

2020 Interim Report to Accountable Now

Opening statement from CEO

Year 2020 was a year with challenges for Taiwan Fund for Children and Families externally and internally. Externally, the COVID-19 has spread around the world and made our work more difficult, especially to those staffs who work outside Taiwan. Some countries where our branches locate lack the concept of pandemic prevention which is a big threat to everyone, including our staffs and assisted families and communities. To ensure that the supported overseas families and communities could still access necessary resources and services, we adjusted our work patters which were work from home and adjusted shift rotation and changed our ways of service delivery and contents of supplies.

Internally, we noticed a huge decline of our income in the first quarter due to the COVID-19. In addition to the news media, we held charity events to invite more donors to make contributions to support our work. Thanks for the [support](#) from those people who trust TFCF. By the end of 2020, after those efforts we made, our income has increased and was even more than our goal of the budget. We have also been working on the financial membership system plan. By doing this, our donors can check their donation any time through the system which helps us be more transparent and accountable.

In 2020, due to the pandemic, unfortunately we had to postpone our symposium again. We intended to show the public about our global impact on children and our work which has been implementing for years. By the end of 2020, TFCF sponsored over 48,000 domestic children and 66,000 foreign children and helped the cumulative total of 310,408 self-reliant children.

In response to the multiple services and future developments, we completed TFCF New Headquarters Building with supports from our Advisory Committees of Branch Offices, board members and the public. In this building, we also paid much attention to the environmental protection and green energy in order to reduce carbon emissions, including the limits to turn on air conditioner, the purchase of energy-saving supplies, the use of conference call, etc. In addition, we held a groundbreaking ceremony in Matsu where we ceased the service in 1977. This groundbreaking ceremony represents our determination to continually help those needy children and families.

Year 2020 was also a year full of honors: (1) TFCF received the [Outstanding Contribution Awards](#) for Taiwan NGOs-Social Welfare Contribution issued by Ministry of Foreign

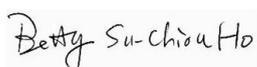
Affairs; (2) We established the 2nd non-profit kindergarten " [TFCF Yuxian Non-profit Kindergarten](#) " commissioned by Taichung City Government (100% enrollment); (3) Being the CEO of TFCF, it's an honor for me to receive "[2020 Special Contribution Award](#)" issued by the Ministry of Health and Welfare; (4) After being risk assessed by our Social and Family Affairs Administration, Ministry of Health and Welfare, it approved that TFCF has adequate internal control measures to prevent money laundering terrorist financing (ML/TF) risks. We appreciated all support and approval from the government and the public who make we keep moving forward with transparency and accountability

In TFCF, we have many open appealing channels for employees to make appeals, including Service Plan for Employee's Recovery from Psychological Trauma, Employee Appeal Committee, Labor-management Conference and Personnel Committee. In addition, most of our employees have the background of social work who are self-conscious and are against any forms of bullying or discrimination to any person. Anti-bullying and anti-discrimination are also topics we focus and advocate in [our services](#), especially to the [children](#). In TFCF, one of our organization's culture also includes anti-bullying and anti-discrimination. This concept is shared and established by all of us in TFCF shaping employee perceptions, behaviors and understanding.

In 2020, we experienced a turbulent year. The COVID-19 pandemic was affecting the lives of everyone, and all of us were facing severe challenges and went through uneasy moments of life. Being a NGO, it's always our responsibility to serve those in need. We appreciate the support from the public and the government to help us be capable to provide services to them. We are grateful for the feedback from the Panel to help us become transparent and accountable to our stakeholders. Thank you for being with us to make TFCF better to continually carry on our work.

By the end, it's time for me to say good-bye to my Accountable Now friends. My term of TFCF CEO expires at the end of June and I have submitted my application of the retirement to the Board which was approved. I will serve as the acting CEO temporarily until the New CEO is elected. It's my pleasure to work with all of you and I have learnt so much from the sharing, AGM, Board meeting, Panel's feedback, etc. Those learnings have helped TFCF be well equipped and make improvements on the areas we need to pay more attention. I have fought the good fight and thank you again for the support and friendship from all of you. Thank you.

