management meeting: Every branch holds the Labor-Management Meeting quarterly. This is for bridging an easy and open communication channel between the staffs and the management levels on the issues triggered their interest or concerns. All issues of the organizational policies and employee benefit could be proposed, discussed and recorded and all meeting minutes will be submitted into internal Electronic Document Workflow System and ensure effective communication between employees, branches, and headquarters. Furthermore, headquarters staff will pay an annual visit to each branch office. They will listen to employee feedback and also provide feedback to employees accordingly.

(2)Sponsors: Once becoming our sponsor, the sponsor will receive a Child Information Folder, followed by letters from the sponsored child and a Child Progress Report annually that relate to the sponsored child and his/her community. In addition, TFCF holds annual awards ceremony to honor and thank the sponsors who have continuously sponsored domestic or foreign needy children for 10, 20, 30 and 40 years. Sponsor and child reunions for our sponsors and their sponsored children are also held annually both in Taiwan and one of TFCF's program countries overseas.

(3)Sponsored Child: Every sponsored child shall provide information required for making an Annual Child Progress Report, including the activities they participated in and the programs they benefited from over the past year.

(4)INGOs: Routinely TFCF closely contacts with the INGOs collaborating with TFCF and their

affiliated national offices by email to communicate issues related to sponsorship administration, sponsor inquiries and the remittance of monthly sponsorship fees and monetary gifts.

(5) Board meeting: We hold board meetings 4 times a year and all board members will participate in the meetings for discussion and make resolutions.

(6) Other stakeholders: We have set up many volunteer groups and organized various activities and invite stakeholders to participate in those groups and activities. We regularly publish donation information [on the website](#) so that anyone will understand the work we do and the money they donated based on the privacy policy.

(7) Program beneficiary: In our parents career development and cultivating entrepreneurial skills, we work with parents together to develop their interests and potentials. We also work out the career plan, find out the problems and discuss the solutions together. They are involved from the beginning to the end.

3. The main likes/dislikes that TFCF received from key stakeholders and TFCF's response reacted to their feedback have been specifically explained

Technically, the main disagreement or negotiation would be the budget allocation. Different partners reveal different communication cost and relationship maintain. But all in all, the budget allocation is depending on the fund accountability and sustainability.

Furthermore, the sponsors of domestic children often show their approval and affirmation toward the service patterns and achievements of our domestic sponsorship programs because they can easily access to their sponsored child and the information of the related branch office. Sponsors of either domestic or foreign children are much more inclined to disapprove that children over 16 years old are still receiving sponsorship assistance. They suppose those children should be able to find a part-time job to help support their family. In such case, TFCF would explain that for sponsored child over 16 years old, social workers will assess factors that affect their family economy such as family income, numbers of relatives in the same household and siblings to decide whether or not to continue sponsoring the child, instead of making such decisions by child's age alone.

As for our INGO partners, some of them do not agree that TFCF distributes part of sponsorship fees in cash to sponsored children of our program countries. There are two reasons for TFCF to distribute part of sponsorship fees in cash to sponsored children; one is that it is based on needs assessment, and the other is that it enables our local staff to periodically contact the sponsored children or his/her family personally and to observe and care their development, life improvement and needs, so as to strengthen the relationship with children and their family as well as to provide timely assistance.

F. Our advocacy work addresses the root causes of problems

1. The root causes of the problems you address and the responding evidences are as follow
We collect the information from the media, related data from the government and other NGOs, and the feedback from our donors, partners, enterprises, volunteer groups and the public. We pay close attention to what happened currently, what events we should know, what advocacy we need to make. In our "[TFCF Think Tank: Research Gate for Children and Families Welfare Policy and Practice](#)", we have a data profile, press & campaign system which collect and analyze all the information we collect. In addition, we published the book "[Taiwan White Paper on Children's Rights](#)" (member login) in 2017 to serve as a standard in promoting the implementation of various child welfare and welfare policies.

