

2021 ANNUAL REPORT



Period covered:

January 2021 to December 2021



財團法人

台灣兒童暨家庭扶助基金會

Taiwan Fund for Children and Families

Opening Statement

In the past year, the pandemic still continued to spread around the world and affected everyone's life. In 2021, we had faced the challenge of the fundraising which has become more critical than before. Although the social and economic activities and development were restricted, being blessed, TFCF revenue maintained stable growth which reduced the impact on disadvantaged children and families we supported. With the public support, we were able to continue to implement our work and keep our accountability to our stakeholders. Again, we survived under the threats of the pandemic.

Based on our [Foundation Act](#) issued by our government, a public-endowed foundation may have supervisors which shall not exceed one-third of the numbers of directors. Therefore, in 2021, we had a re-election of the board members in a total of 13 board members and 3 supervisors. The 3 supervisors will supervise operation and financial status. In the light of the Commitment 2, Women's rights and gender equality, we placed importance on the gender balance when recruiting new board members and supervisors. In the previous term, the ratio of male to female directors (15 directors) was: 13:2 and now (13 directors) is 10:3. As for the supervisors, the ratio of male to female is 2:1 (3 supervisors). We have been trying to commit to achieving gender equality and it is a goal that we will strive for it.

In our previous interim report and the feedback from the Panel members, we noticed that we needed to make an extra effort in the areas of "minimizing negative impacts on stakeholders" and "the safe working environment". Therefore, we have made improvement to meet standards.

Minimizing negative impacts on stakeholders: In addition to our four levels to ensure the safety of children and communities we work with (the selection of workers, to strengthen professional knowledge, to implement the internal supervision mechanism, to be cautious external review and tracking), we do take the feedback and suggestions from our stakeholders into consideration when we set up the program and the activities. As for children, our social workers will make sure that they have the opportunity to talk to children alone during home visits. They will get to know children's current situation or any problems they encountered in the talk in private. When we see there is a need to put children into psychologic counselling, we will invite psychologists to help them. The ultimate goal of our service and program is to make sure that our supported children and families could be well supported physically and mentally.

Safe working environment: As we mentioned in our previous reports, employees are our most important asset. We not just only respond to their feedback and requests, such as the flexible working hours and salary promotion, we also try to create a safe working environment for them to prevent them from any harm. We have the Sexual Harassment Prevention Guidelines, open complaint channels, employees' trainings, Service Plan for Employee's recovery from Psychological Trauma, Employee Appeal Committee, labor-management conference and Complaints Committee, etc. In 2021, we had conducted a survey to better understand our employees' daily/individual/work fatigue and mood/ violence hazards and risk assessment and added on-site health service to help our employees. We also issued "Directions for Prevention and Management of Unlawful Infringement in the Performance of Duties" and "Employee Practice Safety Plan" with a series of programs to help keep employees safe, including the practice safety notification and crisis handing process, safety guideline at work, complaints and investigation and handling methods, practice safety reporting form, supervision mechanism and complaint flowchart.

This year, we are submitting our report covering the whole year of 2021. Please accept my heartfelt gratitude for Panel's review. We all know that it is a tough task. Thank you for keep on helping TFCF more accountable, transparent and responsive.

All the best

A handwritten signature in black ink, appearing to read "Rick Chou". The signature is fluid and cursive, with the first name "Rick" and the last name "Chou" clearly distinguishable.

Rick Chou

CEO

Taiwan Fund for Children and Families

July 1, 2022

TFCF Self-Assessment

Reporting question	Score
A1. What are your mission statement and your theory of change? Please provide a brief overview.	3
A2. What are your key strategic indicators for success and how do you involve your stakeholders in developing them?	3
A3. What progress has been achieved and difficulties encountered against these indicators over the reporting period?	3
A4. Have there been significant events or changes in your organisation or your sector over the reporting period of relevance to governance and accountability?	4
B1. What have you done to ensure sustainability of your work beyond the project cycle, as per commitment 4? Is there evidence of success?	4
B2. What lessons have been learned in this period? How have the lessons been transparently shared among internal and external stakeholders? How do you plan to use these lessons to improve your work in the future?	3
C1. How does your organisation demonstrate excellence on your strategic priorities?	4
C2. What evidence is there that your expertise is recognised and welcomed by your peers, partners and other stakeholders?	4
C3. How does your organisation practice being inclusive and protecting human rights, including promoting women's rights and gender equality, in accordance with commitments 1-2?	3
C4. How do you minimise your organisation's negative impacts on your stakeholders, especially partners and the people you work for? How does your organisation protect those most susceptible to harassment, abuse, exploitation, or any other type of unacceptable conduct?	3
C5. How do you demonstrate responsible stewardship for the environment?	4
D1. Please list your key stakeholders. What process do you use to identify them?	4
D2. How do you ensure you reach out to those who are impacted or concerned by your work?	3
D3. How, specifically, do you maximise coordination with others operating in the same sectoral and geographic space with special reference to national and local actors?	3
E1. What avenues do you provide your stakeholders to provide feedback to you? What evidence demonstrates that key stakeholder groups acknowledge your organisation is good at listening and acting upon what you heard?	3
E2. What evidence confirms a high level of stakeholder engagement in your activities and decisions from beginning to end?	3
E3. What are the main likes/dislikes you have received from key stakeholders? How, specifically, have you reacted to their feedback?	3
F1. How do you identify and gather evidence regarding the root causes of the problems you address and use this to support your advocacy positions?	3
F2. How do you ensure that the people you work for support your advocacy work and value the changes achieved by this advocacy?	3

G1. Are your annual budgets, policies (especially regarding complaints, governance, staffing/salaries and operations), evaluations, top executive remuneration and vital statistics about the organisation (including number of offices and number of staff/volunteers/partners) easily available on your website in languages accessible by your key stakeholders? Please provide links, highlight membership in initiatives such as IATI and outline offline efforts to promote transparency.	3
G2. What policies do you have in place to ensure a fair pay scale? Do you measure the gender pay gap in your organisation, and if so what is it? What are the salaries of the five most senior positions in the organisation, and what is the ratio between the top and bottom salaries? If this information cannot be provided or is confidential, please explain why.	4
G3. How do you ensure privacy rights and protect personal data?	4
G4. Who are the five largest single donors and what is the monetary value of their contribution? Where private individual donors cannot be named due to requested anonymity, please explain what safeguards are in place to ensure that anonymous contributions do not have unfair influence on organisational activities.	4
H1. Provide evidence that recruitment and employment is fair and transparent.	4
H2. What are you doing to invest in staff development? What indicators demonstrate your progress? What are your plans to improve?	4
H3. How does your organisation ensure a safe working environment for everybody, including one free of sexual harassment, abuse, exploitation or any other unacceptable conduct? What indicators demonstrate your progress? What are your plans to improve?	4
I1. How do you acquire resources in line with your values and globally-accepted standards and without compromising your independence?	4
I2. How is progress continually monitored against strategic objectives, and resources re-allocated to optimise impact?	3
I3. How do you minimise the risk of corruption, bribery or misuse of funds? Which financial controls do you have in place? What do you do when controls fail? Describe relevant situations that occurred in this reporting period. What are your plans to improve?	4
J1. What is your governance structure and what policies/practices guide replacing and recruiting new trustees/board members?	4
J2. How does your board oversee the adherence to policies, resource allocation, potential risks and processes for complaints and grievances?	3
J3. What processes and mechanisms does your organisation have in place to handle external complaints including those relating to unacceptable conduct of your staff, volunteers, or partner organisations? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.	3
J4. How are internal complaints handled? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.	3
J5. How do you make decisions about the need for confidentiality and protecting the anonymity of those involved?	4
K1. How is the governing body and management held accountable for fulfilling their strategic	3

promises including on accountability?	
K2. What steps have you taken to ensure that staff are included in discussing progress toward commitments to organisational accountability?	3
K3. What is your accountability report's scope of coverage? Are you reporting for the whole organisation or just the international secretariat? For secretariats of international federations, on which issues of accountability (or relating to Accountable Now's 12 commitments) do your members report to you on, and with what frequency? Where there is no routine reporting, how do you use your coordinating functions to elevate attention to accountability issues throughout your federation?	4

Cluster A: What we have achieved

A. The impact we achieve

1. What are your mission statement and your theory of change? Please provide a brief overview.

Our Mission: [Taiwan Fund for Children and Families](#) (TFCF), founded in 1950, is a non-profit organization dedicated to helping vulnerable children and their families. Based on the concepts of timely assistance, heartfelt concerns, Christ's love and professional social work, TFCF provides individualized and localized services to disadvantaged children, youth, families and communities. Transforming from receiving foreign funding in the initial stages to be self-sufficient in 1985, TFCF provides tailor-made [services and programs](#) in different communities around Taiwan in the belief of "Where there is a need, there is TFCF" regardless of race, religion or gender. In 1987, we started Foreign Children Sponsorship Program.

In 2004, we established our very first overseas branch office in Mongolia, and following by Kyrgyzstan, Eswatini, Vietnam, Cambodia, Jordan, and the Philippines. Through our international programs, we aim to outreach our helping hands to needy children and families outside of Taiwan through [services and programs](#). Our ultimate goal is to shift them from the welfare recipients to be self-independent and even to be the contributors.

Theory of change:

We adjust our work plans and goals yearly in order to keep up with world trends and to be accountable. The following is our goal in 2022:

1. In line with the United Nations sustainable development indicators, we promote the welfare services for children and families domestically and abroad along with the principle and belief of human resource development, human capital cultivation, social capital expansion, social prevention treatment, attention to environmental justice and the establishment of regional partnerships.
2. Under the principles of fulfilling the mission of serving children and enhancing the accessibility to stakeholders, we will maximize the completion of our offices domestically and abroad as

well as the archive room.

3. Ensure the fulfillment of serving disadvantaged children and families, enforce the deep work and create diverse working methods, pay attention to the digital learning gap, remain innovation and extend rural services. Therefore, we will select the most suitable personnel for the development of the organization, promote the selection, training and retention mechanism of employees and establish a friendly working environment.
4. From the perspective of the Convention on the Rights of the Child, we develop evidence-based professional practice and construct a rights-oriented social work practice model. At the same time, we also combine virtual and real-world experience learning models to promote new practices in digital social work.
5. Combine social innovation and emphasis on self-directed empowerment training programs, implement parent education service programs, and create localized evaluation indicators and tools. Integrate various poverty alleviation service plans to help those disadvantaged children and families we serve with our Covid-19 Project, Learning Program and Parenting Plan. In addition, we will also establish an appropriate self-reliance tracking mechanism.
6. Strengthen our social marketing strategy and brand image, continue to expand social communication and various channels of contact, enhance our social voice, and actively play a pioneering role in children's rights.
7. Based on the principles of self-discipline, initiative and rigor, we constantly review and timely adjust the organization's social accountability mechanism to respond to the expectations of our donors and all stakeholders domestically and abroad.
8. Establish a target management mechanism, use outreach service strategies to collect and activate existing and potential sponsor resources domestically and abroad in order to meet the needs of our services and the children and families we serve. At the same time, through the assistance of relevant information systems, we will strengthen closer interaction and involvements with sponsors.
9. Continue to optimize the financial information system, implement regular financial analysis and forecasting, ensure the legality of the organization's operations and provide various empirical data for the organization's operational decision-making to establish the best accountability.
10. Construct an international service development system to respond to uncertain events caused by the environment and epidemic risks, formulate corresponding planning strategies based on various empirical data, follow-up closely to the ever-changing practical status and seek systematic response strategies which are prediction, processing and adjust accordingly.
11. Gradually improve our integration and reform of various information systems, strengthen the information security policy, implement disaster prevention drills in the computer room, and establish and improve backup and off-site backup mechanisms.
12. Assist the board of directors and supervisors to fully understand the operation of the organization and various welfare services, and establish a sound communication and exchange mechanism.