Respectfully,



Betty Su-Chiou Ho
CEO, Taiwan Fund for Children and Families
June 30, 2020

The overview of significant organizational changes since the last report

Due to the Foundations Act issued by our government, the establishment, organization, operation and supervision of foundations shall be governed by this Act unless the law other than the Civil Code provides otherwise; the Civil Code shall apply to the matters not regulated in this Act. In Article 25 of the Act, it says that a public-endowed foundation may have supervisors which shall not exceed one-third of the numbers of directors. Therefore, our organization has held board meetings in 2020 to act accordingly based on the Act. Our board has agreed to the following changes and the amendments of Articles of Incorporation which will be implemented in 2021:

- (1) The quota of the board members will be reduced to 13 members. The original board members were 15 members whose term will be terminated on June 30, 2021. By June 30, 2021, the 13 board members will be nominated and elected.
- (2) TFCF will add 3 supervisors. There is no supervisors before.
- (3) Our supervisors shall have the following duties and powers:
 - (A) Oversee the operation and financial status;
 - (B) Audit financial statements, documents and property information; and
 - (C) Oversee the operation to be carried out in accordance with laws and the charter of endowment.
- (4) TFCF's work report and financial statements for the preceding year shall be submitted to all supervisors for conducting audit separately after they are passed by the Board, and submitted to the competent authority for record along with a supervisory report for the preceding year prepared by the supervisors.
- (5) The supervisors shall not be remunerated.

Update on Improvement Analysis Recommendations made by the Review Panel

Progress and challenges over the reporting period(A3)

The response focuses on describing progress against the goals for 2019 (which are listed). In the next report, the panel suggests to focus on challenges encountered as well.

Action taken:

There is no doubt that 2020 was an extremely difficult year for all over the world in terms of our daily life (health, social and economy) and disrupted the world trade and movements. People from all walks of life have been impacted seriously by the COVID-19 crisis, not to mention donations. In 2020, our donations in the first quarter were largely declining which never happened before. However, no matter how the time changes and how difficulty it may be, we still need to keep our promises to our stakeholders, especially those who were mostly affected. In order to make up the shortage of funds, we have increased more fundraising strategies in which we could still keep our promises to our stakeholders and carry on our work:

1. Continue to develop convenient and more [channels](#) for donors to make donations, such as Google Pay 、Apple Pay 、LINE Pay. From the website, it is easy for donors to find the related information (in Chinese), including [annual report](#), [financial statements](#) , [Statement of willingness to disclose information for making grants, donations and awards](#), email contact (finance@ccf.org.tw), [donation information query](#), [Foundations Act](#), [independent auditors' report](#), [donation Q&A](#) and [English version for donation](#).
2. Continue to keep a close contact with our sponsors.
 - (1) In addition to the sponsorship program, we would propagandize our service programs based on the funding gap to encourage sponsors to make donations to support us.
 - (2) Encourage and invite those sponsors who are on the waiting list or terminate the sponsorship to make donations to our service programs except for the sponsorship program.
 - (3) Through our analysis from 2017-2019, there were over 265,000 sponsors who made one-time donation only. We would contact those potential sponsors or donors by EDM or notice of the preferential price provided by the credit card banks with the regular quota to continue supporting our work.
3. Continue to propaganda our service programs to enterprises and media for funding our services to the disadvantaged children and families, especially under the circumstances of the pandemic.

By the end of 2020, after those efforts we made, our income has increased and was even more than our goal of the budget. We have also been working on the financial membership system plan. By doing this, our donors can check their

donation any time through the system which helps us be more transparent and accountable.

In addition, our [foster care service](#) also faced the difficulty in recruiting foster families. Every year, TFCF organizes nearly 400 [promotion activities for foster family recruitment](#) throughout Taiwan and only a hundred new foster families join and become the foster families. However, there are more than 500 children and youth needed to be placed yearly. Besides, it takes time for all foster care parents to receive training and education. They also need to be evaluated by the government. Therefore, there are over 80 foster care families who withdraw every year.

Furthermore, being affected by the CRC and international trends, government agencies reduced the proportion of institutional placements and vigorously promote family-based placement services. However, due to the changes in generations, it is indeed difficult to recruit new foster families. Therefore, we have conducted relevant discussions with government units for further actions:

- (1) Increase the recruitment and [publicity activities](#)
- (2) Suggest our government to improve the welfare of foster families to increase incentives to have more families to join the service.
- (3) Hold the [press conference](#) to promote our service and call for more foster care families since our foster care service has been implementing for 40 years in 2021.