And we continue to collect references to domestic and foreign literature, and through scientifically validated research studies, or lock down agency services, or expand the scope of the survey to a small sample of children throughout the country, by collecting the opinions of

children themselves and related services/caregivers. We will continue to pay attention to the trend of children's welfare developing in Taiwan.

2. The strategy and policy that we adopted to ensure that stakeholders will support our advocacy work and value the changes achieved by this advocacy

We publish relevant initiatives and policies which are based on the data bank of our service and programs. The documentation and research reports have provided a supporting and confirming evidence on the change that we intend to achieve from our programs. Our two major advocacy campaigns theming on “End Poverty” and “Child Protection” will respectively be running for several months. With a sequential activities and events, the public will get to know our programs and appeals better. Our statistics show there is a high ratio of increasing on donations from these two campaigns. For example, a Lion Club saw our “End Poverty” campaign, and they donate a grant to our community kitchen building, water pump, toilet and the basic facility to their daily life in Swaziland in 2017. These facility building help people in the community could access to clean water, cleaner environment and nutrition.

As for those corporates who contribute grants to our projects, they will be ensured with the result and performance they want to see through contract or a memorandum of cooperation signed by both parties. Most of them have been in cooperation with us for a long-term and their supports show their trust to our work.

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

1. The information concerning TFCF’s annual financial data, policies (especially regarding complaints, governance, staffing/salaries and operations), evaluations, and vital statistics about the organisation (including number of offices and number of staff/volunteers/partners) are available on our website in languages accessible by affected populations. The links and highlight membership are also listed below

Our annual financial data, overall policies are available on our website in languages accessible by affected populations, and the linkage is <https://www.ccf.org.tw/>;
<https://international.ccf.org.tw/>

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

| Memberships | |
|--------------------|--|
| 1 | <p>Taiwan Association of Social Workers (TASW) https://www.tasw.org.tw/en/page/51 TASW unifies the power of all social workers in Taiwan to enhance the professional development, to promote the communication among education, administration, and practice, as well as to provide chances for the exchange of knowledge and experiences within different fields of practice.</p> |
| 2 | <p>United way of Taiwan (UWT) https://www.unitedway.org.tw/en#2 Together with corporates, nonprofits, governments, and the general public, United Way of Taiwan(UWT) looks for effective solutions with regard to urgent issues in Taiwan and to achieve the common good of Taiwan as a philanthropic society.</p> |
| 3 | <p>The International Council on Social Welfare, Taiwan (ICSW) http://www.icsw.org.tw/ The ICSW is a non-governmental organization focused on advocacy, knowledge-building and technical assistance projects in various areas of social development carried out at the country level and internationally.</p> |
| 4 | <p>Child Health Alliance Taiwan (CHAT)</p> |

| | |
|---|---|
| | http://www.chat.org.tw/member/memberLogin.php TFCF is one of the founder members with other organizations. Its main purpose is to call on the government and the society to pay attention to children’s rights, health and well-being. |
| 5 | GlobalGiving https://www.globalgiving.org/aboutus/ Support our work with confidence and we’re fully vetted on <u>GlobalGiving</u> . Our organization has been an active, and vetted member of the GlobalGiving network since 2015. |

2. TFCF has policies in place to ensure a fair pay scale. Basically, there is no gender pay gap in our organisation. The salaries of the five most senior positions in the organisation, and the ratio between the top and bottom salaries are listing below

According to TFCF Salary Structure and Compensation Programs, the salary rate and job grade are depending on the level of academic qualifications regardless of gender and races and all details have been placed in the HR procedures/documents. In addition, we would check the salary range of the same level of jobs in government and other industries in a regular term for making sure that our salary and compensation package could maintain within the realm of government regulations.