2. What are your key strategic indicators for success and how do you involve your stakeholders in developing them?

According to the statistics from Bureau of Fire Protection (BFP), that has recorded 22,194 fire incidents from January 2020 to October 2021. The structural fire incidents (53.28%) was higher than non-structural and vehicular fire incidents. However, the TFCF Philippines carried out a survey for 39 sponsored families living in Additional Hill to understand the common issues in the community before the service delivery. Many respondents considered “House Fire” as the major issue in light of the materials of house and the habit of using fire. For responding to the community’s needs, TFCF Philippines formulated the Community Environment Program to purchase the related equipment for the community. In addition, the Community Patron Program is launched to reduce the losses of the properties and lives by training local voluntary parents with the skills of first aids and firefighting. (A2-1: Planning form of Community patron program) (A2-2: Community development program)

TFCF Philippines attempted to understand the common issues and needs in the local community. Therefore, social workers invited some sponsored families from Additional Hill to join a meeting together. TFCF Philippines wanted to know their opinions as needs assessment. Because these participants’ suggestions were taken into account for program design, they were intangibly encouraged to attend the Community Patron Program. As long as these voluntary parents can join the program regularly, they will be incentivized with first aid kits and fire equipment as a result. In addition, TFCF Philippines also attempted to give program participants a vital role and responsibility. With empowerment, they can contribute to their community and find an identification.

This Community Patron Program is designed to achieve the sustainable goals and develop the resilience to response the disasters by networking with local governments, Bureau of Fire Protection and schools.

This program meets the SDGs as below:

4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture’s contribution to sustainable development

11.b By 2030, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels.

17. Strengthen the means of implementation and revitalize the Global Partnership for

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

In 2021, 15 sponsored parents, which were 14 females and 1 male, were selected in this Community Patron Program. This program has achieved the goals below:

- (1) Learned the knowledge and skills about fire protection: all 15 members were certificated after completely joining the program and practiced the skills of fire protection and first aid. They were granted the first aid kits and fire equipment by TFCF in the end of program.
- (2) Assisted in the campaign of fire advocacy: Members assisted the Bureau of Fire Protection in carrying out the campaign to raise up local residents' awareness. There were totally 90 families participating in this campaign.
- (3) Shared their experience with university students: Members were invited by the Universidad De Manila to share their experience of program participation. It was a significant encouragement for all the program members.
- (4) Further collaboration: Due to the success of the program, a professor from the Universidad De Manila and country director of TFCF Philippines have both agreed the collaboration in the program practicum and survey in the coming year, 2022.



Difficulties and improvement:

This Community Patron Program launched in 2021. There were many drawbacks and defects during the first year's implementation, which were unclear themes of training, unknown advanced courses, how to increase members' continuous involvement, and explicitly define members' role in the community and so on.

TFCF Philippines intends to recruit 30 new members to join this program in coming 2022. With the drawbacks mentioned, it is prioritized to clarify those current members' roles, properly arrange the advanced-courses, and deeply develop community network. TFCF Philippines will conduct a survey and then come up a possible suggestion to the next phase of program implementation by collaborating with the Universidad De Manila. It will possibly bring the better outcome to the community.

4. Have there been significant events or changes in your organisation or your sector over the reporting period of relevance to governance and accountability?

By February 11, 2022, we had a total of 45 vacancies. In fact, social workers were the largest proportion of our employees, with 1,592 employees including 1,007 social workers which was 63.25% in 2021. Therefore, the shortage of social workers has huge impacts and challenges in our services.

The reasons for the shortage of social workers cover a deep and wide range, including: low wages in the social welfare industry, the complexity of the work, , low proportion of social work graduates willing to engage in social work and government recruitment for social workers, etc. Therefore, during the recruitment period, the original cases, plans and activities of the resigned employees will be handled by the other employees. Their workload, work responsibilities and pressure have increased at the same time. In order to maintain our services and accountability to our stakeholders, during this critical time, we have taken the following actions for solution:

1. Program inventory: TFCF conducts a program inventory every year for the plans under implementation, refines the plans, improves the detail and quality of the plans and provides more in-depth and appropriate services in order to reduce the manpower.
2. Campus publicity: In the part of personnel recruitment, the Human Resources Division has been conducting campus publicities since 2016. For the senior students of universities at social work departments, the introduction and publicity of TFCF are carried out to increase students' willingness to enter the social worker job market and choose TFCF.

Based on the Article 39 & 40 in Chapter 2 of [Foundation Act](#) issued by our government, a public-endowed foundation may have supervisors which shall not exceed one-third of the numbers of directors. And, the tenure of a public-endowed foundation's directors shall not exceed 4 years, and they may be re-appointed; provided that the number of such re-appointed directors shall not exceed four-fifths of the total number of directors to be appointed at the same time. Therefore, we had a re-election of the board members in a total of 13 board members and 3 supervisors. In the light of the Commitment 2, Women's rights and gender equality, one more female director is added than the previous term which there are 3 female directors among 13 directors. And 1 of the 3 supervisors is female. We have been trying to commit to achieving gender equality and it is a goal that we will strive for it.

B. Positive results are sustained

1. What have you done to ensure sustainability of your work beyond the project cycle, as per commitment 4? Is there evidence of success?

TFCF has developed two major models of service delivery, including direct and indirect services. "Direct service" means that TFCF overseas branch offices deliver services to the families without other agencies. "Indirect service" is that TFCF overseas branch offices deliver services to locals by collaborating with local organizations.

Each branch office has slight differences in its work approach and strategy according to the

national culture and policy. However, the one of unchanged missions for TFCF is to cultivate and empower local organizations as its local partners in service area. In Jordan, the collaboration between an international non-governmental organization (INGO) and a community-based organization (CBO) is a common approach to deliver services locally. The role of INGO is to do the program planning and fundraising, CBO is to do the program implementation. CBO's locality, accessibility, and immediacy are considered as the major reasons to the collaboration. Networking with CBO well can efficiently create the significant contribution and achieve the goal of sustainability. As a result, TFCF Jordan determined to employ this networking approach to deliver its local services.

The path towards sustainability is to involve and cultivate locals to be part of the plan. Fetching the resources from the community and then putting them back to the community create a good cycle. Therefore, the locals' experience and context should be valued as important factors to develop the need-oriented services. TFCF Jordan has a different work pattern among all overseas branch offices, which focuses on both sponsorship and community sponsorship program through working with different CBOs. The needs assessment to the community will be more efficient and evidential if the locals are involved. If CBO's suggestion is taken into account to form action plans, it can encourage the local's participation.

Many people in Jordan would like to involve themselves in the social services due to their kindness and willingness. According to the CBOs, the main reason to establish the charity is to dedicate themselves to their communities or societies. Most of the staffs from the CBOs are unpaid and unprofessional volunteers. They often deliver aid work to the beneficiaries, such as food parcel. A lack of complete needs assessment and professional background are common phenomena. It will affect the outcome of service delivery. Therefore, the "CBO cultivation" has become critical when TFCF Jordan decided to establish partnership with them. With the goals, TFCF Jordan assisted CBOs in developing their ability through strategic and systematic approaches. Enhance the service quality and adaptability to meet families' comprehensive needs.

Reference: <https://www.facebook.com/1765595493499908/posts/4196482037077896/>

After completing the assessment of collaboration, TFCF Jordan designed the training courses and themes in reference to each CBO's pros and cons. Therefore, it is mandatory that CBO should participate in these trainings. Having said that, it is also mentioned within the article of the Memorandum of Understanding (MOU).

In terms of CBO's obligation, CBO should appoint its focal point to the office of TFCF Jordan to join the orientation in the beginning of collaboration. The orientation highlighted the importance to CBO, such as the criteria of selecting the sponsored families, how to collect child's information, the request of child's photo, how to present the family's story, and so on. Subsequently, TFCF Jordan

also regularly organized in-service training sessions, which were project management and evaluation, financial management, how to run social media, and other relevant theme trainings, to continuously enhance CBOs' ability. Each project officer from TFCF Jordan arranged frequent community visits to understand what was happening and what the difficulties were in the fields. Sometimes, the project officer can promptly provide assistance to address the problems. If no, the project officer will bring those unsolved questions back to discuss with their manager to find out the best approach. TFCF believes that giving enough support will help the local partner work easier.

2. What lessons have been learned in this period? How have the lessons been transparently shared among internal and external stakeholders? How do you plan to use these lessons to improve your work in the future?

CBO's experience and ability are crucial for latter work development. They are often more reliable and well-performed if they have enough human resources, implemental experience, administrative cooperation and the same goals.

In the very beginning phase of development, it's quite different and difficult to select local partners, especially for those overseas countries with various cultures, background and religions. TFCF Jordan encountered incapable and low-cooperative CBO in light of a lack of domestic experience. As it occurred, TFCF Jordan spent more time to guide this CBO to work properly. This CBO was very proactive in the beginning and it was well-connected with locals. After several times of conducting field visits, TFCF attempted to collaborate with it to carry out few distributive activities for local school and needy families. The initial collaboration was fine and went well. Afterwards, this CBO started to request TFCF Jordan to help their relatives or close friends in return. This proposal was refused because of a low demand and accountability. After trying for several times with no positive response from TFCF, subsequently, the CBO became very uncooperative with unstopped complaints. TFCF Jordan considered a difficulty to continue working with this CBO. Eventually, the cooperation was called off in 2021.

Initially, TFCF Jordan did not have any suitable criterion to select the local partners. With the increased number of cooperative CBOs, TFCF has gradually developed a Risk Evaluation Form (B2) later as a tool to access whether the CBO is qualified. This form includes five major aspects with detailed indicators, which are "Leadership and Management", "Administration", "Human Resource", "Financial Management" and "Public Relation". All these indicators help identify CBO's current status, adaptability and developmental potential.

These successes or failed stories are like accumulated foundations to help TFCF rethink how to choose its local partners properly. It can avoid the repetition in the future. As for our stakeholders, through those sharing of experience and learnings, they would have a better understanding to our

status and expectation.

C. We lead by example

1. How does your organisation demonstrate excellence on your strategic priorities?

TFCF Eswatini implemented the [Asset-based Community Development, ABCD model](#) through the Agriculture Project with help of [Neighborhood Care Points, NCPs](#). ABCD includes conducting fieldwork to discover social capital, documenting the capital through community records, mobilizing core community members, organizing social activities in the community, and increasing the connections between these activities and social capital. In Eswatini, due to high rates of unemployment, poverty, shortage of food, and HIV transmission, many children grow up without the main caregiver. These children could get a meal a day in the NCPs to receive a basic level of nutrients they need in a day. As a result, NCPs become a center to care for children underprivileged in the community. Members of NCPs are composed of mothers in the community. There is also farmland near the kitchen of the NCPs, which is used to grow a variety of fruits and is also used to bring the whole community together.

Even since the Agriculture Project started in 2014, we have tried many ways to execute the project. We found out that many communities didn't have a concrete plan of their own, they just wanted to lower the cost of paying for vegetables by using the empty lot in the community to grow them themselves. After our initial observation, we found out that community members generally think that the only useful capital is from outside while overlooking their own capital. After interviewing the mothers in the community, we put the capitals into three categories, water, land, and human power.

Take the 306 community as an example, through the help of the chief, we succeeded in obtaining an empty lot in the community to use as a community kitchen and designated part of the lot as farmland. With the help of the community committee, we prepare the garden soil, put up the fence, and let the community member see the whole process of how their community capitals are being used. After seeing this, mothers and children in the community are also more willing to run the community farm.