Lessons learned in the reporting period(B2)

The response addressed how the organisation provides training to staff at different levels. This response would suit better under H2, Staff development. In the next report, the panel suggests addressing specific takeaways from successes, failures, or feedback received and how the organisation outlines steps it will take in response.

Action Taken:

Learning from successes, failures, or feedback is always the principle of TFCF. The followings are some examples of the response on learning relating to non-programme related areas, such as internal processes or staff issues. The “work from home” policy in overseas branch offices is one of the important adjustments conducted in 2020, which is the example of learning from failures. Underestimating the severity of the COVID-19 pandemic, we had tried to remain the normal working process and status at the early days of the pandemic. As the epidemic got worse, we started to find out the inconvenience and risk to work as usual. Staff and even our service users would have to take the risk of cluster infection, not to mention the stress that our workers had to bear. Once we found out the wrong decision and risks, we immediately adjusted our strategy and working pattern to “work from home” or “adjusted shift rotation”. Due to the different situations and epidemics in different countries, the overseas branch

offices still have discretion.

After being aware of the mistake, we started to have the early prevention measures against the virus. Learning from Taiwan’s own experience, our workers started to prepare the medical supplies, such as facial masks and sterilized water, early before the virus characterized as a pandemic by WHO. Headquarter later launched the response plan ([Attachment B2: The strategy in response to the COVID19 for TFCF overseas branch offices](#)) in March 2020, to demonstrate our framework in the global health crisis. The four main goals of the plan were “reduce, increase, strengthen and mitigate (RIMS)”. Under the goals were five response approach guided by humanitarian principles as well as by inclusivity, gender, protection and community engagement principles: support in kind, epidemic prevention promotion, emergency relief, community medical system strengthen, and stress relief and support. The following picture demonstrates the framework of response strategy:



No matter failures or successes, we always believe that it’s never too late to learn and change.

Minimising negative impacts on stakeholders(C4)

The response describes the four levels at which TFCF ensures the safety of children and communities. These are (1) selection of staff, (2) safeguarding training, (3) internal supervision mechanisms, and (4) external review of partners.

Stakeholders can provide feedback through interviews and seminars, which is taken on board to minimise potential negative impacts.

In the next report, the panel suggests to share any relevant policy such as a code of conduct or safeguarding policy, and examples of the impact of such policies. More information on "child protection" and "social protection" would be appreciated as well.

Action taken:

To minimize potential negative impacts, TFCF ensures the safety of children and communities in four levels described in the last response. We also have the manual for child protection (**Attachment C4**). As for the executive aspect, expect the work ethics for professional social workers, there are plenty of policies and principles for workers of TFCF to comply with. The basic principle is “Duties and Responsibilities for Employees” (**Attachment C4**). It demonstrates the roles and responsibilities of every position in the organization clearly and completely, and every staff should have read right after they join the organization. While conducting programs, workers could find manuals of every different program easily from the [Employee Portal](#), such as manuals for financial support, early intervention service. The manuals not only provide a clear working process for the program but also principles and notifications for workers to carry out the program. Besides the manuals, we also provide regular on-job and pre-employment training. Take the early intervention program for example, in the manual, there are chapters for professional norms, laws, and rights protection for the service user. Moreover, workers of the program need to take a total of 133 hours of training and be supervised monthly. These methods make sure that children and communities are protected during all the service period.

The policies and manuals mentioned formerly are designed for a worker to examine themselves and their work, while there is also method designed for service users to protect themselves. For example, the Consent Form for Service Users (a personal data and portrait authorization consent form for children supported by Mongolia Branch Office) (**Attachment C4**) (in Chinese and Mongolian) is one of the methods. The form is for informed consent to make sure our stakeholders well know about the service they might receive and the rights they have. On the other hand, it’s also a promise made by TFCF to our stakeholders.

Safe working environment (H3)

The response focuses on addressing the panel feedback from the previous report. Discrimination and bullying content has been added to the Regulations of Employee Appealing Application (Annex H3). In the next report the panel would appreciate a description and/or examples on how incidents are dealt with, and to reflect on any challenges.

Action taken:

TFCF hasn't received any complaints from employees about discrimination or bullying in 2020.