As for the five most senior positions in the organization, their monthly salary are listed as follows:

- A. CEO USD3,990;
- B. Deputy CEO USD2,964;
- C. Department Heads USD2,580--2,640;
- D. Directors: USD1,920--2,526
- E. Supervisors: USD1,590—2,141

The top salary is USD3,990 (for CEO) and the bottom salary is USD744 (for cleaner & guard). Therefore, the ratio between the top and bottom salaries is 5.36:1.

3. We have policy and mechanism to ensure privacy rights and protect personal data

TFCF HR system helps secure employee data and keep information private. The software system and all personal data can only be accessed by HR or management staff. In addition, all HR papers related to employee personal data are also retained and kept in locks by HR and updated regularly. Our computers are all set up with an account password, which can only be used by the person who used his computer. And all our information systems have password used by the specific personnel. What is more, our systems are designed and applicable in the office only.

Prior to the case being exposed, the interviewees are asked to fill out the consent form to ensure data authorization and we will keep the information confidentially. We will delete any identified personal information, such as name, school, birth date, etc. As for those who are underage, we will ask for the approval of the parents or some other measures will be applied (e.g., mosaicing on the face or showing only the side face/back view or using a fake name).

4. TFCF’s five largest single donors and monetary value of their contribution, please refer to the following table.

| Donor No. | Name | Total (USD) | Category |
|------------------|----------------------------------|--------------------|--|
| 000560790 | CHUN WEN CHARITY FOUNDATION | 470,522 | Scholarship |
| 000890522 | SHENGLIH INTERNATIONAL CO., LTD. | 370,246 | Scholarship & emergency relief fund & general donation |
| 000984956 | SOLID FORTRESS HOLDINGS LIMITED | 225,220 | Scholarship |
| 001026765 | Anonymous (individual person) | 198,764 | Programs & emergency relief fund & general donation |
| 001062337 | Anonymous (individual person) | 149,115 | Programs & emergency relief fund & general donation |

TFCF has a policy for safeguarding our donors’ request for anonymity. If the donor asks for anonymity, we will surely to keep this donor’s information in confidential, not revealing to the public. A note remarking this donor’s information need to be kept in confidential at our computer system will be initiated. If necessary, a staff will be assigned to review the data to be provided to the donor and confirm that the information is correct which will be sent to him/her. In the part of donation credit, if donors are unwilling to publish their donation information on the website, we absolutely respect it and instead using an anonymous name. Two anonymous donors listing at the table are the individual donor not the corporate donor. They have made a request on keeping their profile in confidential. We have ensure that their contributions do not have any unfair influence on organisational activities. Their donation all contributed to our programs fully benefitting the needy children and families that we supported.

As for our 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.

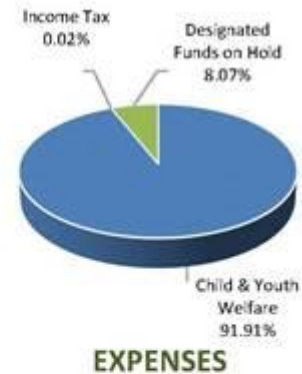
Statement of Activities

For the year ended December 31, 2017
(Amounts in thousands)

| ITEM | AMOUNT (USD) | % |
|------------------------|----------------|----------------|
| REVENUES | | |
| Donations ¹ | 127,976 | 76.31% |
| Programs ² | 17,606 | 10.50% |
| Government Grants | 19,455 | 11.60% |
| Interests | 2,074 | 1.23% |
| Property | 330 | 0.20% |
| Others ³ | 272 | 0.16% |
| TOTAL REVENUES | 167,713 | 100.00% |



| | | |
|---------------------------------------|----------------|----------------|
| EXPENSES | | |
| Child & Youth Welfare | 154,147 | 91.91% |
| Income Tax | 41 | 0.02% |
| Designated Funds on Hold ⁴ | 13,525 | 8.07% |
| TOTAL EXPENSES | 167,713 | 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.