In addition, we always take an active participation in the relevant inter-ministerial committees of the central government in Taiwan for the initiative strategy. We hope to fundamentally affect the planning and revision relating to children's policies, laws and services. We mainly participate in the Promotional Team for Children and Youths Welfare and Rights (Executive Yuan), Educare Service Advisory Committee (Ministry of Education), Task Force on Alternative Care Policy of Children (Ministry of Health and Welfare) and Review Committee for Electronic Game Arcade (Ministry of Economic Affairs). For examples:

1. For the school subsidy policy plan for children with special education needs when they

attend early-care institution (Educare Service Advisory Committee of Ministry of Education): Through the consultation meeting on early childhood education and care services of the Ministry of Education, we proposed to discuss the proposal to include 5-year-old children who are in early-care institutions into the policy plan.

2. It is suggested that the government should include children in early-care institutions that were previously excluded from the education subsidy, so that they can all enjoy equal educational subsidy, so as to reduce the financial burden of parents. In the meeting, it was decided that the competent authority should adopt this proposal and discuss related application methods.

3. In response to the Government's Second State Report under the CRC in 2021: In review of the Second State Report under the CRC, we fully participated in the consultation review conference. In addition, as a member of the Promotional Team for Children and Youths Welfare and Rights of Executive Yuan, we successively participated in government meetings and the finalization meeting of the report. [TFCF's report](#) presented nine issues in response to the Government's Second State Report under the convention on the Rights of the child in 2021 and its policies and actions since the first international review of the state report. This report is publicly accessible.

2. What evidence is there that your expertise is recognised and welcomed by your peers, partners and other stakeholders?

(1) As mentioned earlier, in the project carried out by our TFCF Eswatini, our social workers utilized the group work method professionally to unite our community members and let them support each other. By getting updates from the community members from time to time, and evaluating what their share, we assisted them in rediscovering or updating their development goals and motivation. The meaning of Group work intervention is to let the members discuss as main stakeholders and our social workers' role is to support them.

(2) TFCF built and repaired 7 community water stations in Mongolia, Eswatini, Jordan, and the Philippines, benefiting over 10,267 residents. The water station by the TFCF Mongolia was recognized by the state water resources agency as "the national benchmarking water station."

(3) [Our effort in clean water in five countries](#) has been recognized by the Taiwan Sustainability Action Awards, TSAA, and was [awarded Gold Medal in the category of SDG1](#). By establishing a sustainable and local economic cycle model, we aimed to provide hardware and water storing facility to people without access to clean water around the world and to provide them with access to safe and stable clean water. At the same time, we also provided employment opportunities to the local community and break the cycle of poverty.

(4) On April 16, 2021, we provided the suggestion report on the improvement opinions on the policy, mechanism and implementation of child sexual abuse cases to the Control Yuan to serve as a reference for reviewing the revision of the child sexual abuse policy. Based on some of our suggestion report, an investigation report was written by the Control Yuan on the issues of judicial

procedures for victims of child sexual abuse, patterns of child sexual abuse, trends in perpetrators, and the establishment of an inter-professional cooperation model. The government issued a press release on August 30, 2021, calling for more Sexual assault prevention, and public survey and research reports were open on the next day (the government report link: <https://www.cy.gov.tw/CyBsBoxContent.aspx?n=133&s=17598> (TFCF suggestions were listed on page 39, 51 and 52 in Chinese).

(5) Our 24 social workers were the recognition [winners of Social Work Professionals of the Year 2021](#), excluding 1 our female board director. The President of Taiwan, Ms. Tsai Ing-wen also attended this awards ceremony to congratulate those winners. TFCF was the social welfare organization with the most award-winning social workers.

3. How does your organisation practice being inclusive and protecting human rights, including promoting women's rights and gender equality, in accordance with commitments 1-2?

Through the agriculture project, TFCF Eswatini found out that the main stakeholders are women who are unable to have a full-time job and sell the crops as the main income source. The main caretakers of the farm are women and children. The project provided opportunities for the marginal groups of people in the patriarchal society to build confidence, share thoughts and opinions with each other, and have the right to use public goods.

TFCF Eswatini worked with Taiwan International Cooperation and Development Fund to host an intensive five-day training on strengthening financial literacy for the mothers in the community. The training includes the professional skills of the financial experts in the Technical Mission of the Republic of China (Taiwan) in Eswatini as well as the communal skills from the TFCF Eswatini. The training let the female entrepreneurs establish proper financial perspective and business running ability. This training allowed the participants to implement the materials in their own business and to become instructors themselves. They could share what they have learned from the training with their community, which put women empowerment into practice.

As for our recruitment, according to the law, the aborigines and the people with physical and mental disabilities are provided with protection quotas, and the other staffs are employed equally according to the performance of the written examination and interview regardless of gender, age and religion. In 2021, we issued the "TFCF Maternal Health Protection Program" (C3-1) to protect, evaluate and keep them healthy. We also provide the below benefits:

1. Employees are given 56 days of maternity leave.
2. After maternity leave, you can apply for parental leave without pay. 80% of the salary will be paid in the first half of the year. The interim staffs will be recruited for most positions, so that employees can concentrate on parenting without worries.
3. Returning to the workplace needs to be reinstated in the original department and original position. They will not be transferred to other department or position, so that the employees can

smoothly connect to the work after returning to the workplace, and ensure that the reinstatement is guaranteed.

4. Female employees who are breastfeeding can have at least 1 hour of milking time per day, and the time is freely allocated by the employees.

5. For employees with children under 3 years old, they can apply for childcare to shorten working hours, limited to 1 hour per day.

In addition, there are promotional materials in our training manual regarding the prevention of sexual harassment (C3-2) and we also have the Appeal Form of Sexual Harassment Complaint (C3-3), Sexual Harassment Prevention Measures with Complaints Channel and Disciplinary (C3-4) and Sexual Harassment Complaint Channel (C3-5).

4. How do you minimise your organisation's negative impacts on your stakeholders, especially partners and the people you work for? How does your organisation protect those most susceptible to harassment, abuse, exploitation, or any other type of unacceptable conduct?

In TFCF, we provide the SDM Risk Assessment Form (C4-1), SDM Risk Re-assessment Form (C4-2), Safety Assessment Form (C4-3), Family Function Assessment Form for Child and Youth under Protection (C4-4) and Manual for Child Protection (C4-5) to minimize our organization's negative impacts on our stakeholders, especially for the children.

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 signing a contract or memorandum of cooperation to ensure that the rights and obligations of both parties is 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. 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.

TFCF Vietnam worked with the HCMC Association for Protection of Children's Rights to protect the underprivileged children in Ho Chi Minh City. Our goal is to advocate the rights for children to go to school, utilize the skills of our social worker to assist with the problems in the children and families' lives, and encourage them to use the resources and channels to solve problems on their own. TFCF Vietnam provided the underprivileged children scholarships and nutrients to alleviate the families' financial pressure and provide tips on the local resources with them and increase their knowledge on their rights to education to health. We also provide emergency support to the families when they encounter an emergency. We both signed the MOU to clearly list all of the detailed roles and responsibilities we need to follow.

Besides, through interviews with partners and people we serve, we are able to understand their status and listen to their opinions and suggestions. By getting the ideas across to each other, we will know if there is any negative impact on them. For example, for those who suffer from the psychological trauma before/during receiving our service, we have been providing psychological trauma recovery services for them since 2000. We refer them to the counselling psychologist to reduce the negative impact on them based on their status which might be caused by the financial problem, violence or other situations. Our social workers will discuss with the psychologist and the people we serve respectively and adjust our service to meet their needs. In 2021, there were 1,093 cases and we held 891 assessment sessions with 366 psychologists and social workers. In addition, we also helped 80 families (169 family members) for family/parent-child counseling, with a total of 11,915 hours of service throughout the year. And there were 707 cases closed due to the improvement in their predicament.

5. How do you demonstrate responsible stewardship for the environment?

In 2019-2021, we have completed 4 buildings, including our new headquarters. The construction planning of the new building was implemented based on ecology, energy saving, waste reduction, and health (EEWH). We do our best to protect the earth. Take our new headquarters as an example to explain how we work on the environmental protection, energy saving and carbon reduction.

(1) Building structure:

The space design of the building was designed with lighting on three sides and a patio glass curtain on the other side to increase the indoor natural light source and reduce the

office partition and decoration. By doing this, we can reduce the use and time of lighting equipment during the daytime, such as toilets, pantry rooms and warehouses where can be used without turning on the lights during the day.

(2) Facilities and equipment (C5-1: Management description for energy saving in Headquarters)

For the air-conditioning, lighting and office equipment that consume the most electricity in the office building, we purchase them with the environmental protection and energy-saving label or energy-saving equipment.

1. Air-conditioning equipment: We use frequency conversion, floor area control devices, install curtains on windows to reduce solar radiation energy consumption, clean filters regularly and maintain equipment, set the air-conditioning temperature to 26-28 °C, and turn off the air-conditioning 30 minutes before getting off work and change to air supply only.
2. Lighting: We use the energy-saving lamps and energy-saving light bulbs and the lighting area is divided into multiple areas and switches are added. So, there is no need to turn on the light in those unused areas which can save electricity.
3. Bathroom: The toilet adopts a water-saving sensor device and the water-saving valve is installed on the faucet. A quick dryer is used to save toilet paper, and soluble toilet paper is used to throw the toilet into the toilet to reduce the amount of garbage.
4. Information equipment: We use a cabinet-type computer room where the main machines are centrally placed to save space and energy with an environmental control system to automatically adjust temperature and humidity to save electricity.
5. Office machine: The multi-function office machine is equipped with an energy-saving device, and the water dispenser is equipped with an energy-saving and water-saving device.
6. Space: Green plantings are planted in the public area.

(3) Results:

There was a statistical analysis of the water and electricity consumption between the old and new headquarters from June 2019 to June 2021. Comparing to the previous year, we found that the carbon emissions from water of all employees in the new building was reduced by 349 kg. In terms of electricity consumption, comparing to the previous year, we found that the carbon emission in the new building was reduced by 206,823 kg. (C5-2: Statistical analysis table of carbon emission of domestic and foreign service bases).

Table 1

Carbon emissions from water usage (KG)		
Old headquarters	2019/06~2020/06	769
New headquarters	2020/06~2021/06	420
		-349

Table 2

Carbon emissions from electric usage (KG)		
Old headquarters	2019/06~2020/06	356,179
New headquarters	2020/06~2021/06	149,356

			-206,82 3
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We continue and plan to promote environmental protection, energy saving and carbon reduction measures, enhance the awareness of environmental protection and energy saving of all employees and our assisted families, and fulfill a civic responsibility for maintaining the global environment. Specific strategies include—

(1) For all staffs:

1. Implement waste classification, waste reduction and resource recycling, and strengthen employees' awareness of environmental protection.
2. Purchase energy-saving label supplies and appliances, and install power-saving and water-saving devices to reduce carbon emissions.
3. The office and conference room are not air-conditioned when the temperature is below 28 degrees celsius, and the temperature is controlled by zoned air-conditioning.
4. Standardize the ride-sharing system and give priority to the use of public transportation.
5. Apply electronic publications, notification letters for donors and sponsors, receipts, fundraising documents, etc.
6. Training and meetings are video-based and paperless.
7. Participants are encouraged to bring their own tableware and cups, and cancel the purchase and provision of disposable tableware.
8. Plant the green planting in public areas and green potted plants in individual areas to purify the air and adjust the microclimate.
9. Promote the walking instead of biking and driving in daily life, encourage staff to walk on stairs instead of the elevator, take public transportation instead of cars or motorcycles, eat daily or weekly vegetable meals, photocopy double-sided paper and reuse cardboard boxes, etc.

