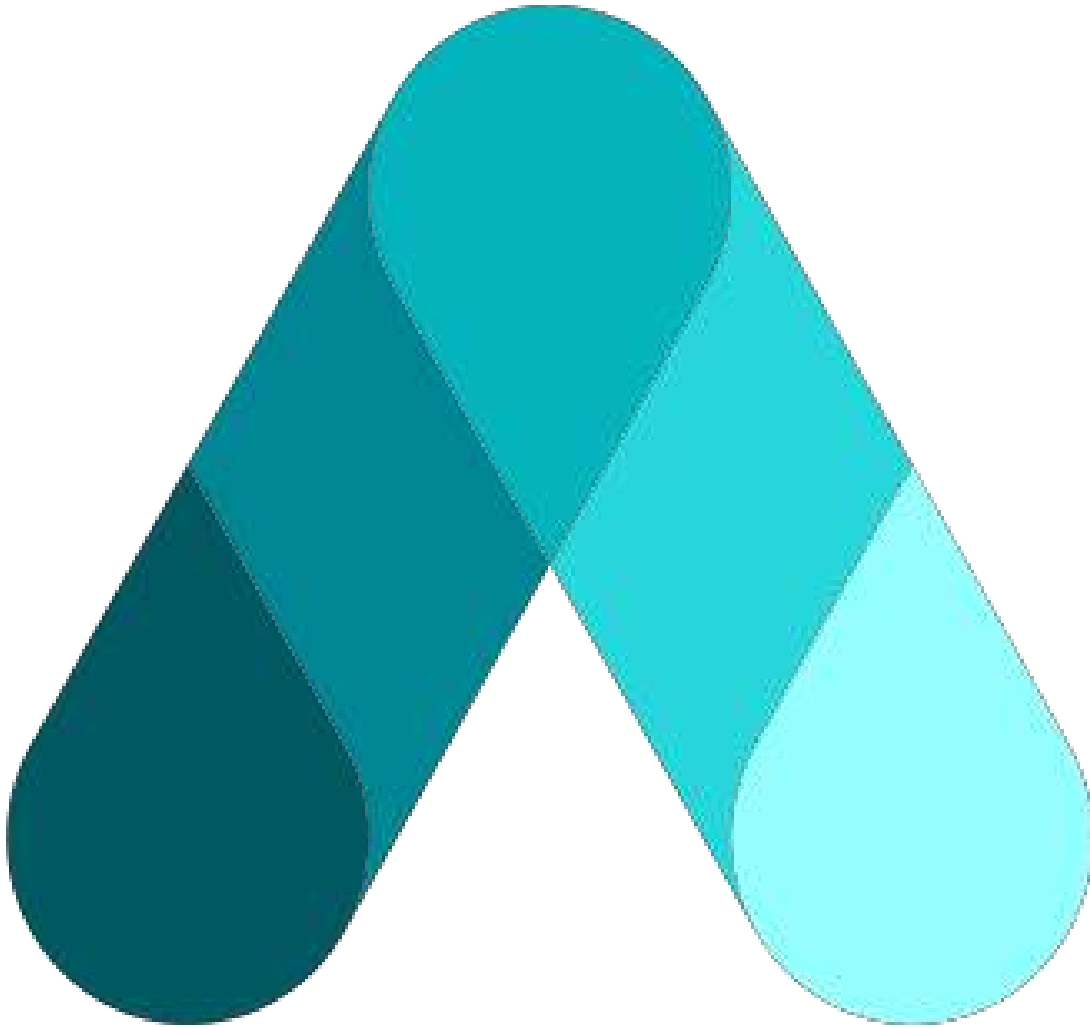




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Taiwan Fund for Children and Families 2019 Accountability Report

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Taiwan Fund for Children and Families 2019 Accountability Report

Opening Statement from the Head of Organisation

June 30, 2020

Dear Panel's members,

First of all, I would like to express my appreciation for your confirmation to our accountability performance which moves TFCF to biennial reporting status. It does inspire us to have more confidence in reaching the standard of accountability made by Accountable Now.

From our 2018 report, we found our key strengths which included our expertise and contributions being valued by stakeholders, environmental sustainability, approach to partnerships and privacy rights. As for the areas for improvement, they were stakeholder identification, stakeholder engagement, stakeholder involvement in advocacy efforts and complaints mechanisms. For those strengths and weaknesses, we will try our efforts to maintain the good ones and make improvements for those areas needed. Thank you for the Panel members. From every feedback, TFCF has learnt gradually and been aware to those areas where we need to review and examine again, including our feedback/complaint mechanisms which have been carried on for years. I have assigned the related departments to handle and discuss this issue carefully. We do regard any feedback and complaint from our valued stakeholders as important issue to us.

In 2019, we started to implement the [Foundation Act](#) announced by our President. Our organization needs to operate in accordance with the rules of the Act. There is something different from the past which we need to add the supervisors in addition to the board members. I think this also matches the Panel's feedback for our evaluation to the board. We will add accordingly and will be recruited the supervisors in the near future. In addition, I noticed that it is hard for us to keep the gender balance on our employment, especially our majority of employees are social workers. In Taiwan, it's common for NGOs that the majority of social workers are female. This is because most of the students



major in Social Work Department are female and it is about 5 or 6 times more female than male. Take our organization as an example, our social workers are all graduated from the social work department in the universities. So, we have more female social workers than male workers. And so do other NGOs. I think this is one thing which is quite different from other countries and hard to achieve the balance.

Being an accountable NGO is a vital importance. Without trust, people won't take any action to support the organization. TFCF has been providing services and humanitarian support to needy children and families since 1950. Even though we have been running for 70 years, we still have to follow the trend of the times. Thank you for your assistance to keep us updated to the standard of the accountability. We will keep carrying on our commitments to the public that is "Where there is a child in need, there is TFCF".

Respectfully,

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



Cluster A: Impact Achieved		
A. The impact we achieve		
A1	<p>Mission statement and theory of change</p> <p>TFCF's mission and core values are stated. There is also an explanation of changes to services in a community in the north of Taiwan. Can TFCF provide information on the whole organisation's theory of change, or guiding objectives, in the next report?</p>	3
Reply	<p>Our guiding objectives in 2019 is shown as follows. However, we also have a 4-year 2019-2022 goal which will be shown in our next report.</p> <p>2019 Annual Objectives of the Work Plan</p> <ol style="list-style-type: none"> 1. In accordance with our mission and purpose, in the spirit of green energy conservation, implement the construction and maintenance of TFCF New Headquarters Building and domestic and overseas offices. 2. Focus on the development of the cultivation for professional managers, including supervisors and directors. Under the goal of sustainable management of the organization, TFCF continues to optimize the retention mechanism for selection and training of employees, and actively provides a safe and friendly working environment. 3. Based on the evidence, we review and adjust the domestic and overseas professional services in order to effectively help our assisted children to adapt themselves to the society well and meet their needs at different stages. We hope to increase the effectiveness of the services and the influence to the society. 4. In accordance with our social welfare purpose and combined with social innovation and profit models, we create a new unique business model. 5. Advocate the optimization of children's rights policy, actively participate in the improvement of community environment and the improvement of parental functions of individual families, and use digital technology to establish child protection and friendly environment. 6. Create our brand marketing effectiveness regarding anti-poverty and child protection and actively strive to be the voice of children. 7. Establish a data analysis mechanism, improve public welfare fundraising strategies and analyze the benefit value of various types of donation media, and actively develop and maintain corporate resources in order to be our foundation for the sustainable operation in response to the socioeconomic boom. 8. With goal management, master domestic and foreign sponsorship resources monthly, and improve the activation and utilization of unused resources to meet the substantive needs of the organization to serve children, families and develop various services. 	



Reply	<ol style="list-style-type: none">9. Through the optimization of the financial information system, implement regular financial analysis and forecasting, and provide empirical information on organizational operating decisions.10. Maintain our fine traditions, actively promote domestic and foreign fund-raising accountability and financial security, and the legality of our newly established service and profitable business projects.11. Continuing the spirit of sustainable development indicators (SDGs), developing various service projects and benefit evaluations of services, and responding to the needs of local children.12. Build an international emergency assistance and inter-regional transnational cooperation platform, and connect the domestic public sector and civil society networks to enhance our overall international service voice and organizational influence.13. Continue to integrate the connections and management of all the information of our organization, and effectively communicate and improve the new services and information systems that are gradually promoted to optimize the use experience of the workers and enhance the overall work efficiency.14. Maintain two-way communication between decision-making and practical management levels, and assist the board members in fully understanding and assisting the operation and service of the organization.	
A2	<p>Key strategic indicators for success</p> <p>TFCF's success indicators are mostly the SDGs – the report lists which SDGs cover the existing projects, and where there is no overlap between a project and the SDGs, internal indicators based on the SDG framework are proposed.</p> <p>An example is provided of targets for an education project in Mongolia, and the Panel would be interested in knowing whether there is a framework with similar more specific indicators for other programmes? As the SDGs themselves do not present measurable targets for organisations as they are for governments, it is difficult to understand what TFCF is aiming for specifically.</p> <p>An example of specific indicators which are also linked to the SDGs is CARE's indicators for measuring outcomes and change. Restless Development's results framework is another example.</p> <p>In terms of stakeholder participation, we would like to know whether stakeholders are involved in setting success indicators, such as the number or percentage of programmes implemented or people reached.</p>	2



Reply

Our projects are based on the Sustainable Development Goals (SDGs) of the United Nations, however, if the SDGs fail to cover all the projects, internal indicators based on the SDGs framework are proposed in supplement. The planning and execution of projects each year as well as the assessment of the projects' outcomes are conducted pursuant to the SDGs framework.