Cluster C: Organizational effectiveness

H. Staff and volunteers are enabled to do their best

1. Provide evidence that recruitment, employment and staff development is fair, transparent and in line with your values

In the Article 2 of the TFCF policy of Employee Selection Process and Promotion Mechanism, all new recruits and employee promotions must be handled in a fair, reasonable and open manner. Any qualification of employee appointment is made and should be carried out in a consistent manner for each job requirement. We have clear regulations for the new employment recruitment and employee's promotion.

For the recruitment and employment, based on the job vacancy, we will release the news at our internal channel like Employee Portal and external channel like Headhunt. The process for new personnel recruitment is as follow:

- (1)Application: Send the resume or register online on our website.
- (2)Resume review: The applicant can log in to our website after 3 working days to check the primary result. If passed, it means that the applicant's information will be sent to the office who opens the job vacancy for the consideration and will contact the applicant directly for the further interview.
- (3)All of the results will be posted on our website.

As for the staff promotion, the standard procedure is conducted as follow:

- (1)The Administration Department in Headquarters will send the list of qualified staff to their directors on the 2nd of January every year.
- (2)The directors will select the nominees before 10th of January and inform them to fill in the application form and get prepared for the further interview.
- (3)All of the candidates will be interviewed in Headquarters before January 15th for the final decision.

2. TFCF's investment in staff 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. We have conducted the basic and advance training program on social work professional for those at the job level of the social worker while the job-orientated training program are for those non-social workers. 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 2017, we spent USD588,523 (17,655,703 NTD) for the cost of workforce training which share about 0.354% of the total expenditures.

We also provided personal safety trainings in the new employee orientation, and also encourage employees to attend the training programmes of Sexual Harrassment Prevention and the propaganda posters of gender equality have been posted in workplace. We are expecting to create a gender friendly environment in workplace.

There are currently no related indicators or improvement plans in the organization.

I. Resources are handled effectively for the public good

1. The resources in line with TFCF's core values and globally-accepted standards without compromising your independence that TFCF acquired

Based on our mission of "Where there is a need, there is TFCF", we remains good relationships with the public, communities, enterprises and the government to help discover and connect the inner and outer resources of the communities and provide our services to benefit those in need. We publish an annual report to report our work and the financial statement complying with financial regulations in an open and transparent manner in order to ensure the proper use of the social resources. Please refer to the following table for the details:

| The analysis of expenditures for child & youth welfare in 2017 (Amounts in thousands) | Item | Amount (USD) | % |
|--|---|-----------------|---------------|
| | Domestic Sponsorship Fees and Gift Money | 53,058 | 34.42 |
| | Domestic Programs | 59,232 | 38.42 |
| | Emergency Relief Fund | 1,011 | 0.65 |
| | Scholarship | 11,593 | 7.52 |
| | Foreign Sponsorship Fees and Gift Money | 10,291 | 6.68 |
| | Overseas Programs | 195 | 0.13 |
| | Equipment | 4,742 | 3.08 |
| | Administration Costs | 12,595 | 8.17 |
| | Others | 1,430 | 0.93 |
| | TOTAL | 154,147 | 100.00 |

| The expenditures of domestic programs in 2017 (Amount in thousands) | Item | Amount(USD) | % |
|--|--|----------------|---------------|
| | Domestic Children Sponsorship Program | 93,031 | 77.32 |
| 1. It includes Parents Career Development, Youth Capacity Building, Head Start, Youth Start-up. | Poverty Reduction Program* ¹ | 3,316 | 2.76 |
| | Child/Youth Protection Program | 4,955 | 4.12 |
| | Child/Youth Foster Care | 11,102 | 9.23 |
| 2. It includes choirs, libraries and Community Service Programs. | Institutional Placement | 1,457 | 1.21 |
| | Day Care Service | 628 | 0.52 |
| 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 | 2,026 | 1.68 |
| | Community Service Program* ² | 1,486 | 1.23 |
| | Aborigine Service Program | 118 | 0.10 |
| | Other Programs* ³ | 2,203 | 1.83 |
| | Total | 120,322 | 100.00 |

2. The progress that TFCF continually monitored against strategic objectives, and resources re-allocated to optimise impact

Based on the different composition of partnership and program, some related monitoring procedure as followings:

- (1) Branch offices: Internal monitoring, monthly program budget balance sheet, quarterly report, field monitor in site.
- (2) Emergency assistance: Irregular/Regular report from partners, site-reports. (Earthquake, Flood, contingency disease) devastating
- (3) Regular international cooperative projects with well-organized INGOs such as ChildFund

Alliance, then follow the standard procedure. Quarterly report, budget balance sheet, photos (high resolution).