And for our assisted families, parents and children:

1. The notification of various activities is changed to mobile phone software messages or text messages, and the paper delivery is cancelled to save paper and postage costs.
2. On the day of delivering supplies, they are requested to bring their own reusable bags or cartons. We won't provide plastic bags any more.
3. Parents and children are requested to bring their own tableware for each activity course. Disposable paper cups and tableware are not provided.
4. We will arrange the relevant units of the Environmental Protection Bureau to carry out environmental protection and resource recycling publicity to our assisted families during the activities.
5. During the classes or camp activities in summer, we will introduce the green energy environmental protection and practical courses, and strengthen the concept of environmental protection, energy saving and carbon reduction to the children.
6. When social workers visit our assisted families, they will examine their environment, and promote the concepts regarding the garbage classification, resource recycling, energy-saving and electricity-saving practices and encourage them for green plants to purify the environment.

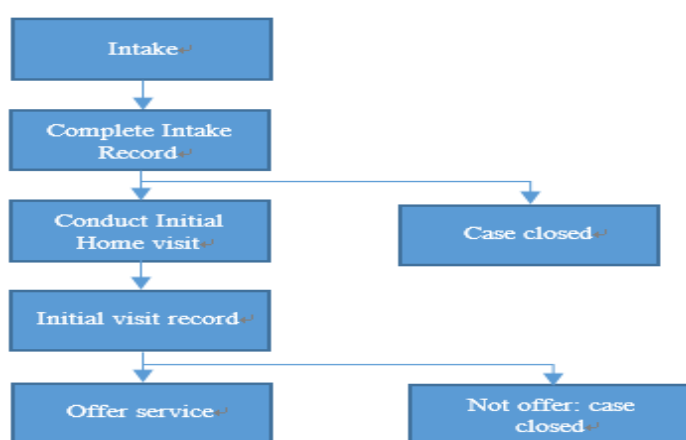
Cluster B: Our approach to change

D. Key stakeholders are identified with great care

D1. Please list your key stakeholders. What process do you use to identify them?

(1) Sponsored family:

- A. Criterion of object selection: The criteria to filter the sponsored family include family's income and expenditure, household size, children's education, health condition, type of family, living condition, family's property and so on. Setting the criteria is to ensure all the resources will be used for those families in need.
- B. Source: There are two major sources to include families under the sponsorship program: firstly, family comes take initiative to look for a help; secondly, families are referred by CBO/CSO. Either way should go through the mechanism of family assessment.
- C. Mechanism of filtration: The primary processes of assessment are intake and home visit. They are using to understand family's background, income and expenditure, household size, education, employment, health and other special situation. Families will be involved into the sponsorship program when they meet the standards.
- D. Flowchart of opening up a case



(2) Collaborative CBO/CSO

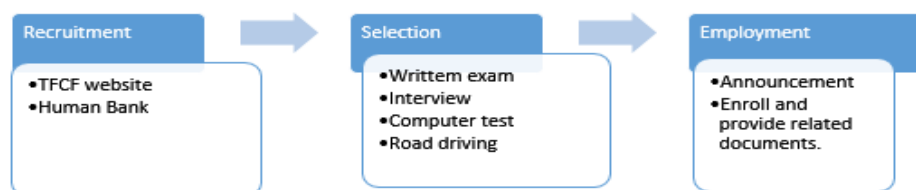
- A. Source of collaborative CBO/CSO: In general, there are two approaches that TFCF will (be) engage (d) with other CBO/CSO: first, TFCF takes the initiative - the new CBO/CSO introduced by the local government or other connected CBO/CSO. Therefore, TFCF takes the initiative to reach the CBO/CSO. Second, TFCF is passive to be engaged – the CBO/CSO probably knew TFCF from the social media or other CBO/CSO; afterwards, they draw a proposal to collaborate with TFCF. Either way should go under the process of collaboration assessment.
- B. Indicator of assessment: Some TFCF overseas branch offices deliver services through working with local CBO/CSO. With the response to the anti-money laundry, TFCF has developed five major aspects with detailed indicators including leadership and management, administration, human resource, financial management and public relationship.



- a. **Leadership and Management:** This aspect emphasizes the CBO/CSO's "vision, value and mission", "legality", "strategy planning ability", "internal communication and decision-making process" and so on.
- b. **Administration:** This aspect focuses on "operational strategy, process and system", "archives creating ability" and "archive-maintaining ability".
- c. **Human resource:** The indicators include "human resource recruitment mechanism", "job responsibilities and supervision mechanism", "human resource management regulations" and "volunteers and interns".
- d. **Financial management:** includes "financial policy and process", "internal controls", "financial records" and "program financial report" and so on.
- e. **Public relationship:** focuses "public relations communication strategy", "media public relations strategies" and "internet marketing".

Note: all the detailed indicators refer to the attachment "**B2: Risk Evaluation Form**".

In terms of the employees, the process includes employee recruitment, selection and Employment:



1. **Recruitment:** Job vacancies are mainly published in the human banking system of TFCF website, supplemented by the outsourcing human banking system. The website clearly announces the type of job (such as full-time job or interim), job content, application qualifications, salary, etc.
2. **Selection:** A preliminary review will be conducted based on information such as application qualifications and academic experience. The applicants will be requested for written test, interview, computer test, or road driving depending on the position they apply.
3. **Employment:** After the employment is confirmed, our Human Resources Division will notify the examination result and the documents that the admitted applicant needs to submit by letter, such as medical examination form and so on.

D2. How do you ensure you reach out to those who are impacted or concerned by your work?

- (1) **Need assessment:** The need-oriented work approach is emphasized for future work development. Therefore, the need assessment is a critical process make users' voice heard. Have the nutrition improvement program for instance, the diet habit in Kyrgyzstan and Jordan is mainly based on flour – bread. In Kyrgyzstan, providing a bag of flour to needy families is

helpful because families are used to make the bread at home. In contrast, the same way doesn't work in Jordan. Jordanian government attempts to curtail the price of bread in an affordable level for every families. Most of families can easily buy bread for their everyday life with a little cost. Thus, TFCF Jordan provided families with food parcels including rice, cooking oil, sugar, tea bags, milk powder and canned food. After getting feedback from families, TFCF Jordan decided to change its method of service to food coupon, which can help a greater number of family meet their needs. However, each sponsored family can use the coupon to exchange the food items they need in a designated shops.

- (2) Effectiveness evaluation: Overall, TFCF employs questionnaire and satisfaction survey form and empirical observation to know whether the program has reached the goals. Take the Philippines branch for an example, the social workers conducted a pre-test survey (D2-1:Pre-assessment form-vocational training) for some sponsored families to know the needs before implementing the vocational training. During the program, social workers continued monitoring the attendance and getting feedback. Consequently, the social worker responsible conducted a post-test questionnaire for the effectiveness evaluation. All the responses they received were useful references for the next year's program design.

January and June of 2020, two fire accidents occurred in the sponsored community have brought the safety issue to the table. Due to the materials of houses and high density of population, the fire accidents could easily expand damages to a wide range of areas. With this in mind, TFCF Philippines attempted to response the vulnerability of encountering the fire by launching the community development program and community patron program in 2021. TFCF Philippines recruited the volunteers from sponsored families to discuss why the fire accidents occurred and how to prevent it. Moreover, TFCF connected the district office and bureau of fire protection to carry out a fire training in a community assembly. It provided guidelines, which are to arrange an evacuating route and fire extinguisher operation, to help the local residents avoid the fire accidents. In addition, TFCF Philippines also set an evacuation/refuge map containing where the fire extinguishers placed to raise up residents' crisis awareness.

Subsequently, TFCF Philippines assembled a community patron team with active volunteers. They regularly patrolled the blocks and advocated the concept of fire protection locally. What if the fire accident occurs, they will be able to operate the fire extinguisher and guide the residents to evacuate from the fire scene. They can also be assistants to those the firefighters when arrived. Most importantly, reduce the casualty and the loss of property. Another fire accident happened on November 17, 2021, volunteers and residents worked together to put out the fire rapidly by using six extinguishers installed by TFCF. Fortunately, it did not cause too many property loss and casualty.

D3. How, specifically, do you maximise coordination with others operating in the same sectoral and geographic space with special reference to national and local actors?

Certain points suggested to be confirmed before establishing an official collaboration with any CBO/CSO/school. First of all, confirm if CBO/CSO has the same targeted object and goals as TFCF does. Second of all, undertake the ability assessment including program performing, experience, financial status and administrative management. It will help TFCF effectively reach out needy families through. The last point is to clarify the purpose of collaboration because sometimes CBO/CSO just needs resources to support their administrative cost.

With the confirmation mentioned-above and cognitive consent from both sides, TFCF will draft a Memorandum of Understanding (MOU) including name of program, the amount of fund, obligation for both parties and punishment. Both parties should sign the MOU after carefully reading and consenting all the articles mentioned in there.

Before signing, the MOU should be proofread by the cooperative lawyers to confirm all the articles and details are appropriate for both parties. For example, Jordanian government is relatively restricted to monitor the flow of funds; all the collaboration should be approved by the government for the reason of national security. Ensure the funds do not use for supporting terrorism or money laundering. Besides, CBO is obligated to obtain the approval is also mentioned in the MOU. Of course, it is a bilateralism. TFCF's responsibility is clearly drafted as well.

E. We listen to, involve and empower stakeholders

1. What avenues do you provide your stakeholders to provide feedback to you? What evidence demonstrates that key stakeholder groups acknowledge your organisation is good at listening and acting upon what you heard?

- (1) Direct feedback: During the program implementation and collaboration, social worker or project officer will directly ask feedbacks from random beneficiaries. If the feedback is common for many, TFCF will readjust its program implementation to closely meet their needs.
- (2) Survey form/questionnaire: Not all the beneficiaries or stakeholders like to express themselves with words. Therefore, the survey form is an affable way to understand their opinions and feedbacks. It helps TFCF for the future program design. **(E1-1: Survey Form) (E1-2: Survey Form)**
- (3) Home visit: Social worker or project officer arranged a home visit to follow up sponsored family's and children's current situation as well as understand how TFCF's programs are helping them. If TFCF wants to know if the winter distribution is satisfied for most of the families, conducting a home visit is a direct way to know the answer. Jordan branch office distributed gas heaters in the end of 2020. Many families complained to project officer about the quality of the gas heater is not good and also defective during the period of home visit. Jordan branch office helped those families replace their broken heater immediately. All these feedbacks were heard and taken into account for future distribution.



- (4) Community visit: Community visit should be carried out on monthly basis and the visit report should be submitted within a limited time. The purpose of this visit is to understand how the program is undertaken and what difficulty is encountered.
- (5) Family meeting: Kyrgyzstan branch office organizes family meetings each year. It is an opportunity to highlight the outcome of program as well as provide a channel to receive questions or feedback from sponsored families.
- (6) Network meeting: Jordan branch office regularly held network meeting including thematic training and the communication between TFCF and CBOs.

In addition, we also provide our stakeholders to provide feedback through email, phone, meeting, field visits, interviews and surveys. Our official website also has the function of "[I need help](#)" which is divided into three types: (1) problems with finance and parenting (2) child protection with emergent telephone number: 0800-078585 (3) others: contribution, volunteering, donation & receipt, collaboration, feedback & question. The linkage with the [privacy policy](#) is also included. As for the English version, there are the linkages for [any requests and contact information](#) and [the step we work on the feedback](#) with the contact information of our local branch offices.

As for our employees, they can submit individual requirements or suggestions regarding to regulations or laws via our online Employee Portal, Employee Appeal Committee, labor-management conference (quarterly) and departmental meeting (monthly). Through the feedback and requests from the employees, the organization has acted upon the request, such as the flexible working hours and salary promotion.