In our report, we provided the example of education project in Mongolia. Please refer to the attachment for details (Attachment A2). We have it translated into English for related contents. For the education improvement project conducted in Mongolia under the SDG4, the targets were set on the attendance of the project's participants and the ratio of their successful enrollment. Therefore, the attendance rate of the participants in class as well as the number of participants successfully enrolled in universities and the number of enrolled in national universities were collected. Also, we came up with questionnaires on the satisfaction with the curriculum content to capture the thoughts and perception of the participants for future adjustment and improvement of the project. In the end of 2018, we discovered that teachers failed to arrive in classrooms for sessions and that part of the students in the training project found it difficult to come to class without subsidy in transportation because of the longer distance from their place to the classroom from the feedback of the students in the education improvement project. As a result, in signing contracts for the training project, teachers were requested to make up the hours should they arrive late or leave early from their classes. Also, after students' feedbacks were collected, we deemed it necessary to subsidize their transportation, and so the subsidy will continue to those living in a longer distance.

Impact framework		
The services will be rooted locally and the sustainable development goal #4 (SDG4) will be established which is the quality education.		
Outcome	Indicator	Measurement
120 middle school graduates benefit from the course	90% of attendance	1. Course attendance form 2. Social workers assist tutoring participants who are late or absent.
80% of the participants are admitted to the university	University admission certificate	Statistics on the number of college students
10% of the participants are admitted to the National University	National University admission certificate	Statistics of the number of national university students admitted
90% of the participants actively participated in the center's college promotion program and were satisfied.	Participation in the program satisfaction survey	questionnaire survey
Development of learning attitude	1.Participants' changes in attitudes 2.The observation of teachers and social workers	1. The observation of teachers and social workers 2. Participants' shares about their changes in learning attitude



	<p>As for the participation of the stakeholders, according to the Commitment 4, our partners and we meet to discuss the status of our collaboration on a regular basis to ensure the quality of the collaboration.</p> <p>As for the supported parties, the voices and feedbacks of the supported individuals and the supported communities are collected via regular visits, questionnaires on project execution, and regular meetings with the community committees, while learning and adjusting based on the prior experiences.</p>	
A3	<p>Progress and challenges over the reporting period</p> <p>A map depicts TFCF's work in different countries, and which SDGs are prioritised. This provides an idea of TFCF's activities, but it is not clear whether these are in line with goals and targets.</p> <p>The report outlines a number of challenges, both in terms of creating and consolidating indicators to assess the effectiveness of TFCF's work, and in terms of obstacles to the implementation of programmes.</p> <p>In the next report, if TFCF is able to provide more specific indicators on TFCF's program's effectiveness and how these programs address the needs under question A2, can it also provide information on progress towards these indicators, i.e. whether it is on track in achieving the results it aims for?</p>	2
Reply	<p>SDGs have always been the focus of our work, where most of our programs are structured around them. For instance, our learning improvement, talent cultivation, and scholarship programs address SDG 4 "Quality Education"; our livelihood subsidies and supplies sponsorship programs contribute to SDG 1 "No Poverty". In terms of progress tracking, each department performs professional self-monitoring and reports regularly to us. In addition, we would hold department meeting at least once per month to ensure that each program is strictly monitored, improvements are implemented in a time efficient manner, and that the programs adhere to our core objectives. Each program is evaluated with methods corresponding to its nature, such as questionnaire, rating scale, and participatory observation.</p> <p>Every year, we would also compile and evaluate last year's work performance to set the goals for the current year. Our goals for 2019 were as follows:</p> <ol style="list-style-type: none"> 1. Scaling international emergency assistance and expanding international interactive platform <ol style="list-style-type: none"> (1) Promote inter-disciplinary collaboration to address the needs of local children and youths. (2) Engage in regional cooperation in establishing a joint service platform 2. Localizing services and deepening the applications of SDGs performance evaluation model 	




3. Scaling international emergency assistance and expanding international interactive platform
 - (3) Promote inter-disciplinary collaboration to address the needs of local children and youths.
 - (4) Engage in regional cooperation in establishing a joint service platform
4. Localizing services and deepening the applications of SDGs performance evaluation model
 - (1) Establish a service management system based on SDGs
 - (2) Address development needs with ecology-oriented services
5. Delivering SDGs-focused international social services
 - (1) Broaden international horizon and improve multinational project management capability
 - (2) Set up a two-way working model to evaluate projects' impacts
4. Mobilizing resources to advocate TFCF's role as an international service provider
 - (1) Pool resources of the government and the society to help publicize TFCF's image as an international service provider
 - (2) Utilize the network of social media platforms to integrate online-and-offline marketing models

In terms of scaling international emergency assistance and expanding international interactive platform, we hosted a two-day international forum in the Philippines, welcoming 23 speakers from worldwide and about 400 participants in total. The forum sparked lively discussions which gave rise to new service ideas and fruitful exchanges among participating entities. The forum also served to help integrate the resources and capacities of different organizations to address the needs of children and youths, which include fundamental issues such as alleviating poverty as well as delivering emergency assistance to the Central America, Japan, the Philippines, and India.

To localize TFCF's services and deepen the applications of SDGs performance evaluation model, we have oriented our service planning and management towards SDGs as mentioned. Also, we have been focusing on service localization in the context of history and culture to ensure the sustainability of our services. Concrete project examples include the community kitchen program in the Kingdom of Eswatini (Eswatini), and also the housing support and TFCF Village programs in Mongolia.



	<p>In order to deliver SDGs-focused international social services, we have conducted regular educational trainings and adopted a supervisory system to enhance the professionalism and sensitivity of our social workers in providing international humanitarian aid. For the same reasons, we have also been working on the Chinese translation of the book, "International Social Work: Issues, Strategies, and Programs". Throughout 2020, we continue to develop integrated performance indicators to evaluate the overall performance of TFCF and also evaluation indicators to assess the impact of each program.</p> <p>Finally, we have been mobilizing resources to advocate TFCF's role as an international service provider through several approaches. For instance, we conducted campus outreach programs, attended relevant meetings, co-organized photography and installation art exhibitions with cross-fields experts, as well as engaged in social media marketing such as Facebook and Instagram.</p>	
A4	<p>Significant events or changes regarding governance and accountability</p> <p>In 2018, CEO Betty Ho was re-appointed to lead TFCF. Two key changes are the opening of an overseas branch of TFCF in Jordan, and the exploration of the possibility of changing TFCF's logo. In future reports, can TFCF make a stronger link between the updates (such as changing the logo) and their implications for accountability?</p>	4
Reply	<p>The change of our logo has something to do with one of our main stakeholders: our assisted children, their families and stakeholders. It complies with our mission and it's our hope that all the children can live and grow in a safe and healthy environment. In our logo, people can see that there are two tall trees which represent the parents and the house that protect the child, the one in the middle. Once the parents can't carry on their duties, it will be our other stakeholders to continue the duties to restore the family function to protect the child who can grow up and create their bright futures.</p> <div data-bbox="300 1615 1294 1749"><p>財團法人 台灣兒童暨家庭扶助基金會 Taiwan Fund for Children and Families</p></div>	



B. Positive results are sustained		
B1	<p>Sustainability of your work</p> <p>The report provides specific examples of how TFCF's work has an impact beyond the project cycle. A community support project in Cambodia offers courses to community members and helps facilitate community committees, thus empowering both individuals and the wider community.</p> <p>Another example is of TFCF partnering with the Lions Clubs in Taiwan to build a water station in a community in Kyrgyzstan, and conducting follow-up visits to supported families.</p> <p>The report talks about education projects, which are a key focus for TFCF. Scholarships are given to college students, and TFCF follows up with students after their studies to track their status.</p> <p>A broader link to sustainability could be made in this section. For example, explaining how the education projects lead to skills and capacities that people will continue to benefit from after TFCF's involvement ends and how those projects have had an impact on individual's well being and their family (economic independence, health and education) or how the community's water system maintains itself, etc . We would also like to hear about how TFCF partners with local organisations when implementing their work, and whether any capacity building is offered (how is the training provided, for how long, by whom, etc, which would also lead to more sustainable outcomes. In TFCF's response to the Panel's last improvement analysis, some relevant information is provided about TFCF's cooperation with local partners – this would be a good starting point.</p>	3



Reply	<p>In addition to conducting a detailed and prudent evaluation before deciding to cooperate with local organizations, we provide various comprehensive or specific training during the cooperation process, the training content is adjustable and it depends on the status of the cooperation process.</p> <p>From example, our workshop in 2018 Vietnam, “SDGs in Practical and NGOs Platform Establishment: 2018 TFCF International Workshop for Practitioners”. The workshop was originally looking forward to the establishment of learning and exchange of service models in Southeast Asia. However, due to the suggestions made by our partners in Southeast Asia and international organizations in our 2017 Cambodia International Symposium, we adjusted our plan. Since they were interested about social work profession and service delivery in Taiwan, in the three-day Vietnam workshop, we shared Taiwan’s experience and integrated heterogeneous and non-physical cooperation opportunities. In this way, relationship interaction was not just about sharing experience by each individual, but the form of workshop that got rid of speaking restrictions and created more opportunities for communication and dialogue.</p> <p>Other such as Eswatini, Vietnam, and the Philippines centers have also organized training activities for related organizations. In addition to the training arranged by ourselves, each branch office also actively participates in local activities. In 2020, we are going to hold an International Forum in Jordan. By inviting local partners to participate, looks forward to the possibility of further dialogue and discussion of cooperation.</p>	
B2	<p>Lessons learned in the reporting period</p> <p>The report shares lessons learned from two areas of work.</p> <p>Identifying room for improvement in the training of social workers in TFCF's overseas offices, more training opportunities have been offered. In 2019, peer exchange opportunities between offices will be set up, to further promote learning.</p> <p>TFCF found that service continuity was lacking after children left their early treatment centres. In response, family support services were set up to provide individualised assistance to improve parents' capacity and improve how the family functions.</p> <p>The Panel would also be interested in learning relating to non-programme related areas, such as internal processes or staff issues. Can TFCF share any examples in this regard in its next report? An example would be the move to more flexible working hours in order to improve staff work-life balance, and thus motivation.</p>	3



Reply

Most of our staffs are social workers. We also have educators, child life assistants, clerks, accountants, cashiers, nursery governesses, etc.. We help build up staffs in each areas with core competencies. We focus on their needs and hold advanced trainings, including treasurer trainings, administrative clerk trainings, headquarter specialist trainings, child protection trainings, wraparound trainings, TFCF director's trainings, etc. In addition, our staff training system is praised and approved by our government and NPOs.