In addition, we periodically supervise the implementation status of the branch offices on the basis of quarterly and annual reports. If the resources are used differently, it will be adjusted accordingly.

3. The policy and regulation that TFCF take to minimize the risk of corruption, bribery or misuse of funds, for example, the financial controls that TFCF facilitates and any necessary risk-management process needed to be initiated when controls fail.

The publication of TFCF's annual financial report is requested to comply 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.

In compliance with the financial law and regulations regulated by our government, the qualified independent auditor would visit our headquarters to conduct an audit on our financial activities twice a year. As for TFCF's annual financial statement, the chartered auditors will stay at the headquarters for around two months auditing the overall TFCF's financial activities and reports. 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.

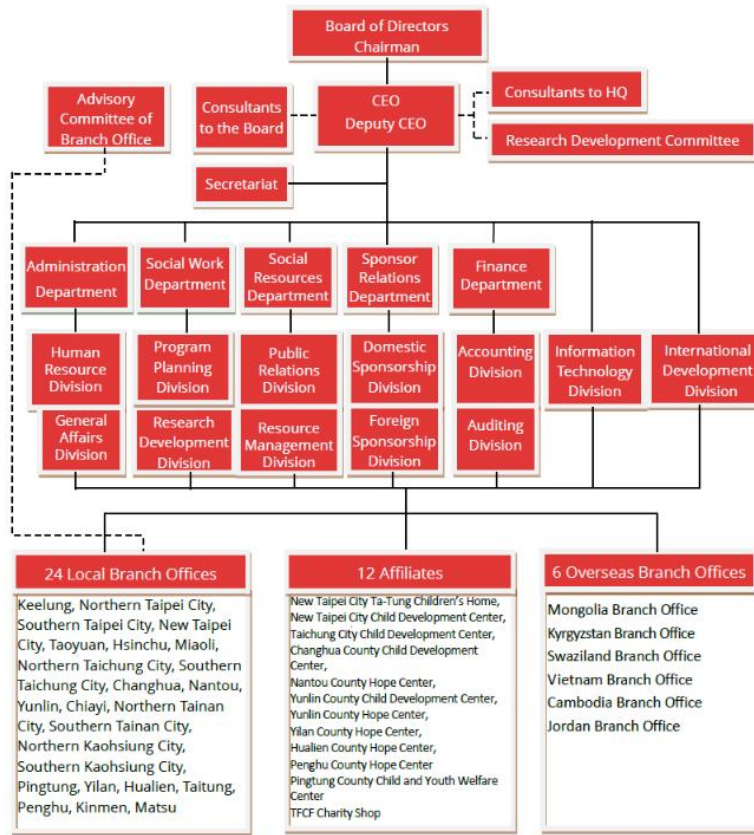
Besides the external auditing, we have also established an internal auditing mechanism and an external accountability system to reduce financial risks and act based on the Financial Risk Management. If there is any rebelling against our financial regulations on accountability after the auditing, this will be reported to the management level or higher level immediately. If the evidence proved that this person really committed any unethical behavior after a careful investigation, this person will be dismissed right away. However, if this person's unethical behavior causes our organization any financial or reputation damage, we will appeal to the court for the legal proceedings. We have policy and regulations to prevent from any corruption or financial risk. Please refer to Appendix I.3-1: TFCF Anti-Corruption Policy & Appendix I.3-2: TFCF Financial Risk Management

J. Governance processes maximise accountability

1. TFCF's governance structure and policies/practices guide replacing and recruiting new trustees/board members

We will recruit managers either new or replace headcount through internal selection process primarily. The CEO shall be appointed by the Board through the nomination, panel interviews and election procedure by chairman, the Board of Directors and members of Nominations Committee. The recruitment procedures of directors of all subsidiaries and affiliates have been included the training supervisor interviews, the mentoring process, and management skills training. The director shall be appointed by the Board through the nomination and panel interviews by CEO and the Personnel Committee.