2. What evidence confirms a high level of stakeholder engagement in your activities and decisions from beginning to end?

In Kyrgyzstan, football is one of the most popular sports, which is preferential for adolescents. BEMS is the name of the football team and program. Each single letter represents a different meaning. The name was decided by all the teammates through a discussion. In addition, the team's rules were set for good reasons and agreed by all teammates. No dirty words and no violent behaviors allowed in the court! If any teammate violates the regulation, they would not be allowed to play. However, such collective constraints gradually came into play. Teammates' inappropriate behaviors and attitudes have been corrected step by step in light of those regulations.

Moreover, "Empowerment" plays a very crucial role to this program. Adolescents can become

assistant coach if they have good performance. It turned out an encouragement to build up those adolescents' self-confidence and the sense of identity.

TFCF Kyrgyzstan organized activities to cycle around the Issyk Kul in the past years. Only selected teammates from BEMS were allowed to join the event. In spite, this whole team came to Taiwan to have a cycling trip around the island in 2016 as well. Sport is just a bridge for those adolescents to challenge themselves and build self-confidence. With the exception of cycling, the community services were also added in their trips, such as cleaned the streets, cleaned the beaches, organized a summer camp or helped vulnerable families clean their houses. All the action plans were discussed among the teammates together.

Although most of the teammates are from sponsored families, they have no longer felt that they are incapable and back off. Instead, they have become more confident and believed that they can help others. They started to improve their English. Two teammates received the full scholarships from TFCF and Tunghai University to study in Taiwan.

3. What are the main likes/dislikes you have received from key stakeholders? How, specifically, have you reacted to their feedback?

Taking photos during the program implementation is sometimes inevitable. In Jordan, about 10% of families do not like to be photographed because they don't want to be recognized as poor or exposed on the social media. Due to family's willingness and privacy, TFCF Jordan always asks family's permit before taking photos. If it is necessary to have photos for accountability, TFCF will take the photos without clearly seeing beneficiary's face. Nevertheless, TFCF Jordan will give all the sponsored families a consent form to sign before the start of sponsorship. If any family still has concern to those cooperative matters, they have a right to end the sponsorship with initiative. Otherwise, TFCF will consider to end the sponsorship if the family is uncooperative for a couple of times.

In terms of foreign sponsorship program, some of the overseas branch offices employ the approach of giving cash monthly. It is not mandatory for all overseas branch office; instead, each overseas branch office has flexibility to decide to approach to deliver its service. TFCF Vietnam had a clear discussion with its collaborative organization about the sponsorship program. It had explicitly manifested that giving cash will not help family escape from the poverty. It suggested to support needy families by empowering and capacity building program. However, TFCF Vietnam agreed its point of view. They have come to a conclusion how to replace the approach of giving cash with alternatives. The lesson learned is that more direct discussion before jumping to an agreement will be necessary. It will efficiently reduce the frequency of conflict and misunderstanding as well as establishes the solid relationship and partnership, which helps future's work development.

In recent years, the salary issue has been the top one which our employees have brought up due to the rising prices, inflation, and the increase of the basic wage. In response to the issue, our board of directors approved and the salary adjustment was expected to be 3% of the salary, effect from January 2022.

4. How do you know that people and partners you worked with have gained capacities, means, self-esteem or institutional strengths that last beyond your immediate intervention? (You may skip this question if you have addressed it in your response to B.

F. Our advocacy work addresses the root causes of problems

1. How do you identify and gather evidence regarding the root causes of the problems you address and use this to support your advocacy positions?

The TFCF Mongolia and Kyrgyzstan both have social workers visit families in person to learn about their situation and provide assistance according to their needs. During the visit, the social workers collect the families' background information to use as the basis for our service. In Mongolia, our social workers visited around 11,000 children per year, while in Kyrgyzstan, there were around 10,500 children visiting. Besides the visit, our social workers also try to learn about the resources the community needs and to provide service according to these needs.

We also do surveys before any advocacies which are evidence-based. Take our children's mental health initiative as an example. In view of the high suicide rate of children, and the increasing situation of self-injury and suicide caused by mental disorders and mental illnesses, we invited children at school aged 7-18 through an online questionnaire in October 2021. It's was a survey on self-emotional awareness and expression methods, a total of 607 valid data were recovered. We found that the mental health problems of children and youth: nearly 20% of children and youth have had thoughts of suicide in the past week, and the negative emotions mainly come from schoolwork and career pressure, interpersonal problems and lack of leisure. We also found that half of the children and youth were reluctant to seek formal mental health services, even though more than 85% of them agreed that their mental health should be checked regularly and about 70% of them hoped that they had the right to decide whether to accept mental health services or not.

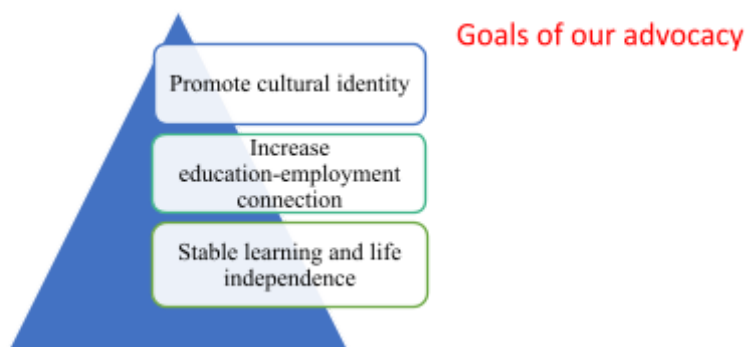
Based on the Article 12 of the Convention on the Rights of the Child, the right to be listened, we held a press conference on the week of International Children's Rights Day to release our collected evidence in the advocacy of children's mental health and rights. We invited the children's representatives to share their views on children's mental health issues with experts and scholars, and together we made appeals to the government and society to review the needs and conditions of children for using the existing professional mental health service channels, the needs for regular mental health examinations and their autonomies in order to attach importance to and implement

children's rights of expression, survival and development, health rights, and welfare. Children's human rights, including the right to protection.

2. How do you ensure that the people you work for support your advocacy work and value the changes achieved by this advocacy?

According to the statistics released by Ministry of the Interior (2021), the indigenous people are a minority group in Taiwan, accounting for only 2.48% of the total population. In the process of serving local indigenous tribes, we found that many impoverished youth lacked knowledge and a sense of identity with their own culture. With the change of the socioeconomic structure and the expansion of higher education, more indigenous youth have moved into urban areas for schooling and employment. However, those who left their hometown and entered the education field have confronted numerous risks and difficulties: (1) Educational divide and economic impoverishment affect their adaptation in school (2) Cultural discontinuity and loss of indigenous talents

Since 2018, based on “The Empowerment and Reintegration Program for Impoverished Indigenous Youth” (F2-1: The Overall Report of the Empowerment and Reintegration Program for Impoverished Indigenous Youth (A case study)(F2-2: 2021 Report of the Overall Report of the Empowerment and Reintegration Program for Impoverished Indigenous Youth in Chinese), we have started to advocate and support indigenous youth studying the Indigenous Culture Industry and Social Work Program at National Chi Nan University through empowerment to achieve three goals, including “Stable learning and life independence”, “Better education-employment connection”, and “Promotion of cultural identity” (as shown below). The objective was to motivate indigenous youth to return to hometown and dedicate themselves to education of poverty-stricken children and revitalization of tribal development.



We intended to empower those indigenous youth to take control of their own situations, exercise power, and achieve their own goals, as well as the process by which, individually or collectively, they can help themselves and others to satisfy their needs. Therefore, their “participation” has a pivotal effect on the practice of empowerment. By turning indigenous university students into leaders in cultural camps and role models for indigenous children of their hometown, this program accumulates the successful experiences of youth returning to their hometowns to provide service. And from their feedback, we were happy to see that they supported our advocacy work and valued the changes achieved by this advocacy which will be continued in the future:

“From the theme of the camp, the participants to recruit, the venue, the design of the activities to the execution of the activities, all were planned by us. This has helped enhance our cohesiveness, team spirit, and responsiveness to contingencies and also allowed us to have deeper knowledge of our own culture “(Youth I).

“In our indigenous tribes, very few people have returned to their hometown to organize activities like this after graduation from university. Therefore, I think this should be continued. I also hope that, in each year’s camp, we can guide younger brothers and sisters of our tribe to know themselves, accept themselves, and break through their original intentions” (Youth K).

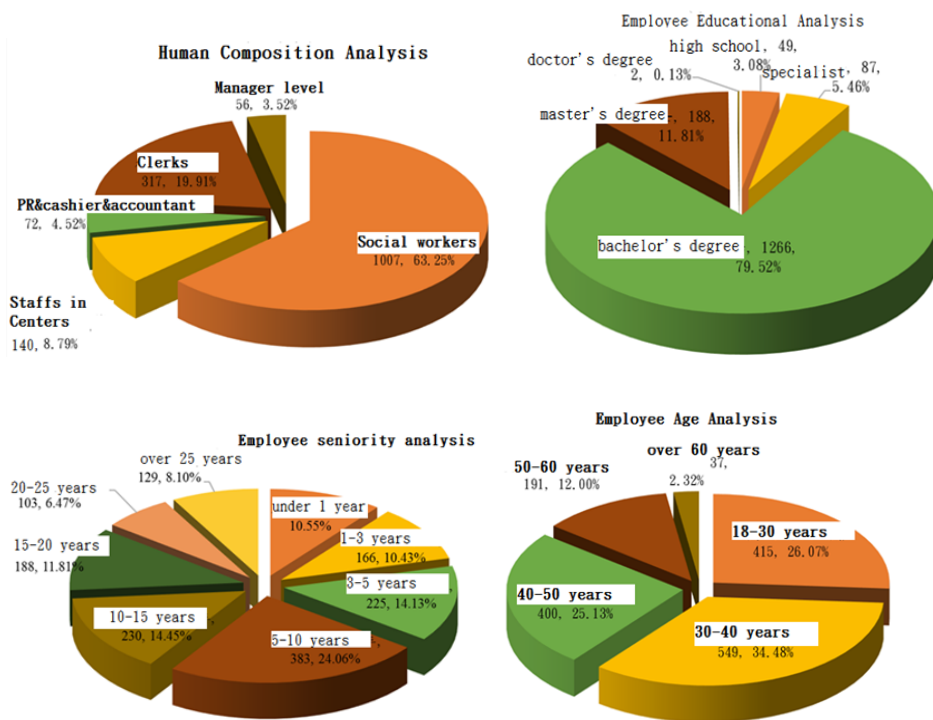
G. We are transparent, invite dialogue and protect stakeholders’ safety

- 1. Are your annual budgets, policies (especially regarding complaints, governance, staffing/salaries and operations), evaluations, top executive remuneration and vital statistics about the organisation (including number of offices and number of staff/volunteers/partners) easily available on your website in languages accessible by your key stakeholders? Please provide links, highlight membership in initiatives such as IATI and outline offline efforts to promote transparency.**

On our [website](#), people can see the [feedback and complaint mechanism](#), [governance structure](#), [2021 annual report](#), [locations of our service](#), [financial statement](#), [terms of use](#) and [privacy policy](#). Most of the above information can be found both in Chinese and English version. As for our memberships, TFCF joins the following organizations: [The Child Rights Information Network, CRIN](#)、[World Association of Non-Governmental Organizations, WANGO](#)、[International Federation of Social Workers, IFSW](#)。

TFCF has a total of 1,592 employees, including 1,278 female employees which was 80.28% of the total number of employees; 314 male employees which was 19.72% of the total number of employees showing that the majority of employees were female. In the part of aborigines, there were 64 aborigines in TFCF which was 4.02% of all employees and 15 people with disabilities which was 0.94% of all employees. There were 7,458 volunteers, including 3,205 male and 4,253 female. In the human component of staff, it mainly includes 1,007 social workers which was 63.25% of the total number; 140 education and placement professionals, accounting for which was 8.79%, 72 PR and financial staffs which was 4.52% and 317 administrative clerks which was 19.91%, 56 directors of departments/branch offices which was 3.52% (male directors: female directors=51.79:48:21). However, based on the salary confidentiality principle of the Personal Information Law, relevant salary information is not placed on the official website

Below is the breakdown of staff which would provide a helpful overview of the diversity in TFCF staffs in 2021:



The current number count of the staff in our oversea branch offices (including Taiwan staff):

TFCF Mongolia: 41 /TFCF Kyrgyzstan: 40/TFCF Eswatini: 23

TFCF Vietnam: 9 /TFCF Cambodia: 17 /TFCF Jordan: 8

TFCF Philippines: 9

Current number counts of the partners:

TFCF Mongolia: 67, including schools, kindergartens, local NGOs, and governmental departments.