C. We lead by example		
C1	<p>Excellence on strategic priorities</p> <p>An example is given of a workshop TFCF held in Vietnam, which brought together international scholars, workers, Taiwanese scholars, and representatives of TFCF overseas offices. The average score from an evaluation survey was 8.67 out of 10, and examples of positive comments by participants are shared. One of these highlights the importance of TFCF's humanitarian work outside of Taiwan, and that learnings should be shared in Taiwan.</p> <p>Another example is the recommendation TFCF provided to the Taiwanese government about the use of their information system, work manual, and placement evaluations – these have been accepted by the government as the standard which other providers should use, and counties and municipalities have been requested to follow TFCF's approach.</p>	3
Reply	<p>The workshop TFCF held in Vietnam in 2018 brought together international scholars, social workers, and staffs of TFCF headquarters and overseas branches. The focus of this meeting was two:</p> <ol style="list-style-type: none">1. How we plan, implement, monitor and evaluate the programs under the framework of SDGs.2. How we exchange information among different institutions and organizations, and to cooperate resources and programs effectively. <p>This conference is a transfer of experience and ideas with Taiwan characteristics. It was mainly planned on the basis of sharing the establishment and delivery mode of Taiwan's social work profession with participating international organizations. To let other individuals and organizations in Taiwan know more about TFCF's business and services, and also hope to give more encouragement and affirmation to the practitioners in Taiwan, the feedback and discussions obtained at the Vietnam seminar are mainly shared in Taiwan through various meetings, trainings and outreach activities.</p>	



C2	<p>Expertise is recognised and welcomed by peers and stakeholders</p> <p>The report shares several impressive examples of TFCF's expertise and contributions being valued, mostly by academics and the Taiwanese government.</p> <p>TFCF's information about child protection has been included in school textbooks, research published by TFCF as had a high level of online interaction, the Taiwanese President has recognised TFCF's efforts in international service, and TFCF representatives have been invited to serve on the Taiwanese Health and Welfare Ministry's professional advisory committees. Links to news articles are provided for further details.</p> <p>More positive feedback is detailed under question C1.</p>	4
C3	<p>Inclusivity, human rights, women's rights and gender equality</p> <p>The response focuses on TFCF's approach to diversity and inclusiveness in recruitment and the workplace. Recruitment is not affected by candidates' gender, marital status, ethnicity, disability, etc. and there are quotas for aboriginal people native to the locations TFCF works in. The report mentions that TFCF has employees with physical, intellectual and developmental disabilities, and explains how a friendly and accessible work environment is created.</p> <p>A new policy on the prevention of sexual harassment was introduced in 2018. TFCF provides sexual harassment prevention trainings for employees, has a quota of at least 50% female representation on the relevant Complaints Committee, and has provisions for pregnant women and mothers such as resting/breastfeeding rooms and flexible working hours.</p> <p>The Panel commends these efforts, and this information is also relevant under question H3. More information could be provided on inclusivity and human rights in TFCF's programmes.</p> <p>The report mentions that TFCF's social workers are required to abide by the professional code of ethics in social work. It is also stated that TFCF aims to ensure the rights of service users; can more detail be provided on how this code of conduct is implemented and monitored? Are there any relevant policies, such as on gender equality or inclusion in programmes? Does TFCF have similar diversity quotas to those around employment, requiring gender and ethnic representation in programmes? Are there specific efforts to engage those at risk of being excluded from TFCF's work?</p> <p>Examples to refer to in this regard include CBM's policy framework on inclusion, CARE's gender policy, Restless Development's recruitment and equal opportunities policies (see pp. 24-27 of their Employee Handbook).</p>	2



Reply

The core spirit and personnel training system of TFCF follow the professional work methods, values and ethics of social work, and we are committed to protecting the rights and feelings of service users. For local co-workers, each of our overseas branch offices will regularly provide professional training on the work to enhance their professional capabilities, and through the supervision mechanism, the Taiwan commissioners assigned overseas can discuss and review the work with local co-workers in a timely manner. Moreover, it also regards the competence and performance of the co-workers as giving them the authority or responsibility of the team leader or supervisor, thereby nurturing local talents (Attachment C3: Professional code of ethics in social work).

Regarding the policy of childcare leave without pay, in accordance with our Article 30 of the work rules, an employee may apply for a childcare leave without pay before the child reaches the age of three after six months of employment. But the childcare leave can't be more than two years. Regardless of the gender of the employee, this policy can be applied by those who meet the above conditions, including male employees. By doing this, it also reaches the goal of gender equality.

In terms of employee recruitment, according to the law, the aborigines and the people with physical and mental disabilities are provided with protection quotas, and the other staff are only employed according to the performance of the written examination and interview. We have acted accordingly for years.

Since 2013, due to the demographic changes, we have developed diverse and integrated community services through TFCF Community Service Program. Through the program, the children in the community will be benefitted greatly by our services and those services will be continue to be rooted in the local communities. In 2018, we have proposed 39 community service plans in total. 3,300 sessions were held and over 70 thousand cumulative attendances of community service were recorded, such as Community Baseball League, Remote Communities Service and Remote Schools Sponsorship, and Hope Classroom for promoting the inheritance and revival of the traditional culture of Taroko (The Taroko(Truku) tribe is one of Taiwan's 14 aboriginal tribes).



The Aboriginal community services of our community effort plan are based on remote tribes of Indigenous tribes who lack resources and lack development and educational resources for children. They are mostly economically disadvantaged, educated between generations, or families with weak child protection support systems. The plan takes cultural exchange and integration as the main concepts, and leads the indigenous peoples to carry out cultural identification and multi-ability construction. In addition, he assists in the development of tribal industry work, and uses tribal tourism and tribal microeconomic models to create job opportunities for parents and tribal residents, while sharing indigenous culture with the general public.

Family treatment service for child protection cases-Taitung Family Support Center handles growing groups for indigenous mothers in this project based on the regional characteristics of their counties and cities, assisting them to explore life course, obtain comfort and support, enhance self-confidence and cultural identity 1. Learn proper parental skills and face / handle life pressure to reduce the possibility of child abuse again.

In the service of economically disadvantaged families, in order to enhance the workplace participation of the vulnerable, provide single parent employment training services and entrepreneurial assistance resources. The participation rate in the training courses is as high as 90% of female roles. On the issue of ethnicity, special consideration will be given to the relative disadvantage and social exclusion during the evaluation of the case, the situation will be considered, and the opportunity for subsidies / services will be given as much as possible. For example, in one aspect of the evaluation of the case, the calculation of the working population and the dependent population, according to statutory standards, the indigenous people over 55 years old are dependent population, and the non-indigenous people are over 65 years old, considering the flexibility of their situation.



C4

Minimising negative impacts on stakeholders

2

The report explains how TFCF makes sure to take local cultures and regulations into consideration in its overseas work, to empower local communities, and to collaborate in an open manner with local partners and service users.

TFCF's International Development Division tracks projects and maintains close communication with overseas offices to ensure projects run smoothly. In the case that unexpected negative impacts occur, TFCF talks to partners and affected individuals to assess the damage and gather opinions, provides compensation where relevant, and conducts an internal review to examine whether other projects are at risk. Preventative measures are proposed for future project planning. An example from a preschool project in Mongolia is shared to illustrate how TFCF responded to a mistake, and how processes are being changed to prevent the issue from reoccurring. The Panel appreciates this thorough and learning-oriented approach.

In this section, we would also like to know about any relevant policies such as a code of conduct or safeguarding policy; how does TFCF ensure the children and communities it works with remain safe? The information under C3 about the social work code of ethics is also relevant here.



Reply

In terms of overseas business, TFCF has four levels to ensure the safety of children and communities we work with.

First, the selection of workers. All our expatriates will conduct written and interviews of professional competence before dispatching to ensure that their professional competence and personality traits meet the basic expatriate requirements.

Second is to strengthen professional knowledge. In addition to their own professional background; before dispatching, we will first conduct a series of international service training to enhance our workers' background knowledge and work ethics in the field of international humanitarian assistance. Moreover, regular on-the-job training will also be conducted. Meanwhile, we have compiled an international service workbook, which summarizes our overseas service experience and is updated every year. TFCF co-workers can use this manual as a work reference and reminder.

Third, implement the internal supervision mechanism. Beside the implementation of the basic supervision system, as mentioned in the previous report, our colleagues at the headquarters track the project and maintain close contact with overseas offices to ensure the smooth progress of the project and compliance with professional standards.

Fourth, cautious external review and tracking. Before we carry out any cooperation case, we will first conduct a comprehensive evaluation of the partner, for instance, development of the organization, relevance with our services, etc. And sign a contract or memorandum of cooperation to ensure that the rights and obligations of both parties are regulated. During the cooperation period, regularly track the progress of the cooperation unit and the status of serving children, and write a final report after the cooperation plan is over to review and improve cooperation; of course, we will also collect feedback from partners to serve as the basis for service improvement.

Through interviews and seminars, our stakeholders (service targets/partners) provide their feedback and suggestions which will be taken into consideration while designing plans to make sure that the service has no negative impact.



C5	Responsible stewardship for the environment The Panel has previously commended TFCF's efforts to reduce the environmental footprint of their offices. This report again lists initiatives for energy conservation and carbon reduction, and provides figures on emissions of water, electricity and vehicles in the Taiwan and overseas branch offices in 2017 and 2018. Is the organisation's approach guided by an environmental policy? Does TFCF have any concrete targets for the reduction of emissions? The Panel notes positively that although staff and services in Taiwan have increased, emissions from water and vehicles have decreased.	4
Reply	<p>The Environmental Protection Administration of the Executive Yuan of Taiwan has integrated the relevant environmental protection information since 1997 and published the "Environmental White Paper" which was revised in 2017 focusing on the global partnership of environmental protection without borders and committed to improving the quality of the environment, and also contributing to the sharing of a healthy and sustainable ecological environment for generations on earth.</p> <p>TFCF has been not only following laws and policies made by our government to reduce the impact on the environment, but also continuously improving our environment by doing the following:</p> <ol style="list-style-type: none">(1) Carry out the garbage classification and resource recycle, and organize competitions to strengthen employees' environmental awareness.(2) Purchase energy-saving label supplies and appliances, install electricity and water saving devices, and reduce carbon emissions.(3) It is forbidden to turn on the air conditioner either in offices or meeting rooms if the temperature doesn't reach 28 degrees Celsius.(4) Standardize the ride-sharing system and give priority to the use of public transportation.(5) Have our publications, notices to donors and sponsorers, receipts, fundraising announcements, etc. done electronically.(6) Use video conference for training and meetings without paper.(7) Cancel the procurement and supply of disposable tableware.(8) Carry out greening and planting in public areas to purify the air and regulate the microclimate.	