Organization Chart



We established the first overseas branch office, TFCF Mongolia in 2004. Afterwards, we established five more overseas branch offices in Kyrgyzstan (2012), Swaziland (2013), Vietnam (2014), Cambodia (2015) and Jordan (2018). We provide the profession of social work, bring Taiwan experience and keep on developing our services in overseas.

2.The mechanism on how TFCF’s board oversee the adherence to policies, resource allocation, potential risks and processes for complaints and grievances

Our Board of Directors meet once every three months. The topics about critical policies, resource allocation, budget, financial statement, key rules or regulations for management or governance are the areas that they oversee. There are clear distinctions between the roles of the Board and the Management Team led by CEO (MT), to which day to day management is delegated. Matters such as policy and strategic plans are prepared by the MT for consideration and approval by the Board. So does complaints and grievances related to any critical matter related to policies, resource allocation, potential risks and processes. A risk policy ensures compliance with relevant laws and regulations in the jurisdictions for TFCF office management and organization governance has been established. Please refer to [Appendix J.2 TFCF Policy of Risk Management](#).

Our staffs could access to our board members freely if they do want to share ideas or express their opinions with them. The correspondence information of our board members is open to our staffs. We don’t need to established any formal mechanism for employees below executive level to report or talk to the Directors of the Board since they could reach our board members anytime through the contact information we distributed to each branch office and affiliates. Furthermore, opportunities are also provided by informal opportunities to meet, including at the TFCF Management Level Meeting twice a year and one annual retreat for all staffs. The venues for

annual meetings or annual retreat are usually outside of the working environment, this will help the communication, sharing or talking proceed in an easier and relaxed manner. Through a bottom-up communication between the board and the staffs, we are also happy to see that we could build our consensus on the strategic goal for the needy children together.

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

3. TFCF's processes and mechanisms to handle complaints (internal and external), including those relating to unethical behavior(The decision about the need for confidentiality for those involved, as opposed to the need for accountability and transparency about incidents)

Employees can voice their complaints through the internal grievance procedure and appeals will be heard by the Employee Appeal Committee. The committee consists of members from Labor and Management, and the selection and appointment are handled in a fair and open manner to ensure that employees will be able to follow a fair grievance procedure to be heard and avoid conflicts and receive the result in written format. This year, there was no appeals submitted by employees during the reporting period.

As for external, take our sponsors as example. Our sponsors are able to submit their complaints by phone and email of Sponsor Relations Department, our headquarters as well as domestic and overseas branch offices or by questionnaire for sponsorship cancellation. Complaints submitted to SR Department are directly handled and replied by its staff. For those submitted to departments or branch offices other than SR Department, the complaints related to domestic sponsorship will be transferred to Domestic Sponsorship Division of SR Department or the branch office having to do with the complaint, and the complaint related to Foreign Sponsorship Division of SR Department will be transferred to Foreign Sponsorship Division to handle and reply. When the complaint case is closed, we will notify the related department or branch office of the case in order to improve our service quality depending on the influence of the case. Meanwhile, the result of the compliant case will also be reported back to the department or branch office first receiving it. Relevant departments or branch offices might be called for to work on major complaints together.