Adhering to the principle of "employees are our most important asset", in addition to having a smooth channel for employee complaints, our organization also attaches great importance to the mental health of employees. There is a "**Service Plan for Employee's Recovery from Psychological Trauma**" (Attachment H3) amended in 2020. For those who suffer from pressures, challenges, the mental trauma and adjustment disorder due to the official duties or personal factors, they can apply for the trauma recovery service. Psychologists provide 1-12 times of services, and all the expenses are borne by the organization.

In TFCF, we have many open appealing channels for employees to make appeals, including Service Plan for Employee's Recovery from Psychological Trauma, Employee Appeal Committee, Labor-management Conference and Personnel Committee. In addition, most of our employees have the background of social work who are self-conscious and are against any forms of bullying or discrimination to any person. Anti-bullying and anti-discrimination are also topics we focus and advocate in [our services](#), especially to the [children](#). In TFCF, one of our organization's culture also includes anti-bullying and anti-discrimination. This concept is shared and established by all of us in TFCF shaping employee perceptions, behaviors and understanding.

Resources are acquired in line with your values, globally accepted standards and without compromising independence (I1)

The response describes TFCF's sources of income: around 10% comes from the Taiwanese government, which for years has had a partnership with the organisation. Nearly 89% comes from donations from the public and companies. It is stated that TFCF has complete autonomy to handle the funds. The panel would appreciate more details on how donations from the public and companies are acquired. Are there major fundraising activities?

Action taken:

Based on the organization's mission, TFCF uses multiple marketing strategies every year, including fundraising marketing portfolio, seeking corporate cooperation, increasing public attention and recognition to support public welfare activities, expanding resource channels and donation channels and accumulating new donation resources to increase more funds and establish long-term relationships with donors through EDM, publications, and social platforms to stabilize the operation of the organization.

For example, based on the thematic fundraising model for child protection issues, we provide our service program "[Wraparound](#)" to promote child protection services, preventive advocacy, and resource recruitment for psychological trauma recovery services for abused children and adolescents. We invite well-known artists to serve as child protection ambassadors, hold press conferences, produce promotional videos, and publicity materials on various social platforms, electronic media, print media, cooperative enterprise stores, etc.

In addition, we encourage the public to donate small amounts and hold a charity sale event called "Gathering for Love, Embracing Happiness and Support" which sell products priced NTD428. Through the selected dolls, products and corporate discount coupons, we invite and attract more young groups to join the activity and promote the concept of "[428 Child Protection Day](#)". However, we still have some challenges. Considering the labor and delivery costs, it is suggested that we might cooperate with external sales platforms in the future to reduce the labor loading and the delivery costs.

Except for cooperating with companies that share the same corporate culture and public service mission, the new cooperative companies are also persuaded to agree with the service mission. The two parties establish a mutually respectful and fully coordinated relationship, and correspondingly cooperate with each other. Through the use of professional and marketing resources, the company provides program funds, preferential programs, charitable contributions, corporate matching gifts program, and in-kind donations to achieve the corporate social responsibility. For example, we cooperated with GRANDI Group in 2020 to use corporate public relations to integrate marketing expertise. We also invited the people to respond to our activity called "I see your pain and help you smile again-Together we can fight against child abuse" on social media which people shared photographs with images of unreal wounds on the body likes those on abused children. A total of more than 300 celebrities and more than 1,000 people responded, and the total number of interactions reached 2.4 million. This cooperation model uses the company's internal channels, public relations expertise and advertising marketing budgets to not only create double public welfare results with minimal investment, but also stimulate our personnel in public relations to obtain learning opportunities

and achieve a win-win goal for both parties.

The film of “Wraparound” in 2020:

<https://www.youtube.com/watch?v=7HxI0nPc36g>

The activity of “I see your pain and help you smile again” won the "43rd Times Awards": <https://fb.watch/5Zc1F7h5mZ/>



Ms. Patty Ho, our spokeswoman of “TFCF Wraparound Project”, attended our press conference to call for the public attention to the abused children.

More than 20 caring companies supported our Wraparound project.



Launched our activity “I see your pain and help you smile again” on social medias (Facebook, IG), and use the form of roll call to call artists, internet celebrities, politicians, and athletes to increase exposure.

Invited artists and our reliant youth Mr. Yu-Cheng Chang (the Taiwanese professional baseball infielder for the Cleveland Indians of MLB) to join the activity.