Cluster B: Stakeholder Involvement

D. Key stakeholders are identified with great care

D1 **Key stakeholders and how they are identified**

2

TFCF's key stakeholders are children, youth, the physically and mentally disabled, and impoverished families. TFCF provides services based on needs, and will not exclude any group on the basis of race, religion or gender.

The report states that there are different processes to identify stakeholders and place them into programme categories, but these processes are not explained. More information is requested on this; for example are there activities to map potential stakeholders, are community members involved in identifying peers and children who could benefit from TFCF's programmes? How are criteria for including a family or a child in TFCF's program decided?

The Panel would also like to know how TFCF decides which countries/cities it will open overseas branches in. For example, how was the decision made to begin working in Jordan?

The report also includes a comprehensive list of other, non-primary stakeholder groups such as partners, sponsors, donors, staff, government, and other NGOs.



Reply

The following responses focus on explaining our “case establishment criteria (key stakeholders identification)” and “overseas branches establishment”.

1. Case Establishment Criteria

The process of identifying key stakeholders and the consequent program placement involves a three-step procedure: application, selection, and allocation.

At the application stage, key stakeholders can apply directly to our offices or via the recommendations of other organizations and community members. However, as we want to ensure that we make the best use of finite resources, a selection process is unavoidable. In this case, our social workers tried their best to pay home visits to every applicant in order to carefully evaluate if they meet the criteria of TFCF's targeted stakeholders (children, youths, and underprivileged families). Eligible applicants will then be accepted and placed into different programs according to their needs. In terms of case establishment criteria, we can take TFCF Mongolia as example. There are two criteria to be met:

- (1) There are at least two children under the age of 14 in a family, and the family should fulfill at least one of the following conditions:
 - A. a single parent family
 - B. one or both parents in the family have lost 75% earning capacity (disabled)
 - C. one or both parents in the family currently imprisoned (with a 5-year sentence left or more)
 - D. a family taking care of orphanages (intergenerational care or relative care)
- (2) Both parents in a family are still alive and are housing 5 children (city area)/4 children (pastoral area) or more

How could key stakeholders obtain information about TFCF and the services we provide? In addition to joining hands with other organizations or local governments in promoting TFCF, it is also a must to host publicizing events to reach out to potential key stakeholders. For instance, we hosted a large-scale supplies distribution event known as “Warm in Winter” in Mongolia and Kyrgyzstan, where we could promote our work and the services we provide to the massive crowd who may be our potential key stakeholders. We could also approach potential key stakeholders through the community members. By establishing meaningful collaboration with communities as well as publicizing our image in the process, the community members could help us to identify potential key stakeholders. Take a community support program we conducted in Cambodia for example. We encouraged the community members to volunteer at TFCF, and also the community itself to set up a committee. In this way, we could utilize the community members' experience and network to expand TFCF's services, identifying the members we ought to service along the way.



2. Overseas Branches Establishment

The operation of our overseas branches is based on the service delivery framework of the Development Assistance Committee of OECD and TFCF's existing service and administrative frameworks. We choose our overseas branches location by first conducting a written review followed by a field survey. In the written review process, our headquarters would first look into the information of a location's resource allocation, social environment, safety, legitimacy of establishing our office, financial risk, and services in need. Next, our specialists and executives would pay an on-site visit to the location to conduct field survey and resource inventory. They would then submit the investigation report to TFCF's Board of Directors for approval.

According to previous experiences, TFCF chose its overseas branches location based on three aspects: resources accessibility, geography, and issues in focus. Resources accessibility refers to TFCF's service capacity and the comprehensiveness of our resource network. For instance, we were able to set forth with establishing our first few international offices in Mongolia, Kyrgyzstan, and Eswatini mainly because of the ties forged by Taiwan's Ministry of Foreign Affairs and churches.

In terms of geography, it is one of our latest development strategies to establish our offices in different South East Asia countries then gradually connect the dots to weave a comprehensive network of TFCF in South East Asia. This is because we could take advantage of Taiwan's geographical location of sitting in South East Asia, and the similar history and culture development trajectories we share with countries in the region. Building upon this strategy, we have established our offices in Vietnam, the Philippines, and Cambodia. Looking forward, we will continue to focus on this strategy in expanding our overseas branches.

Our office in Jordan was established on the basis of the third factor: issues in focus. TFCF entered Jordan for the first time in 2017 upon the invitation of Taiwan's Ministry of Foreign Affairs to join a refugee aid program, in which we entered into refugee camps to help in the psychological reconstruction of Syrian refugee children post disaster. It sparked off our work to service the refugees and impoverished Jordan families, developing professional social service delivery step by step. On January 2018, TFCF's Board of Directors passed the proposal to establish a branch office in Jordan, which held its opening ceremony in October that year.



The report states that there are different processes to identify stakeholders and place them into programme categories, but these processes are not explained.

The identification of stakeholders in domestic services, take our financial support service as an example:

1. We cooperate with local schools and township and city offices to promote our support service. After the needy people actively apply or are referred to our branch offices, the social worker conducts an evaluation of the case. In addition to income and expenditure assessments, we simultaneously consider the needs of children and the family as a whole, and see the difficulties of family life. Our social worker will make a comprehensive assessment to decide whether to provide further assistance.

2. Evaluation targets and specific items are as follows (※ is an important evaluation item) : (there are more details in our Instruction Manual in Chinese)

Evaluation targets	Specific items
Family structure	Ratio of working population to dependent population
	Types of family care
Economic status	Income and Expenditure Assessment ※
	Assistance resources from Relative/friends
	Social resources (other subsidies)
	Household deposits
	Family-owned real estate
	Reason for the use of subsidy
	Current expenditure items if reasonable
Children's needs	Child care situation ※
	Children's learning needs
	Child development
Parental functions	Parenting function
	Employment conditions and capabilities
	Actual working situation ※
	Parents' attitude to search work
Family resources	Family Support System (non-economic) ※
	Family members' physical and mental health
Living Environment	Family living environment



D2	<p>Reaching out to those impacted or concerned by your work</p> <p>A list of the different programmes/interventions TFCF offers is provided, explaining the interaction with children, families, and communities. The Panel appreciates that common challenges encountered are shared, together with information on how TFCF responds.</p> <p>Specific methods of engagement include case tracking via family visits, beneficiary surveys, and quantitative analysis of the data collected from children. Are there specific methods of reaching out to young children or those with disabilities?</p> <p>Interaction with partners includes sharing reports and having ongoing communication.</p>	3
Reply	<p>In terms of overseas services, in addition to family visits, the biggest way to reach young children or people with disabilities is through community partners. Take Vietnam branches office for example, we work with “HOCHIMINH CITY ASSOCIATION FOR THE SUPPORT OF THE PEOPLE WITH DISABILITIES AND ORPHANS (HASPDO)” and “THIEN AN SHELTER (Mai am Thien An)”, providing financial support for approximately 450 children, we also support organizations in purchasing hardware and software to increase their environmental friendliness.</p> <p>For the local community, as a foreign organization that wants to enter a new environment, we have our limitations. Therefore, we try to cooperate with different types of local organizations and units, combining their exquisite and delicate services and organizational characteristics, so that our business can reach the population in need more deeply and increase the scope of influence.</p> <p>Other example, take our community base service of early treatment as an example:</p> <ol style="list-style-type: none">1. Cooperation with network units <p>For example, in cooperation with the health clinics, when parents take their children to a medical institution for preventive follow-up, they will simultaneously carry out child care screening and consultation services, take the opportunity to find children with suspected developmental delay, and provide parents with relevant treatment service information.</p>	



2. Books / teaching tools loan service

There are public game spaces in the stronghold, which will regularly purchase books and teaching aids, and compile a book borrowing management system. In addition to parents bringing children to use game equipment together, parents are welcome to borrow books and teaching aids to achieve the effect of parent-child reading and home treatment.

3. Regular lectures / groups / events

Assess the needs of families with children with physical and mental disabilities, plan a series of activity designs, so as to contact and interact with parents and young children, and provide support services.

Besides, in our Changhua Branch office, we have the early intervention treatment, daycare service and report center for mental retarded children. As for our assisted families, we will help them diagnose if the child has the developmental delay problem. We will provide related services or transfer to the early intervention centers for further treatment.