K. Leadership is dedicated to fulfilling the 12 Commitments

1. TFCF's governing body and management to hold accountable for fulfilling their strategic promises including on accountability

It is important for the governing body to be responsible for their promise which will win their stakeholders' trust. Therefore, in order to be accountable, they should be responsible for the followings:

- (1)Responsibility for the mission - the organization's value, realization, and organization of the non-profit principle
- (2)Responsibility for operations - the appropriate prioritization of the operation, organizational governance and supervision
- (3)Responsibility for finances - the fundraising integrity, financial transparency, financial audits, etc.
- (4)Responsibility for performance - job quality and effectiveness

And, through the self-discipline (active) and heteronomy (passive), they help keep the accountability, such as transparency (information disclosure, self-check, subjecting to legal or regulatory restrictions, acceptance of external independent person/units check.

2. The steps that TFCF took to ensure that staff are included in discussing progress toward commitments to organisational accountability

In the beginning of 2017, we have become a full member of Accountable Now through a process of document accreditation. We would like to demonstrate a willingness to not only ensure the job is done, but also accept responsibility for proving the accountability through the validation of the international standard. In connection with the staff involvement, it includes the followings:

(1) Empower our staff with the on-the-job training and in-the-field practice: We provide on-the-job training courses and in the field practice for empowering our staff with the profession they need. Staff are involved in planning and decision-making and encourage leadership. They are fully empowered. In 2017, we held an International Conference for Children's Rights which was planned by our staffs. Different levels/categories training programs aiming to upgrade social-work skills and knowledge on child protection, foster care, and sponsorship as well as several specific training programs theming on specific topics like fundraising, finance and accounting have been conducted at a regular basis.

(2) An easy and open working environment for all staff: We believe that a culture of accountability at the workplace is built on mutual trust. Our staff are free to discuss what they would like to discuss during the meeting. Their involvement will lead to better decisions, which will lead to commitment and drive accountability.

3. The scope of coverage of this accountability report. (i.e. the organisation as a whole or the international secretariat?) The authority or influence does headquarters have over national entities has been explained. The strategy and policy that headquarters apply to ensure subsidiaries compliance with the accountability commitments and to drive the overall accountability agenda

The scope of coverage of this TFCF Accountability Report of 2017 is for the whole organization. TFCF has incorporated the activities of branch offices and affiliates within the boundary for reporting purposes. Our subsidiaries operate integrally with the 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 submit quarterly reports, quarterly statistics, annual performance reports, or feature report to the headquarters. Basically, all of our associated units have reported in full. The management level at the headquarters will examine and evaluate those reports and their performance. Through the annual visit paid by supervising departments to the branches/affiliates for an annual evaluation and the annual meetings for all management levels (both HQ& subsidiaries) of TFCF, we are able to maintain an integrated communication between HQ and the branches/affiliates.

A complete set of working principles and code of conduct are also available to help make sure that each unit or every national office comply with the community commitment to drive the overall accountability. We conduct the internal performance evaluation for each employee two times a year while an external monitoring or evaluation for the organization will be conducted once a year, and the commitment to the accountability of program, financial and administrative management is the core to every regulation.

Take our financial accountability as an example here, we sent auditors to branch offices to audit their financial management, including financial data and quality account to see if all have been conducted in the principle of accountability and transparency. Each donation at each individual account has been filed at our Financial System; therefore, we are able to make sure 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.

Our annual financial report is published through 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 & 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 their approval, and then to our government agency for their permission. As for our commitment to the accountability to program implementation and management, TCFC has also managed to ensure the effectiveness of our resource allocation in achieving key strategic objectives.

Dear Readers,

This Report is the collaborated efforts from different departments within TFCF addressing to the new reporting questions that Accountable Now has provided this year. We have tried to answer each question accordingly with our best knowledge. An appreciation to my colleagues at headquarters who help reply the questions according to their own responsible areas. A special thank-you also goes to my colleague at Secretariat for their joined efforts on data collection and the translation on each piece of information. This is a report completing through a joined efforts. We hope that you will get to know TFCF better after reading through this Report.

*Carol Shuling Huang
Editor-in-chief*