TFCF Kyrgyzstan: 28, including local NGOs and governmental departments.

TFCF Eswatini: 43, including schools, Neighborhood Care Points, and local and international NGOs.

TFCF Vietnam: 9, including schools and universities.

TFCF Cambodia: 26, including local NGOs and governmental departments.

TFCF Jordan: 8, including local NGOs and governmental departments.

TFCF Philippines: 12, including schools, universities governmental departments, and NGOs.

2. What policies do you have in place to ensure a fair pay scale? Do you measure the gender pay gap in your organisation, and if so what is it? What are the salaries of the five most senior positions in the organisation, and what is the ratio between the top and bottom salaries? If this information cannot be provided or is confidential, please explain why.

In our organization, TFCF complies with the principle of equal pay for equal work. The same position and rank will be given the same salary. We have the salary policy (in our Employee Portal) to ensure a fair pay scale regardless of gender, race or age. There is no gender pay gap in our organization. All salaries are paid based on the job position, responsibilities, working years, education background, performance assessment, etc. in accordance with our salary policy which it's available in our Employee Portal and all of the employees can see it.

As for employees in our 7 overseas branch offices, their salaries are adjusted according to the local economy, people's living standards and price index.

As for the monthly salaries of our five most senior positions in the organization were listed as follows:

- A. CEO USD4,289;
- B. Deputy CEO USD3,194;
- C. Department Heads USD2,837;
- D. Directors: USD2,312
- E. Supervisors: USD2,108

The top salary is USD4,289 (for CEO) and the bottom salary is USD579 (for cleaners). Therefore, the ratio between the top and bottom salaries is 7.4:1.

3. How do you ensure privacy rights and protect personal data?

For all of the employees in the organization, we all have our own password to access to our own computer and Employee Portal to see our personal information and related information, such as the salaries, training, organizational activities, announcements, policies, manuals, minutes, performance evaluations, etc.. We do have the Information Security and Personal Data Protection Management Regulations ([G3-1 in Chinese](#)). As for the stakeholders who are involved, such as the people in the story or activities, they will be requested to fill in the consent form ([G3-2: Consent form for participation and photo](#)) to ensure the data authorization and we will keep the information confidentially. Any identified personal information, such as name, school, birth date, etc. will be deleted. As for those who are underage, we will ask for the approval ([G3-3: Consent form](#)) of the parents or some other measures will be applied (e.g., mosaicing on the face or showing only the side face/back view or using a fake name). On our website, there is a [privacy policy in English](#) and [in Chinese](#) for more details.

4. Who are the five largest single donors and what is the monetary value of their contribution? Where private individual donors cannot be named due to requested anonymity, please explain what safeguards are in place to ensure that anonymous contributions do not have unfair influence on organisational activities.

Donor No	Name	Total (NTD)	Category
2337297	Chun Wen Charity Foundation	35,037,400	Scholarship &emergency
4245617	Chen, Tsu-Yuan	20,000,000	General donation
4129519	Cheng, Ya-Pin	17,000,000	Emergency
4439692	CHEN,TSANG-CHIANG	9,000,000	General donation
2899570	PRECISION TREASURE LIMITED.	5,546,000	General donation

When the donor requests anonymity, we will confirm with the donor whether the donation will be credited. If the donor decides not to request credit, they need to fill out the "Declaration of Willingness to Disclose Information", check the "Objection to Disclosure of Information", and we

will make a note in the donation system. For matters requested by donors, if necessary, the information to be provided to the donors will be specially reviewed, and the information will be sent to the donors after confirming that the information is correct.

Some donors do ask for anonymity. In our computer system, a note will be remarked based on their demands and they will be requested to fill out the [form](#) and check the item “Objection to Disclosure of Information”. As for the part of [donation credit](#) which is listed on the purpose of accountability, an “Anonymous” will be listed with the donor’s number and amount only. If there is any unfair influence on organizational activities, we will reject the donation at the very beginning without any hesitation. All contributions are used to benefit the needy children and families we support only.

Cluster C: What we do internally

H. Staff and volunteers are enabled to do their best

1. Provide evidence that recruitment and employment is fair and transparent.

TFCF recruitment of employees is carried out through our human data base on our website and outsourced 104 Headhunter. In order to protect the personal information, the applicant will use their own ID number and pass word to our human data base. The recruitment and selection process is open and transparent based on our “Regulations for the Implementation of the Working Rules of TFCF” (in our Employee Portal). It is stated that the recruitment of new staffs and the promotion of employees must be handled in a fair, justice and open manner. The procedure for appointment is described in Article 8: the directors will convene the senior specialists or above to form a three- or five-person team. After the initial test and interview, all the applicants’ information will be sent to the Administrative Department and finally will be sent to the CEO for the final approval. All of our recruitment for every position is open depending on their learning background, experience, responsibility for work and seniority. The application process is confidential which needs the applicant’s ID card number and their password. For preventing any conflicts of interest, we totally prohibit any illegal lobbying during the recruitment for any position. The director’s 1st, 2nd and 3rd degrees of kinship can’t work under his/her leadership.

2. What are you doing to invest in staff development? What indicators demonstrate your progress? What are your plans to improve?

Our investment in employee development includes employee training and promotion. In the part of employee training, according to the employee's seniority, job content, execution plan, etc., various courses are arranged for the abilities required at each stage, so as to improve the professional knowledge of employees and enable them to be equipped for work. In 2021, 70 training sessions were provided with a total of “2,232 person times” in headquarter. According to service needs in each branch office, they organized 350 reading clubs, 335 case studies and 606 training courses in total. In 2021, there were 100% employees receiving the trainings. Please refer

to the following training structure of TFCF:

<p>Manager's trainings for directors and supervisors</p> <p>Overseas Trainings</p>	
Promotion staffs' training for new senior social workers, new supervisors and reserve directors.	
Clerk/Specialist Trainings	Accounting clerk, cashier, Clerk, IT clerk, Specialist
Social Work Initial Trainings	It is designed for social workers who have completed pre-employment training and have served within 5 years to build the basic skills that social workers should have.
Program Implementation Trainings	Special training designed for social workers who have served for more than 5 years to strengthen advanced skills
Social Work Advanced Trainings	Arrange the professional training required for the implementation of the programs, such as the child protection, financial assistance, foster care, early intervention and other programs.
Overseas Trainings	To enhance the Social Workers' International perspective, we arrange trainings in Korea, USA, Japan and overseas branch offices.
New Staff Trainings	It is designed for new employees to promote awareness and recognition to the organization.

In addition to staff training, TFCF provides opportunities for promotion to enhance the

development of employees. Taking social workers as an example, they can be promoted to senior social workers according to their work performance and seniority (the same as other employees). They go through the assessment and process again to be promoted to higher level in the future.



We do the assessment twice a year to review the employee's performance. Based on those indicators, staffs firstly do the self-evaluation and provide their feedback, suggestion and areas needed to improve. Those self-evaluations will be sent to the directors for further evaluation.

However, in the part of employee promotion, because all positions have their own regulations and restrictions on the number of management level. In terms of social worker supervisor, only 1 supervisor is available for every 8 social workers. The number of supervisory positions is relatively limited meaning that it's not easy to get promotion to the management level only when the supervisor or director gets retired or quitted, or the number of employees is increasing.

3. How does your organisation ensure a safe working environment for everybody, including one free of sexual harassment, abuse, exploitation or any other unacceptable conduct? What indicators demonstrate your progress? What are your plans to improve?

Employees are an important asset of an organization and we value their physical and mental health. In addition to the health check every two years, we also attach great importance to workplace safety. We have arranged the on-site health service since 2021. And, in August, we have done a survey: on fatigue and stress assessment, including daily/individual/work fatigue and mood/ violence hazards and risk assessment form and Musculoskeletal Symptom Questionnaire (prevention of musculoskeletal diseases caused by repetitive tasks) (H3-1: **Fatigue and stress assessment form**). Follow-up will be based on the analysis of the evaluation form to improve the implementation and effectiveness evaluation of relevant safety and health measures, etc. We also have the "Service Plan for Employee's Recovery from Psychological Trauma" (H3-2: **Service Plan for Employee's Recovery from Psychological Trauma**) 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.

We conduct education and training courses every year. Promotional materials on sexual harassment prevention are added in the manuals of each course. In addition, we have the "**Sexual Harassment Prevention Guidelines**" (H3-3: **Sexual Harassment Prevention Guidelines (a table of contents)**) in our Employee Portal'. In 2021, no relevant complaint was received during the reporting period. We also have the Employee Appeal Committee, labor-management conference,

Complaints Committee and open complaint channels to ensure a safe working environment. In order to ensure that female employees in pregnancy and breastfeeding, we have the nursing room and set up relevant equipment for female employees. Besides, we have labor insurance, accident insurance, life insurance and cancer insurance for our employees.

In light of Panel's feedback, we have added the contents of discrimination and bullying into our Regulations of Employee Appealing Application (H3-4: Regulations of Employee Appealing Application) to ensure our determination for anti-bullying or discrimination. In 2021, we issued "Directions for Prevention and Management of Unlawful Infringement in the Performance of Duties"(H3-5:Directions for Prevention and Management of Unlawful Infringement in the Performance of Duties) based on the Enforcement Rules of the Occupational Safety and Health Act issued by our government, meaning that employers should properly plan and take necessary safety precautions to protect the physical and mental health of workers when they are subjected to illegal physical or mental harm due to the actions of others in the performance of their duties. This plan is specially formulated to prevent workplace violence. It clearly outlines what kind of behavior is unacceptable in TFCF internally and externally and provides guidance on how to raise issues and the handling processes. We also provide Employee Practice Safety Guidelines (H3-6: Employee Practice Safety Plan (a table of contents) to protect our employees, including Safety guidelines at work, Guidelines for setting up safety protection equipment and measures, Staff Practice Safety Notification and Crisis Handling Process and Practice Safety Complaints and Investigation and Handling Methods.

I. Resources are handled effectively for the public good

1. How do you acquire resources in line with your values and globally-accepted standards and without compromising your independence?

In TFCF, the purpose of collecting resources is to serve those in need. We persuade enterprises to agree with our service mission by visiting or in writing. When service quality and professionalism are affirmed, both parties will have an equal position in dialogue and mutual respect. However, we will refuse any cooperation if the enterprise's requirements are not in line with our expectations. In the process of matching with enterprises, we use strategic marketing to help our organization plan and implement fundraising methods which will show to the enterprises via the proposal. We analyze the internal and external market environment and how to develop marketing strategies, such as the focus of appeals, charity sales, mascots, celebrities, etc. The strategies we use in fundraising channels include press conferences, corporate channels, organizing self-platforms, chain store channels, online marketing channels, design of cultural and promotional products, media channels, magazines, schools or other social groups. After reaching consensus, both parties will sign the MOU to identify the roles and responsibilities.