D3	<p>Maximising coordination with others operating in the same space</p> <p>TFCF approaches partnerships with an attitude of collaboration, learning and equality. Before entering partnerships, TFCF engages in discussions to clarify capacities, roles and responsibilities.</p> <p>What this looks like in practice is illustrated with a detailed example from TFCF Vietnam. Partner selection criteria are developed based on needs in various aspects of programming. TFCF Vietnam then connects with other organisations already operating in the region to learn about their work, identify areas it could contribute to, and avoid potential overlaps or duplication. The report also explains how TFCF Vietnam provides support to partners with less competence, and how it works to expand its local connections.</p> <p>Overall, TFCF's approach to partnerships appears sound, but we would want some more information on how this is done in Jordan.</p>	3
Reply	<p>The following response elaborates on TFCF Jordan's approach to partnerships:</p> <ol style="list-style-type: none">1. TFCF Jordan engage in partnerships by<ol style="list-style-type: none">(1) connecting with small-scale CBOs who approach TFCF Jordan personally(2) getting in touch with entities recommended by other organizations(3) seeking suitable partners in targeted service areasTFCF Jordan would visit prospective partners before establishing an official collaboration to evaluate their eligibility based on two criteria: (1) their services do not contradict with TFCF's services, and (2) they are evidently in need of resources. Eligible candidates would then be considered for an official partnership.2. TFCF Jordan provides support to partners with limited capacities by mainly providing resources, which include<ol style="list-style-type: none">(1) sponsorship subsidies for partners to execute their programs.(2) managerial and supervisory resources, in which TFCF Jordan could provide professional guidance to CBOs pro-execution of programs as well as during the discussions of possible service programs. In the process of execution, TFCF Jordan would arrange regular organization and home visits to keep up with CBO's progress in promoting their services, at the same time understanding CBOs needs to provide relevant supervision and trainings for them.(3) training courses. CBOs partnering with TFCF Jordan usually face a talent shortage, and the employees might not have received professional trainings (e.g. writing a proposal) before. Therefore, TFCF Jordan would hold a quarterly community partners training/socializing meeting to help enhance CBOs' service quality. We had held four training sessions in 2019 which focused on different skills development, namely proposal writing, budgeting, need assessment, and service marketing.	



Reply

3. TFCF Jordan expands local connections by

- (1) participating in the meetings of the Ministry of Social Development (MSD) of Jordan. For instance, MSD Jordan invited several international organizations and large institutions in Jordan to attend their winter supplies mobilization meeting held in Q4 last year, including TFCF Jordan. Not only had TFCF Jordan able to provide the services in need, it also seized the opportunity to forge ties with the government as well as publicizing itself. TFCF Jordan receives high recognition of MSD Jordan on its material supplying services and its assistance in paying visits and evaluating the referred cases.
- (2) Paying visits to Jordan's government officials. An established relationship is the key to successful delivery of TFCF's services in Jordan. Therefore, TFCF Jordan paid a visit to the President of Jordan-Taiwan Parliamentary Friendship Group. In addition, TFCF Jordan also connected with the officials of the Ministry of Religious Affairs and Ministry Of Awqaf And Islamic Affairs through Taipei Economic and Cultural Office in Amman, Jordan. These networks have contributed to an increased exposure of TFCF Jordan's services in local communities. For instance, the President of Jordan-Taiwan Parliamentary Friendship Group put more emphasis on the welfare of his constituency, the Eastern Amman. It is a more time-worn and impoverished area in Amman—an area in need which we could put our services to use. Hence, we sought for the President's referral of trustable local CBOs for consideration of partnerships according to the services in need and other evaluations.

Apart from strengthening ties with local governments, TFCF Jordan also took the opportunity to extend its delivery of services to help more underprivileged families. Nevertheless, Ministry of Religious Affairs and Ministry Of Awqaf And Islamic Affairs as well as local councilors are all important resources which TFCF Jordan could tap into and establish collaborations in the future.

- (3) Visiting large institutions and royal foundations in Jordan. They usually hold abundant resources in hand, such as funds and connections. By visiting and establishing relationships with them, TFCF Jordan could connect with more local organizations. TFCF Jordan could also pool a wide range of resources or relevant information by joining large-scale international meetings.
- (4) Engaging in cross-field collaboration. The promotion of different services requires collaboration with different companies. In this case, charity collaboration is a good way to cut service costs while increasing exposure of the services.



E. We listen to, involve and empower stakeholders		
E1	<p>Stakeholder feedback</p> <p>Stakeholders can provide feedback to TFCF via email, phone, social media, in-person meetings, interviews, surveys and through the website's "I need help"/contact section.</p> <p>Meetings with families and partners involved in TFCF's work are arranged regularly. An example is provided from a community meeting in Eswatini, which provided an opportunity for the community to share their thoughts and for TFCF to recognise the community's performance. Occasionally, communities are also able to exchange experiences with one another.</p> <p>Another example is shared from Mongolia, where many families provided similar feedback about sponsorship fees not covering the families' basic expenses. TFCF decided to increase the amount provided in response.</p> <p>In the next report, can TFCF share information about how feedback is sought from children specifically? Are there any dedicated child-friendly feedback mechanisms? Are there other feedback/complaint mechanisms for those who are unable to read or to have access to the internet? How are those mechanisms shared with the most vulnerable stakeholders?</p> <p>Internal stakeholders can raise feedback via the online employee portal. There is also an Employee Appeal Committee, a quarterly labour-management conference, and monthly departmental meetings where employees can provide feedback. Staff can further share their thoughts during their performance appraisals or other regular one-on-one meetings with their supervisors. Earlier in the report, TFCF shared how it responded to feedback from staff regarding flexible working hours.</p>	3



Reply

Regarding how to collect the feedback mechanism for serving children, as mentioned in the previous report, we mainly collect the opinions of children through community meetings, real-time feedback and observation during the participation of various programs, and the final questionnaire feedback. The feedback is used as adjustment basis for subsequent plans. At present, most of the methods for collecting feedback are mostly due to the Internet in the area being served is still in the development stage, or the cost is not affordable for the children and families we serve. Most of them are collected manually or on paper. Through this way, manpower and time cost, but it can include the most vulnerable stakeholders mentioned above and avoid most of the difficulties. We hope that through transparent and open and dynamic participation, the collected feedback will be faithfully presented in service improvement, and the responders will be more directly provided with opportunities for response and dialogue.

In domestic service, it depends on individual design in different schemes and services. We attach great importance to the participation experience and learning status of the service object. It will design the relevant forms of "case experience and feedback", so that the case can have a channel to share their ideas, and will also refer to when planning the annual service.

In the domestic service, it is based on the individual design for different program and service. We value our stakeholders' participation and learning status and will design related feedback form for them to share their ideas and feedback. All feedback will be considered into our plan while designing the service for the next year. (Attachment E1: Feedback form)



E2	<p>Stakeholder engagement</p> <p>The response focuses mostly on how TFCF communicates with different stakeholders; this information is more relevant for question E1.</p> <p>As highlighted in its previous feedback letter, in this section of the report, the Panel is looking for evidence of stakeholder participation (particularly children) in the actual design, implementation, and monitoring of programmes. The Panel had referred to relevant examples from a previous TFCF report. Other examples to refer to include Terre des Hommes' engagement of youth in their Destination Unknown campaign (report here, page 15) and Restless Development's Youth Leadership Model.</p> <p>This is an area to focus on in the next interim report.</p>	1
Reply	<p>We always try to involve stakeholders as much as possible in the complete service process. The following uses the Kyrgyz children's talent class as an example. In the talent course, we lead children to make handicrafts, and together set the selling price, led by children, from booth planning to publicity and selling, selling their handicrafts at the children's small market held in the center. Our social workers then discussed with the children about how to use the sales proceeds. Everyone decides to give back the income to the assisted family. When the family comes to the office, prepared tea for their enjoyment. The following are the photos of this meaningful activity. By encouraging children to participate, let these children not only be passive recipients of services, but to become the leader, from activity planning to income distribution, and complete participation in the actual design, implementation and supervision process.</p>	



Similar cases can also be seen in our current planning for the trip of Kyrgyz and Mongolian children to Taiwan. Different from the traditional way the service provider planned the whole process of operation in the past, we tried to allow stakeholders to participate in it, planning part of the trip to Taiwan, so that such activities are no longer just unilateral compliance arrangements, but integration of the subjectivity and preferences of the stakeholders. Dynamic and transparent participation is the core of our efforts to develop. In addition, some of our designs are integrated into school children's ideas. In the overall service design, it includes the determination of the theme of the course, the decision of DFC (Design For Change) theme, the exhibition of the results is determined by the school children, the choice of picture book reading, the class rules are made by school children, vote of students to decide the location of outdoor teaching, etc. The social worker only provides assistance in the process to confirm the direction of execution and the status of the students in learning.



E3	<p>Main likes/dislikes from stakeholders and organisation's response</p> <p>Key likes and dislikes from TFCF staff are explained; these had to do with working conditions, and the response outlines how TFCF responded to the negative feedback and clarified the issue with staff.</p> <p>The main issue with sponsored families is around the limited funds for sponsorship. This is not something TFCF can change, so it continues to communicate with stakeholders and explain the situation.</p> <p>The Panel would also like to know about any key likes or dislikes from the affected children TFCF works with.</p>	3
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Reply Take our Tutoring programs as an example:

Service users participate in the design and integrate the ideas of the students. In the overall service design, the bottom-up classroom incorporates the ideas and expectations of the children and jointly decides the curriculum and the theme. The children and children express their thoughts and preferences on the curriculum in due course. Decide on the content of the course, most children like the subject of the course and the content of the overall service. The following table is the statistics of 36 children who check the favorite / satisfactory courses.

No.	Item/Like	the number of choices by 36 children if he/she likes
1	Creative Patchwork course	23
2	Programming course	26
3	Imagination Workshop	26
4	Handmade course	29
5	Cooking course	27
6	Straw weaving course	26
7	Origami course	28
8	Sexual education course	22
9	Community visit	25
10	Handmade Cookie course	24
11	Colored clay course	27
12	Reading course	21
13	Physical education	30
14	Minnan language course	22
15	Anti-drug advocacy painting class	24
16	Outdoor teaching	29
17	Drawing course	26



	<p>As for our overseas services, we currently collect the children's likes and dislikes of the business through questionnaire feedback on individual activities or programs, or passively ask questions through social workers' home visits, or children actively provide feedback. Regarding children's overall preferences, we currently only use the children's data sheet to investigate their happiness index, but there is a lack of further investigation of specific preferences. It is undeniable that our survey of overall preferences is still being planned.</p>	
E4	<p><i>People and partners have gained capacities that last beyond your immediate intervention</i></p> <p>This question is addressed under question B1, with some examples of how communities have gained/strengthened capacities and become more resilient. As stated above, there could be a closer explanation of how TFCF's work in general leads to increased capacities, particularly through educational programmes for children, and programmes to build skills and independence of families.</p>	2
Reply	<p>In general, our educational programs such as capacity building, learning improvement, on-the-job training, and local volunteer cultivation, as well as the vocational trainings to promote decent work and economic growth, and the Happy Farm and community kitchen programs to achieve zero hunger have all contributed to the increased capacities of children, parents, and even communities.</p> <p>In terms of educational programs, the programs aforementioned as well as our Elite Program mentioned in previous response have provided an opportunity for children in developing countries to pursue higher education, acquiring knowledge and self-actualization in a safe environment. Another example of our work in promoting children's education is the Children's Literature Program. Other than consistently provide book resources, we also continually assist schools and communities to establish libraries or improve existing reading environments. In this way, children (especially those living in remote areas) will have access to books with more diverse offerings, be it knowledge-expanding books or leisure books, which could all provide more cultural stimulations.</p>	



Local volunteer cultivation is also an educational approach leading to increased capacities. For example, TFCF Mongolia requires scholarship recipients to volunteer at TFCF office, where they could receive volunteer training and take part in communication and emotion management courses. As a result, the volunteering college students could not only receive financial support, but also achieve self-growth in the process.

In terms of programs that build skills and independence of families, one of the examples is the vocational trainings we provided as part of our Self-Reliant Family program. Another example would be our community kitchen program mainly operated in Eswatini. Most of the children in Eswatini rely on school or community resources to satisfy their physiological needs. Therefore, TFCF Eswatini worked with local primary schools and mothers in the communities to cook for the children, providing regular nutritious lunches for the children. In this case, students could still enjoy their lunches without having to starve even when the government is lack of resources to be allocated to the schools. Apart from this program, we still maintain our fundamental service of paying monthly home visits to keep track with the children's learning progress and growth. In the process, we try our best to deal with the school drop-out problem of the children and other family issues in order to help increase the families' caretaking and self-reliant capacities.

In addition, the community work of the Fushan Tribe has been running for more than eight years. In the course of work, we have experienced companionship, invested resources, participated in the community, deepened cooperation and entered into partnerships, and emphasized the concepts of community autonomy and community self-reliance. We also help community residents and community youth to have a sense of identity with the community. Through the way of capacity building, let the community residents develop opportunities for localization, such as small trips to Fushan tribe, cultural experience activities, micro-entrepreneurship, and store management. By doing this, they will become an important human resource in the community. In addition, all



	units are connected to build a stable cooperation platform to promote cooperation with local public authorities and community organizations.	
F. Our advocacy work addresses the root cause of problems		
F1	<p>Evidence regarding the root causes of the problems you address</p> <p>TFCF has set up a “Research Gate for Children and Family Welfare Policy and Practice” and published a book summarising the information they have collected over the past ten years about children and youth in poverty. The report explains the research process, which included interviews with affected people.</p> <p>Based on this long-term research, TFCF presented recommendations through a press conference, and created a booklet which has been shared with the government, academic institutions and libraries.</p> <p>The Panel would also like to know about TFCF's approach in the other countries in which it works, such as Jordan and Eswatini.</p>	3
Reply	<p>It has always been our pursuit to systematically organize experience and form manuals or books. However, unfortunately, our overseas services are still in the development stage, and we cannot yet achieve such as “Research Gate for Children and Family Welfare Policy and Practice” and or other change that TFCF is able to make in the policy formed in Taiwan. At present, our overseas branch offices try to share our experience through conference participation, organization and communication, and accumulate the influence of the association in the local area. We look forward to one day having enough energy to achieve more changes.</p>	



F2	<p>Stakeholders support your advocacy work and value changes achieved</p> <p>The response describes TFCF's efforts to have April 28 recognised as Child Protection Day in Taiwan, mentioning that this has increased awareness of child protection issues and led to more cases being reported to the government. Can a link be made between this point and TFCF's success indicators?</p> <p>However, here we would like to see information about how TFCF creates its advocacy work together with key stakeholders. How are these stakeholders (particularly children) involved in the advocacy planning, implementation and evaluation process (e.g. when TFCF makes recommendations to the government) and have they expressed satisfaction with TFCF's efforts? This is an area to focus on in the interim report.</p> <p>Examples to refer to here include Sightsavers' community-based participatory research methodology (see their 2017 report, pp. 12 and 19) and World Vision's approach as explained in their 2018 report, pp. 14-15)</p>	1
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Reply

(1) 428 films over the years:

<https://cp.ccf.org.tw/428day/428review/>

TFCF has two strategies in the promotion of child protection, including fundraising campaigns to help needy children and prevention promotion.

Among them, the promotion of 428 Child Protection Day is one of the childcare publicity activities, and it is led by TFCF headquarters and cooperates with the branch offices throughout Taiwan as well as other network connections.

The 428 Child Protection Day in 2019 has been running for 7 years, and the results of the activities were viewed in terms of performance indicators, as described below:

Participants: All 24 branch offices in Taiwan had handled the event. In recent years, they have invited "Children's Guardian Angels" to participate together. The number of participants was estimated to be over 10,000 people.

Media reports: A total of 161 news searches.

Online activities: Matching with the online activity "Love Hugs" in April, a total of 20 celebrities participated in the event, and the events were posted with 519,000 likes. The news revealed 12 articles.

Donation benefit: In terms of the main promotion in April, the number of donations was approximately 6,757 people, and total of NTD8,321,974.

(2) The main theme of the activity is to strengthen the friendly and positive parent-child interaction, so we special designed activities like "child protection gymnastics" and "five steps of happy parent-child interaction" during the 428 child protection day. In addition, we also held online activity "Love Hugs" to encourage parents to hug their children to make children feel love and safety.

Regarding the above-mentioned questions about how TFCF can carry out publicity work with major stakeholders, the following uses the "Overseas Elite Cultivation Project" as a case to share. The project provides children from developing countries with the opportunity to go to Taiwan for higher education. The center provides full scholarships to provide tuition and living expenses for children from directly assisting countries to come to Taiwan. There are currently 10 students from Kyrgyzstan and Mongolia participating the project.



	<p>When carrying out the project's publicity plan, it is our primary consideration to fully convey the wishes of the students. With the consent of the students, invite them to participate in relevant activities held in the meeting, such as the Mongolian Center 's annual study abroad lecture sharing, or press conference on international humanitarian aid. One of a Mongolian students expressed gratitude to the TFCF at the press conference, she said that, "Before I knew TFCF, I only knew today and tomorrow; after I knew TFCF, I started to look forward to the future."</p> <p>In conclusion, students have a high willingness to participate in publicity and advocacy. In the future, we will start a publicity plan with stakeholders on the basis of full discussion and participation with students.</p>	
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G. We are transparent, invite dialogue and protect stakeholders' safety		
G1	<p>Availability of key policies and information on your website</p> <p>TFCF's website has information about their governance structure, finances, annual report, feedback and complaints policy, and privacy policy. These are all available in English – are further documents made available in Mandarin ?</p> <p>The accountability section of the website includes Accountable Now and Global Giving membership, and the report lists TFCF's membership of further national associations.</p>	3
Reply	<p>In our website, we have information about our governance structure, finances, annual report, privacy and renewed feedback and complaints policy. The stakeholders can find them either in English or in Chinese.</p>	
G2	<p>Pay scale, gender pay gap and top salaries</p> <p>The report explains how TFCF sets salaries – these are based on the position, responsibilities, prior experience, education, and performance. It is stated that there is no gender pay gap.</p> <p>Salaries of employees in branch offices are adjusted in line with the local economy, living standards, and price index.</p> <p>The salaries of the five most senior positions are listed. The ratio between top (CEO) and bottom (cleaner or guard) salaries is 5.08:1.</p>	4
G3	<p>Ensuring privacy rights and protecting personal data</p> <p>The response explains how TFCF protects the personal data of employees and stakeholders involved in TFCF's work.</p> <p>Employees have individual logins to an Employee Portal where they can view their personal information. An Information Security and Personal Data Protection Management Regulation is in place (document available in Chinese only).</p> <p>Stakeholders who are involved in TFCF's work are requested to sign consent forms for the use of their photos or stories. TFCF stores the information confidentially and deletes personal information. There are also consent forms to be signed by parents for those who are underage, or TFCF may obscure their face or use a fake name when sharing their stories.</p> <p>A privacy policy is available online, explaining what information TFCF collects and how, how it is stored and used, and how people can opt out of communications.</p>	4



G4	<p>Largest donors and their contributions</p> <p>TFCF's five largest donors in 2018 are listed together with the amount of their contributions and the area they contributed to. The response explains how the identities of donors who request anonymity are protected. If a donation is expected to have unfair influence on activities, it will be rejected.</p>	4
<p>Cluster C: Organisational Effectiveness</p>		
<p>H. Staff and volunteers are enabled to do their best</p>		
H1	<p>Recruitment and employment is fair and transparent</p> <p>The report refers to the "Regulations for the Implementation of the Working Rules of TFCF" which states that recruitment and promotion of staff must be handled in a fair, just and open manner. The procedure for appointment is explained. Every position is open to the public, the application process is confidential, and there are measures in place to prevent conflict of interest. More information on diversity and inclusiveness in recruitment and the workplace is provided under question C3.</p> <p>An overview of staff is provided, with breakdowns by gender, age, position, academic background, and working years. The number of employees who are aboriginal or have disabilities is also shared. This is something the Panel had requested in its previous feedback letter, and we appreciate TFCF's response.</p> <p>For the overseas branch offices, figures are provided for the number of local versus total staff, and the Panel notes positively that the majority of staff in these offices are local hires. It would also be interesting to know whether local hires are also represented in management positions, and about gender balance at management level. Can TFCF provide this information in its next report?</p>	3
Reply	<p>Take the example in TFCF Kyrgyzstan branch office established in 2012, we hire the local employees and cultivate their talents. In 2016, 3 of social workers got promoted at work and became the senior social workers. In 2018, 2 of them have become the supervisors. Although none of them in our overseas branch offices is represented in management position, it's our goal to help our overseas branch offices be independent in the future. It is just like the way we did in 1985 which became fully independent from Christian Children's Fund and no longer received financial support from foreign donors. As for the gender balance at management level, the ratio of male to female was 4:5.</p>	