Take our Child Protection Program as an 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. In 2021, it was the 2nd time we cooperated with GRANDI Group to use their corporate public relations to integrate marketing expertise. It also meant that GRANDI agrees with our mission and is willing to work with us again to have the activity called “No More Sorry” to support us. And there are more related activities on our website to invite the public, especially the children, to learn more about the program through [“Forest Adventure Online Game”](#), [Children’s Protection Learning Network](#) and [Child Care Quiz](#). Once the partners agree with our values, mission and standards, they will respond to our requests of the resources. Our longest cooperation with the partner is VITALON Foundation for 43 years since 1978.

2. How is progress continually monitored against strategic objectives, and resources re-allocated to optimise impact? I

In TFCF, we combine the model of social work and participatory working. We also constantly track the completion rate of our projects and make sure the purposes of the projects meet the demands of the people we serve. Every year, we drafted a new annual plan according to the feedback we received from our stakeholders. We learn and strengthen our weaknesses by operating as well as evaluating how our resources are being distributed. If we found out that our resources aren’t being distributed properly, we would adjust our plan, operational direction, and budgets to let every bit of our resources being used at its most. Currently, TFCF has made updates to our “Child Information Folder” and “Service Form.” These updates could let us collect even more micro, macro, and detailed information about the people whom we are serving to meet the needs of our supporting families. Moreover, we also deployed technology, such as Power BI to help us analyze the data we collected, and get a better sense of our service accurately. These methods allow us to, on the one hand, reconsider the percentage of which SDGs we should focus on, on the other, we could focus on a particular region, such as slum in Cambodia, particular characteristics of people, such as their BMI or educational level, and find out more people who are in need.

In addition, based on the quarterly report, annual report and write-off data of each branch office, we supervise their execution status and the use of public welfare funds. If the use of funds is different from the original plan, we will immediately take action, adjust and reallocate funds to meet the actual needs of each office. Besides, we will also conduct annual visits every year to evaluate their work based on the Self-Assessment Indicators of Branch Offices. In 2021, due to the pandemic, we requested the branch offices to send those information and documents needed to be evaluated by email instead of on-site visit. In addition to the evaluation from the headquarters, the county and city government will also evaluate their

entrusted program undertaken by us every year, and most of the branch offices have been affirmed by the highest grade score.

3. How do you minimise the risk of corruption, bribery or misuse of funds? Which financial controls do you have in place? What do you do when controls fail? Describe relevant situations that occurred in this reporting period. What are your plans to improve? I

TFCF has Financial Risk Management (I3-1: TFCF Financial Risk Management) and TFCF Anti-Corruption Policy (I3-2: TFCF Anti-Corruption) to reduce financial risks. In our annual financial report, it complies with terms, conditions and laws set out by the government in Taiwan. This is a very strict transactional controls over income and expenditure and monitoring controls, such as balance sheet reconciliations. In addition, the qualified independent auditors would visit our headquarters to conduct an audit on our financial activities twice a year. After checking and auditing accordingly, the "Independent Auditors' Report" will be issued. This Report will also need to be submitted to our Board Meeting for an approval and then to our government agency for their permission.

All our accounts, cashiers, directors of branch office have to sign a fidelity guarantee insurance form if their job is related to cash flow and finance management. Furthermore, our accounting, treasury, finance and cash expenses, they are divided and charged by different staffs. As for the cash withdrawal, it can't be issued without the stamps on the withdrawal slip which shall be stamped by the related people.

For preventing any conflicts of interest, we totally prohibit any illegal lobbying during the recruitment for any position. Our recruitment is open and any job vacancy is posted on our website. The director's 1st, 2nd and 3rd degrees of kinship can't work under his/her leadership. All of our relevant policies are posted on Employee Portal which are clearly explained and can be reviewed by all staffs.

Our accounting and cashier trainings are held regularly every year and also attend the external trainings. Their courses include the analysis of the latest tax laws, money laundering prevention laws, internal control and internal audit systems and other relevant courses, so that accounting personnel can instantly acquire new knowledge and flexibly apply it in practice, reduce financial-related risks, and achieve the Commitment 10 "Comply with professional accounting standards and abide by strict financial control to reduce corruption, bribery and funds. Risk of Abuse and Conflict of Interest". In 2018, Taiwan Fund for Children and Families was the only representative of NGOs to be evaluated by the APG, the Third-round APG mutual evaluation. Due to Taiwan was promoted to the "regular follow-up" category and TFCF was awarded in 2019 by Taiwan government.

J. Governance processes maximise accountability

1. What is your governance structure and what policies/practices guide replacing and recruiting new trustees/board members?

Our management levels are recruited through the internal selection process. And our CEO is selected through a recruiting process and finally appointed by the Board through processes of nomination, panel interviews and election procedure by the chairperson, the Board of Directors and members of Nominations Committee based on the Regulations of CEO Appointment. Our [governance structure](#) can be found on our website.

As for our board members, the election is regardless of gender, race or age. Our board's replacement and recruitment are stated in our Articles of Incorporation of Taiwan Fund for Children and Families ([J1: Articles of Incorporation of Taiwan Fund for Children and Families](#)):

Article 5: The Board of Directors shall consist of thirteen Directors. The initial term of the Board of Directors shall be appointed by the Initial Donors. In the subsequent appointments of directors, in addition to the current directors as ex-officio candidates, the current directors need to select and replace one-fifth of the number of board from candidates who are the public welfare enthusiasts, relevant scholars and experts and outstanding contributions to TFCF, and the ballot will be anonymous. TFCF shall have at least one-fifth of its directors with expertise or work experience relevant to the establishment purpose.

There shall be one chairman who is the chair of the board of directors internally, and represents the organization externally. Among them, five Standing Directors are elected by the directors, and the chairman shall be elected and appointed among the five Standing Directors by the Board of directors. When the chairman of the board asks for leave, or is unable to exercise his powers for any reason, a proxy shall be appointed by the chairman of the board of directors. Or, if the chairman of the board does not designate or cannot appoint a proxy, the directors shall select one person to represent him.

No more than one-third of directors shall be spouses or related by blood or marriage within the third degree of each other. And the number of foreigners serving as directors of TFCF shall not exceed one-third of the total board of directors.

The directors should have the expertise and work experience in serving vulnerable children, adolescents and families, or they are engaged in supporting and sponsoring children, adolescents and vulnerable families of TFCF.

TFCF may have three supervisors who shall select one among themselves to act as the managing supervisor. The supervisors are nominated by the chairman of the board and appointed after approval by the board of directors with the same term as the board of directors.

The supervisor shall not be the spouse or related by blood or marriage within the third

degree of another supervisor or a director.

The succeed supervisor shall be nominated by the chairman of the board if the supervisor is unable to perform his duties before the expiration of his term, and shall be succeeded by the board of directors, and his term of office shall end until the expiration of the original term.

A vacancy created by the resigned director due to being no longer able to exercise duties for other causes prior to expiry of the director's tenure may be filled by nomination of the chairman of the board and appointment after approval by the board of directors. The supervisor shall serve until the end of the resigned supervisor's tenure.

Article 6: The Directors are non-paid positions and shall be appointed for a three-year term. Directors shall be eligible to serve for consecutive terms. If a Director vacates his or her office before completion of the term, the new Director shall be elected in accordance with the regulation stipulated in Article 5 for replacement and fulfillment of the former Director's term. If the Chairman fails to hold re-election of the Board of Directors upon expiration of the term, the majority of the Directors may designate one Director as convener to hold the board meeting for re-election after approval by the Authority through application of convener.

After board meetings, we need to submit our board meeting minutes to the authority in charge (budget, audited, fixed assessment, the amendment of the Articles of Incorporation of Taiwan Fund for Children and Families). On August 1, 2018, our government has issued the Foundations Act which strictly governs the operation of the NGOs. Based on the Act, board members information, meeting agenda and minutes need to be provided. Furthermore, based on the Article 39 of the Act, we need to add the supervisors. Our board put importance on the gender balance when recruiting new board members and supervisors. In the previous term, the ratio of male to female directors (15 directors) was: 13:2 and now (13 directors) is 10:3. As for the supervisors, the ratio of male to female is 2:1 (3 supervisors).

2. How does your board oversee the adherence to policies, resource allocation, potential risks and processes for complaints and grievances? J

In 2021, we selected 3 supervisors based on the Foundation Acts, a public-endowed foundation may have supervisors, who have the following duties and powers:

- (1) Oversee the operation and financial status;
- (2) Audit financial statements, documents and property information; and
- (3) Oversee the operation to be carried out in accordance with laws and the charter of endowment.

Our Board of Directors and supervisors have board & supervisor meeting once every three months. The topics about critical policies, resource allocation, budget, financial statement, key rules or

regulations for management or governance are the areas that board members oversee. There are clear distinctions between the roles of the Board and the Management Team led by CEO (MT), to which day to day management is delegated. Matters such as policy and strategic plans are prepared by the MT for consideration and approval by the Board. So does complaints and grievances related to any critical matter related to policies, resource allocation, potential risks and processes. A risk policy (J2: Risk Management Policy) ensures compliance with relevant laws and regulations in the jurisdictions for TFCF office management and organization governance has been established.

As for the complaints, the employee's complaints will be handled by our Administration Department. 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.

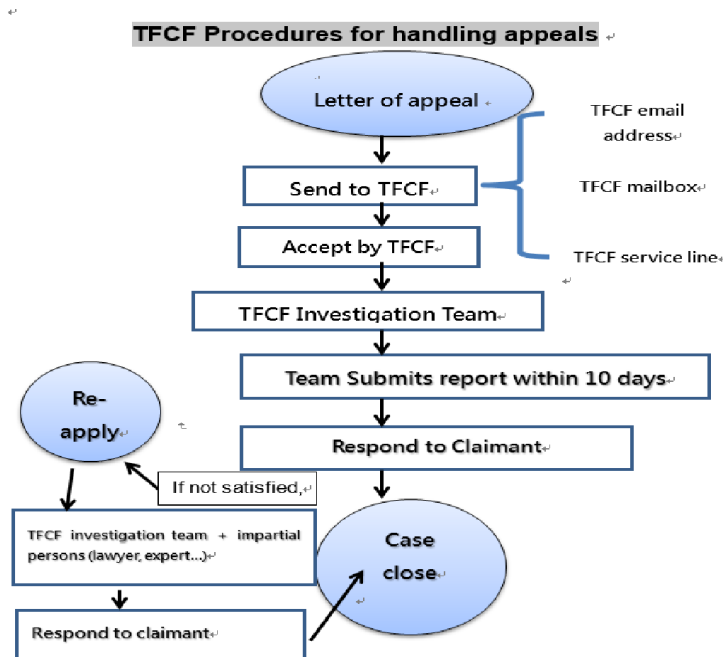
3. What processes and mechanisms does your organisation have in place to handle external complaints including those relating to unacceptable conduct of your staff, volunteers, or partner organisations? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.

During the reporting period, two incidents happened in our TFCF Mongolia, and both of them were managed properly. The first incident entailed a staff communicating with the construction company privately and agreeing to increase the budget of the project without notifying their supervisor. After the supervisor found out the incident, the staff member confessed that the action was wrong and quitted the job. The second incident involved two staffs who took brokerage from a partner company. The main person quitted the job and the other person confessed that he was forced to commit due to peer pressures. These two incidents were reported to our Employee Appeal Committee and they were punished according to the rules of the organization.

In the future, we would urge our overseas branch office to create more transparency in the purchasing process, and let the supervisor learn about the progress as well as holding a series of trainings which staffs will better understand their responsibility and the consequences of their actions.