H2	<p>Staff development</p> <p>TFCF has a department dedicated to staff training, and 92 training sessions were provided in 2018, with a total of “3,582 person times”. Can TFCF share in the next report the number or percentage of staff who undertook trainings?</p> <p>Training participants include new employees, specialists, clerks, supervisors, and directors, and there are special trainings for staff who receive promotions, to prepare them for their new role. The Panel notes positively that trainings are adjusted based on participants' feedback and needs. Branch offices offer their own training programmes which are tailored to the local context.</p> <p>The report also explains that TFCF conducts performance evaluations every six months for all employees. This consists of a self-evaluation and an evaluation by the supervisor. Supervisors are able to flag candidates for promotions.</p> <p>In the next report can TFCF explain how training needs are identified – is it through the performance evaluations, and is it based on individuals' needs or is there also an analysis of skill sets TFCF wishes to strengthen throughout the whole organisation?</p>	3
Reply	<p>In 2018, nearly 100% of employees received training.</p> <p>As for the training needs, in addition to trainings which are adjusted based on participants' feedback and needs, they were also scheduled based on the follows:</p> <ol style="list-style-type: none">1. We arrange the trainings every year, including common knowledge and skills which TFCF analysis wants to strengthen throughout the organization for employees who work less than 5 years.2. We also arrange trainings for seniors based on the current development needs of the organization. <p>Employee participation in training is mostly arranged based on their seniority and performance. Some employees will actively express their willingness to participate in specific training courses based on personal needs. Based on positions and duties, we help them build up the core competencies.</p>	



H3	<p>Safe working environment</p> <p>The report explains how TFCF uses several channels to communicate to employees about the prevention of sexual harassment and the complaints channels that are available. These include an Employee Appeal Committee, labour-management conference, and a Complaints Committee. Some more information on these mechanisms can be found under questions C3 and J4.</p> <p>Gender equality and sexual harassment prevention training courses are provided annually, and all employees are obliged to participate. Staff are also encouraged to participate in sexual assault and harassment prevention and related education.</p> <p>Are there any documents which outline what kind of behaviour is unacceptable at TFCF and provide guidance on how to raise issues which may not be related to sexual harassment or abuse, such as discrimination or bullying? Examples from Restless Development, CBM and Sightsavers can be found in our reporting guidance document, pg. 17.</p>	2
Reply	<p>We appreciated the Panel's feedback, we have added the contents of discrimination and bullying into our Regulations of Employee Appealing Application. (Attachment H3: Regulations of Employee Appealing Application)</p>	



I. Resources are handled effectively for the public good		
11	<p>Resources are acquired in line with your values, globally accepted standards and without compromising independence</p> <p>The report states that TFCF has had a partnership with the Taiwanese government for years, can communicate openly with them, and that TFCF has absolute autonomy. The funds received from the government in 2018 made up 12% of total revenue, and TFCF is in a position to operate and provide their services even if they did not receive funds from the government.</p> <p>Where does the rest of TFCF's funding come from? And could other sources of funding potentially have an influence on TFCF's work and strategic direction?</p> <p>When working with companies, if the company's requirements are not in line with TFCF's expectations, they will refuse or end the collaboration.</p>	2
Reply	<p>Except for the government resources which was about 10%, rest of TFCF's funding depends on the donation from the public and companies, including a unique one-to-one sponsorship program (fixed recipients and amount), designated for emergency relief and scholarships, the non-designated purposes are used for child care services, and the annual income of fundraising, etc. Those incomes were nearly 89% of the annual donation income. In addition, we maintain good cooperative relations with many companies who make donations to support our work for a long time. We also deposit part of the funds in financial institutions for fixed deposits for sustainable business development and we can also obtain interest income of about 1%, which will increase more available service funds. TFCF also has absolute autonomy to handle those funds in addition to the restrict items.</p>	



12	<p>Monitoring of progress and re-allocation of resources</p> <p>As mentioned under A2, the lack of specific success and performance indicators makes it difficult to assess TFCF's approach on this issue.</p> <p>An overview is provided of different monitoring mechanisms in place for the work of overseas branch offices, emergency interventions, and international collaborative projects.</p> <p>The branch offices monitor budget allocation monthly, put together quarterly and final reports, and have meetings with supervisors/directors. The implementation of projects are monitored regularly to allow for timely improvement, and at the end of the year projects are evaluated and tweaked for the next year if necessary, taking into account resource utilisation and feedback from stakeholders.</p> <p>International emergency responses and collaborative projects also make use of reports and site visits.</p>	2
Reply	<p>As we clarify on A2, our projects are based on the Sustainable Development Goals (SDGs) of the United Nations, however, if the SDGs fail to cover all the projects, internal indicators based on the SDGs framework are proposed in supplement. The planning and execution of projects each year as well as the assessment of the projects' outcomes are conducted pursuant to the SDGs framework. (Attachment A2: Educational Program in Mongolia).</p>	
13	<p>Minimising risk of corruption, bribery and misuse of funds</p> <p>TFCF's Financial Risk Management Policy (in Mandarin) and Anti-Corruption Policy (in English) are annexed to the report. The latter applies to TFCF, its staff and partners, and lays out a "zero tolerance stance towards all forms of corruption, including fraud, theft, embezzlement, unapproved conflicts of interest, false claims, and bribery".</p> <p>TFCF's annual financial report complies with the laws and regulations of the Taiwanese government, with strict controls over income and expenditure. Independent financial audits are conducted twice a year at TFCF's headquarters, and the ensuing report is submitted to the Board and the relevant government agency.</p> <p>The report also outlines mechanisms to minimise risk of misuse of funds, including employees signing fidelity guarantee insurance forms, and multiple sign-offs for financial transactions.</p> <p>It is stated that relevant policies are posted on the Employee Portal. Are there efforts to ensure staff, particularly those working in finance-related positions, are familiar with the polices? Does TFCF require employees to undergo trainings in this regard?</p>	3



Reply	<p>In order to avoid financial risks such as misuse of funds, the management and related accounting personnel (including overseas branches) have insured the employee's Fidelity Bond Insurance annually. In addition, annual training of accounting cashiers or external training is held regularly. The course scope includes the latest tax laws analysis, money laundering prevention law, internal control and internal audit system and other courses, so that accounting staff can obtain new knowledge and apply it flexibly in practice to reduce financial-related risks.</p>	
J. Governance processes maximise accountability		
J1	<p>Governance structure and recruitment of trustees/board members</p> <p>An organigram of TFCF's structure, together with information on the Board and CEO, can be found on its website. The report further explains the duties, composition, terms, and recruitment processes for the Board, and lists the board committees that exist. The Panel appreciates this information, which it had requested in its previous feedback letter.</p> <p>It is stated that board members are evaluated by the government. What does this look like in practice? Based on which criteria? Are there actually one-on-one meetings, or is it a written evaluation, and how often does this take place? The report acknowledges that, as raised by the Panel previously, TFCF needs to improve self-assessment of the Board, and that work has begun on this with sample assessments collected. The Panel looks forward to an update in the next report.</p> <p>It would also be interesting to know whether there are any targets relating to gender, age, skill set etc. in terms of the composition of the Board. It appears that the majority of Board members currently are men. Is there any plan to work towards evening out the gender balance when recruiting new trustees?</p>	2



Reply

On August 1, 2018, our President announced the [Foundation Act](#), which was formally implemented on February 1, 2019. Our organization needs to operate in accordance with the rules of the Foundations Act. All the evaluation are evaluated online. For the board, we need to submit all of the information regarding our board members and the meetings, such as the agenda, meeting notification and minutes. In addition, based on the regulations (Article 39), we will need to add the supervisor.

Article 39 A public-endowed foundation shall have a Board. The Board shall consist of 5 to 25 directors provided there shall always be an odd-number of directors; one of them shall serve as the chairperson of Board, and another may serve as the vice chairperson. If warranted by special needs and upon the competent authority's approval, the total number of directors may exceed 25 persons.

A public-endowed foundation may have supervisors which shall not exceed one-third of the numbers of directors.

In TFCF, the recruitment of the board members is open and equal. The eligible candidates for the next term of Board of Directors shall be nominated from those who are enthusiastic in charity affairs and public welfare, and shall be elected by the present board members by anonymous and cumulative voting. However, there is no restriction for the gender in the Foundations Act made by our government. Therefore, we are welcome any gender to serve as our board members as long as he/she meets the requirements and is capable of holding this position. However, based on the Panel's feedback, our CEO has suggested our board to increase the female board members. Our board has agreed to put this issue into the consideration while recruiting the new board members in the future.

Based on the Panel's feedback, we have applied the self-assessment of the Board to board members. The following was our recent self-assessment of the board members. The total number of respondents was 11. ([Attachment J1: Board members self-assessment](#))



J2	<p>Board oversight of adherence to policies, resource allocation, potential risks, and complaints processes</p> <p>TFCF's board meets quarterly and oversees adherence to policies, resource allocation, budget and finances, and management and governance regulations. An overview of complaints related to critical matters is presented to the board, and a risk policy is in place to ensure compliance with relevant laws.</p> <p>In the next report, can TFCF share a few more details, such as how often policies are reviewed and whether the overview of complaints is presented to the board quarterly or annually? Is there a committee actively monitoring risks to the organisation (beyond compliance issues)?</p>	2
Reply	<p>Every year, our board will examine and evaluate our annual report and financial reports which submitted by TFCF. As for the complaints, they will be presented based on the types. The employee's complaints will be handled by related department, such as the Administration Department. It will also be handled by our government which is the Labor Affairs Bureau if the employee is still not satisfied. As for the complaint which is presented to the board, it will be the complaint about the directors if there is any. However, it will still be handled first by our Employee Appeal Committee. If he/she is still not satisfied, he/she can submit the complaints to the Board or the Labor Affairs Bureau of the government.</p> <p>So far, our board doesn't have a special committee to monitor risks of the organization. However, if there is any issue needed to be monitored, our board will form a task force to handle the issue. Basically, we hold the board meetings quarterly. During the meetings, we fully communicate and discuss issues with each other.</p>	



J3	<p>Complaints handling mechanisms and overview of complaints (external)</p> <p>A diagram of TFCF's "procedure for handling appeals" is provided. Complaints can be submitted by phone, letter, email, via social media, or in person. There does not however appear to be a dedicated email address for complaints, nor a complaints policy. These are two key aspects of a strong complaints mechanism, and the Panel urges TFCF to make more detailed information about its complaints process available.</p> <p>The report also states that complainants should submit a letter of appeal with evidence that they have been affected, and supply their ID card. This seems to be a rather burdensome process; what happens if the complainant does not have any evidence to back up their case? Furthermore, is it not possible to submit anonymous complaints? How is the confidentiality and privacy of the complaint protected from potential retaliation?</p> <p>An overview of feedback received in 2018 is provided, and two examples are provided of issues raised and how TFCF responded. Only 3.36% of the feedback received is classified as a complaint. For an organisation the size of TFCF to only receive four complaints in a year is rather unusual, and the Panel encourages TFCF to consider better promoting its complaints mechanisms so that stakeholders are aware of and more comfortable with using them.</p> <p>It is also stated that a mechanism for overseas complaints is yet to be established, but that most of these will be addressed through TFCF's internal procedures.</p> <p>Finally, the Panel repeats its question from its last feedback letter about child-friendly complaints mechanisms. How does TFCF encourage its key stakeholder group, children (and their families) to submit complaints?</p> <p>This is an area to focus on in the next interim report. Guidance on this question can be found on pp. 20-21 of Accountable Now's Reporting Guidance, and the Secretariat is happy to provide more support or link TFCF with another member who could share their experiences.</p>	2
Reply	<p>For questions J3 & J4 & J5, our CEO highly valued Panel's feedback and has assigned our related departments to examine our related existing policies and regulations. The renew feedback/complaints mechanism is displayed on our website now both in Chinese and English based on the 12 steps to a great online feedback and complaints mechanism and the good example from other member (Sightsavers).</p>	



Basically, we have related departments to handle related complaints and [enquiries](#). For example, program services will be handled by our Social Work Department, fundraising activities will be Social Resources Department, financial issues will be Finance Department, sponsor issues will be Sponsor Relations Department, etc. There is However, if any stakeholder who doesn't want to contact the above related department, they can send the complaints to our Secretariat who will also handle confidentially and privately. For any serious situation, the Secretariat will report to CEO directly for further instructions. It is allowed to submit anonymous complaints without ID card or evidence to back up.

◎Mailing address :

Director of Secretariat Ms. Carol Shu-Ling Huang
8F, No. 228, Min-Chuan Road, West District, Taichung

◎Email address: fund@ccf.org.tw

◎Communication line :

(04) 2206-1234 ext. 1803

Director of Secretariat Ms. Carol Shu-Ling Huang

As for children, because they are still too young to use the complaint mechanism, social workers have the opportunity to be alone with children during home visits, and will take the opportunity to inquire about their current situation in order to know if the child has any problems or needs assistance.

As for other people who cannot read or cannot access the Internet, you can use the telephone to contact the association, and the relevant departments will directly handle it.



J4	<p>Complaints handling mechanisms and overview of complaints (internal)</p> <p>TFCF has an Employee Appeal Committee which considers complaints raised by staff. The Committee includes representatives of authority members (does this refer to management level staff) appointed by the CEO and staff representatives elected by their peers. More information about the process is detailed in TFCF's Regulations of Appealing Application (Annex J5, in English).</p> <p>Quarterly labour-management conferences and monthly meetings with staff are also mentioned as avenues for staff to raise complaints.</p> <p>Whilst these are good mechanisms to discuss some issues, the Panel suggests that staff may hesitate to raise more sensitive matters in front of a number of their peers. The fact that no complaints were received in 2018 from a staff of 1,500 might indicate the need for alternative mechanisms.</p> <p>We encourage TFCF to establish a mechanism by which staff can raise issues more discreetly, and even anonymously. This could be a whistleblower hotline or a dedicated email address which is reviewed by one or two key staff members responsible for overseeing and responding to complaints. The independence of these staff is of utmost importance.</p> <p>This is another issue to address in the interim report. TFCF can refer to a number of examples in Accountable Now's Reporting Guidance, pp. 20-21.</p>	2
Reply	<p>Basically, we have related departments to handle related complaints. For example, program services will be handled by our Social Work Department, fundraising activities will be Social Resources Department, financial issues will be Finance Department, sponsor issues will be Sponsor Relations Department, etc. However, if any stakeholder who doesn't want to contact the above related department, they can send the complaints to our Secretariat who will also handle confidentially and privately. For any serious situation, the Secretariat will report to CEO directly for further instructions. It is allowed to submit anonymous complaints without ID card or evidence to back up.</p> <p>Hotline for Employees:</p> <p>◎Mailing address: Head of Administration Department Mr. Sheng-Chi Wang 6F, No. 228, Min-Chuan Road, West District, Taichung ◎Email address : hr@ccf.org.tw</p> <p>◎Communication line for employees : (04) 2206-1234 ext. 1602 Director of Administration Department Mr. Yang-Chung Lin</p>	



J5	<p>Protecting confidentiality and anonymity of those involved in complaints</p> <p>The report states that in order to ensure privacy of both parties, complaints relating to sexual harassment or other personal matters are handled confidentially. Anyone related to either party is not allowed to participate in the handling of the complaint. The Regulations of Appealing Application (Annex J5, in English) state that the claimant should ask any members of the Employee Appeals Committee who are involved in the issue to withdraw from the discussions. The Panel questions whether this is sufficient to ensure privacy and confidentiality, as it would already be clear which staff member is making a complaint. The Panel recommends the establishment of a mechanism which allows anonymous submission of complaints, or for complaints to be first channelled through a dedicated staff member, who can act as an intermediary and request certain members of the Employee Appeals Committee to excuse themselves from discussions.</p> <p>The report also refers to the Regulations of Appealing Application as protecting the rights of beneficiaries and other affected by TFCF's services, and partner organisations. However, this document appears to apply to TFCF employees only.</p> <p>This is another point to address in the interim report.</p>	2
Reply	<p>As we mentioned in our report, there are many channels for employees to submit their complaints. For example, like our quarterly labour-management conferences, the labour representative from each department will collect the issues privately which the employees would like to submit. The issues will be discussed anonymously during the meetings.</p> <p>For the formal appeal, the employee/stakeholder appeals the case and fills in the appeal form first. If there is no relevant supporting information, they can still submit the appeal application. The person in charge from the Administration Department will first intervene to understand the whole issue and exclude the interested parties before submitting the appeal to the Employee Appeal Committee.</p> <p>As for sexual harassment cases or other serious matter, if the case is true depending on the severity of the case, the respondent will be punished in accordance with relevant regulations such as working rules. If criminal liability is involved, we will assist the complainant in filing a complaint.</p> <p>◎Mailing address : Director of Secretariat Ms. Carol Shu-Ling Huang 8F, No. 228, Min-Chuan Road, West District, Taichung</p> <p>◎Email address: fund@ccf.org.tw</p> <p>◎Communication line : (04) 2206-1234 ext. 1803 Director of Secretariat Ms. Carol Shu-Ling Huang</p>	



K. Leadership is dedicated to fulfilling the 12 Commitments		
K1	<p><i>The governing body and management are held accountable for fulfilling strategic promises</i></p> <p>The report explains the review processes for management and the CEO. The CEO has quarterly performance reviews overseen by the board, and the report states that the board takes into consideration the 12 Accountability Commitments when conducting its review. More detail on how the CEO reports on TFCF's accountability efforts is provided under question K2.</p> <p>The response also outlines the areas trustees are responsible for, listing board committees. Are any accountability related issues specifically addressed by the board?</p> <p>As for evaluation of the board, this is covered under question J1. The Panel had some questions of the government review of board members, and looks forward to an update on efforts to introduce board self-assessment.</p>	2
Reply	<p>Our board members pay attention to the management and the transparency of the finance which the public are also highly valued. We have the Purchase comparison regulations, including the valuation report, 3 bidding companies and minutes. The payment needs to be signed by the director, the accountant and the representative of the employee. In addition, there is a balance between the duties of accountant and the cashier. The accountant needs to have the approval from the cashier for any expenditure. And, once the total amount is over the limit, it will be submitted to the board meeting for discuss for approval.</p> <p>As for evaluation of the board, please refer to J1.</p>	



K2	<p><i>Inclusion of staff in discussing progress toward organisational accountability</i></p> <p>The report explains that TFCF's CEO shares the 12 Accountability Commitments, and learnings arising from Accountable Now meetings (including board meetings), at TFCF's executive meetings. At the annual national executive meeting, the CEO reviews TFCF's implementation of the 12 Commitments and identifies any shortcomings. Directors are then responsible for discussing this with staff and making necessary improvements. Department heads also review branch offices' work in light of the 12 Commitments. The Panel commends this approach.</p> <p>In the next report we would also like some information on how staff are involved in the accountability reporting process. Who is involved in drafting the report and at what stages? Is the Panel's feedback and identified areas for improvement discussed with staff?</p>	3
Reply	<p>After being assigned by CEO, it's the Secretariat who is responsible for drafting the whole report; however, the related departments with their directors and staffs are also involved in the reporting process.</p> <p>First, after translating to Chinese and sending to departments for pre-reading, the Secretariat conducts the meeting to answer and discuss questions arisen by directors and the responsible staffs from other departments. After the meeting, the directors and staffs would share and discuss the questions with other staffs. By doing this, the staffs are involved in the process of the accountability report and will better understand the current standard of the Accountable Now 12 commitments. It's the same as for the Panel's feedback. It is also shared to the directors and staffs after being translated first. All of the improvements will be reviewed and examined if TFCF has met the standard and will be discussed with directors and staffs. Thus, we will know what areas we need to make the improvements and changes.</p>	
K3	<p><i>Scope of this accountability report and influence over national entities</i></p> <p>The report covers the whole organisation, including TFCF headquarters, local and overseas branch offices, and affiliates. The response explains how information from various offices is compiled, and how headquarters oversees the performance and accountability of the offices and affiliates.</p>	4