On our website, we have the existing complaints channels both in [Chinese](#) and [English](#). However, based on Panel's feedback and followed the guidelines of Accountable Now, TFCF has made improvement to add the Feedback and Complaint Mechanism both in [Chinese](#) and [English](#) on our website. The purpose, contact channels, related departments who handles, timeline, how to use the mechanism and privacy policy both in [Chinese](#) and [English](#) are included as well as the terms of use in [Chinese](#) and [English](#).

For the external complaints, the claimant can submit his/her appeal by phones, letters (including fax and email) or in person to TFCF. If they don't want to provide the personal information, such as the ID or real name, it is still acceptable for us to handle the complaint as long as they can clearly state the whole issue. Once accepted, TFCF will handle the complaint based on our appealing procedures (shown below). 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. They will take the opportunity to request about children's current situation in order to know if the child has any problems or needs assistance.



All complaints will be handled well and recorded in every responsible department and office. However, sometimes the complaint doesn't need to go through the procedures which will be handled immediately. In 2021, we experienced food poisoning incidents. We received the lunch boxes donated by the public during the lunch time. Some of our assisted families came to pick up the boxes late between 15:00-16:00. However, we received the complaints later due to some of them having the problem with the food poisoning and sent to the hospital for treatment. As soon as we heard the news, we immediately provided emergent assistance to them and paid for the expenses for their losses, such as the medicine cost, living and work wages. All of this was due to the stale food after being inspected by the health unit. Through this experience, we have learnt and set up the SOP to prevent recurrence.

4. How are internal complaints handled? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.

When new employees work in TFCF, they must sign a labor contract. The labor contract clearly lists the appeal contact person, telephone number, and e-mail, so that employees can have a clear channel and direction when they need to appeal. We also have "Regulations of Employee Appealing Application" (J4:TFCF Regulations of Employee's Appealing Application) and "Sexual

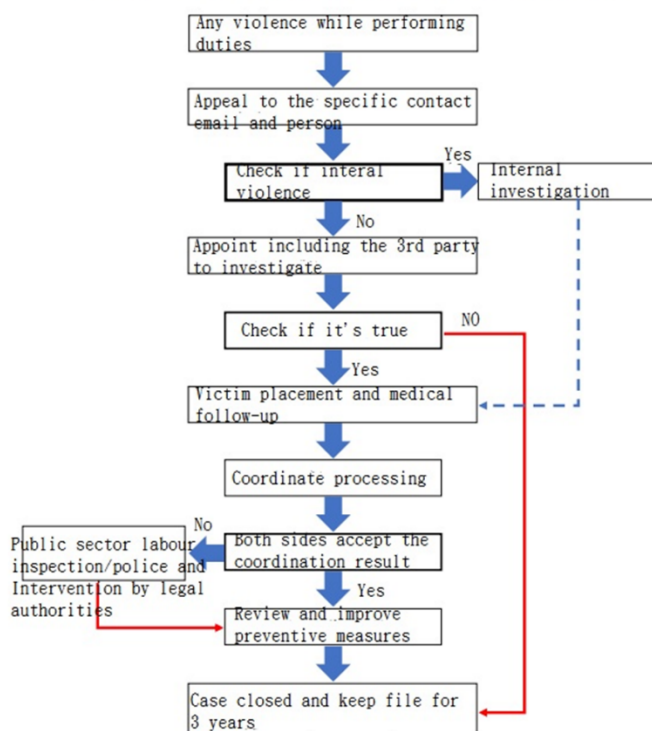
Harassment Prevention Guidelines” in our Employee Portal for employees to read anytime. In 2021, we didn’t receive any internal complaint. During the Labor-Management meeting held in December, 2021, the labor party requested to ensure that all employees were aware of the complaint channel and the Administrative Department, the department in charge, has made the introduction about the complaint channel to employees.

Employee Appeal Committee is formed to protect employees who suffer from injustice and submit their Letter of appeal. The Committee includes the representatives of authority members and labor members. The authority members are appointed by the CEO and the labor members are selected by employees themselves from north, central, south and east branch offices. The processes of the appointment and the selection are open and fair to ensure that the appeals will be handled fairly. After the investigation and discussion, they will notify the final discussion to the claimants in writing.

And the most important is that there are labor-management conferences held every three months, each representative on behalf of both parties will bring up the questions to be discussed and reached a consensus at meeting. In addition, we hold monthly meetings to discuss issues in each department and staffs are free to talk during the meetings. Through those meetings, we have made some positive changes, such as the flexible working hours and salary promotion. In addition, we have the on-site health services every two weeks for employees’ health.

As mentioned on question H3, TFCF paid greatly attention to employees’ mental and physical safety, especially we have made improvements and set up safety guidelines to prevent any complaint occurring in 2021. If there is any complaint, any complaint channel is open and safe with specific contact person and email. Any sexual harassment, bullying and discrimination or violence at work is strictly forbidden. Any violations will be dealt with in accordance with our regulations.

Workplace Illegal Assault Incident Handling Flow Chart



5. How do you make decisions about the need for confidentiality and protecting the anonymity of those involved?

In accordance with laws and regulations (Regulations of Sexual Harassment Prevention) in Taiwan, our personnel handling sexual harassment incidents shall keep the confidentiality for the names or other identifying information of the parties concerned unless necessary for investigation or based on public safety considerations. Those who are obliged to keep secrets in accordance with the preceding paragraph shall be punished in accordance with the Criminal Law and other relevant laws and regulations when they disclose secrets.

In addition, in regarding to the work, it is also stated in the labor contract:

The excerpt is as follows (Party A: TFCF, Party B:the employee)

15. Confidentiality clause

(1) Party B knows or holds any information, documents, computer files, audio-visual files of Party A's business or outside of business due to training and employment, and shall not disclose it to any third party without the prior written consent of Party A, and shall not make any use unrelated to the business.

(2) Party B's use of Party A's intellectual property rights is limited to normal and reasonable business use.

(3) Party B promises to abide by this confidentiality clause, to keep confidential any information provided by Party A, and agree to Party A's reasonable control, inspection and testing.

(4) After Party B resigns, there is a suspected infringement of Party A's intellectual property rights. If Party B cannot provide reasonable proof, it shall agree to Party A's necessary inspection and testing. If Party B refuses such inspection and testing, it will be punished according to the terms of breach of contract with compensation.

TFCF has the "[Regulations of Appealing Application](#)" in order to protect rights and provide the justice to the individuals, groups and communities under our programs, including:

- The beneficiaries or related personnel whose rights are affected by our services
- The organizations/partners whose rights are affected in the process of collaboration

For internal employees, sexual harassment and other personal appeals, in order to ensure the privacy rights of both parties, the complaints are handled in a confidential manner. In order to avoid disputes in the discussion process and protect the rights and interests of both parties, anyone who is related to the persons involved in the handling, investigation and resolution of the appeals is forbidden to participate in the discussion. After the investigation and discussion, they will notify the final discussion to the claimants respectively and confidentially in writing.

K. Leadership is dedicated to fulfilling the 12 Commitments

1. How is the governing body and management held accountable for fulfilling their strategic promises including on accountability?

For our management levels, they are as the same as the staffs who will have the performance reviews twice a year. The review process includes self-assessment and department head's assessment. As for the CEO, CEO will have the performance review every three months at the board meeting. CEO will submit the performance report at each board meeting and will be evaluated and questioned by the Board members if there is any insufficiency or controversial.

Regarding to our board members, we have our Code of Conduct (**K1: Code of Conduct for Board Members and Senior Management Personnel**) which is clearly stated how they shall fulfill their strategic promises including on accountability:

4. Principles of equality and non-discrimination

Board members shall respect the diversity of society and act without discrimination of any kind, such as gender, age, race, religious beliefs, political parties, sexual orientation, position, and nationality.

5. Occupational safety and health in the workplace

Board members shall endeavor to protect the health and safety of employees in the workplace and to prevent workplace violence, threat, intimidation, discrimination and avoid any illegal activities and tort.

6. Duty of confidentiality

- i. Board members shall not divulge any confidential information or data coming to their knowledge during the performance of their duties to persons or bodies outside the organization except when disclosure is authorized by the governors or legally mandated. All board members shall continue to be bound by this obligation after termination of their mandate.
- ii. Board members shall maintain the confidentiality of all material non-public information about TFCF until and unless discharged from such obligations under the requirement of the organization.
- iii. The organization is required to treat as confidential, including information concerning the organization's employees, clients, inventions, trade secret, technical information, creative proposals, professional knowledge, financial accounting information and intellectual property rights, etc., and other sensitive information the privacy, confidentiality, and secrecy of which is valued by the organization (collectively, "Confidential Information").

Besides, based on our Article 7 from Articles of Incorporation of TFCF, it is stated that:

Unless the law provides otherwise, the Board shall have the following duties and powers:

- (1) Fund raising and administration and management of property;
- (2) Appointment and removal of directors and supervisors;
- (3) Appointment and removal of the chairperson and standing directors of the Board;

- (4) Establishment and administration of internal organization;
- (5) Development and promotion of work plans;
- (6) Review of annual budget and final accounts;
- (7) Amendments to the Articles of Incorporation;
- (8) Proposal of disposal of or creation of encumbrance on real property;
- (9) Proposal of merger or consolidation; and
- (10) Selection and dismissal of CEO;
- (11) Other proposals or decisions to be made according to the charter of endowment.

Our supervisors shall have the following duties and powers:

- (1) Oversee the operation and financial status;
- (2) Audit financial statements, documents and property information; and
- (3) Oversee the operation to be carried out in accordance with laws and the charter of endowment.

Our board members also 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. Once the total amount is over the limit, it will be submitted to the board meeting for discussion and approval.

2. What steps have you taken to ensure that staff are included in discussing progress toward commitments to organisational accountability?

After being assigned by CEO, it's the Secretariat who is responsible for drafting the whole report; however, the directors and staffs are also involved in the reporting process. First, the Secretariat will do the translation from English to Chinese and send out all of the related documents, such as the reporting questions, Panel's feedback, previous report, the key points, etc. for their pre-reading. Thus, the directors and staffs will have time to go through and discuss the whole reports. It's the same process as the Panel's feedback and areas for improvements. It is also shared to the directors and staffs after being translated. The Secretariat will discuss with them about any questions they have. In addition to the reporting period, we also share the related articles and current status of Accountable Now with others from time to time by email or the presentation at meeting. So we will better understand the current status and commitments. Please refer to the attachments for some of our sharing with others in 2021 (K2-1, K2-2, K2-3, K2-4).

3. What is your accountability report's scope of coverage? Are you reporting for the whole organisation or just the international secretariat? For secretariats of international federations, on which issues of accountability (or relating to Accountable Now's 12 commitments) do your members report to you on, and with what frequency? Where there is no routine reporting, how do you use your coordinating functions to elevate attention to

accountability issues throughout your federation?

This scope of coverage of 2021 TFCF Accountability report is for the whole organization which included the headquarters, local and overseas branch offices and affiliates. Every year, they have to submit quarterly reports and statistics and annual performance report to the headquarters for the examination and evaluation. And we hold annual meetings for all management levels to discuss and communicate with board members in order to maintain an integrated communication and transparency among the boards, headquarters and the branch offices and affiliates.

Our overseas branch offices provide weekly reports detailing their work during the past week, and they also provide their monthly expenditure statement. Our Finance department also conducts cash count every month. The offices also provide a report every season, and an annual report every year. Moreover, whenever the offices are using a large amount of money, we had to let all the executives know, and in some circumstances, let all the board of directors know. On top of reporting, the International Development Division hosted a variety of meetings among the offices, such as reading groups, training, and meetings to improve the internal cohesiveness of the team. Moreover, we also conduct visits with our supervisors, donors, and our employees to the offices to create a sense of accountability in our overseas branch offices.