

Improvement Analysis

Taiwan Fund for Children and Families 2021 Accountability Report

Dear Panel members,

Thank you always for your efforts and contribution to make the Accountability Report prepared by members stay connected with the Accountable Now's criteria and guidelines. This year will be the final year for TFCF to submit this interim report by following the old reporting framework. We have prepared this interim report through focusing on the areas of improvement in Questions A2, A3, D3, E2, and J3 accordingly.

The updates pertaining to the areas requiring improvement are outlined as follows:

- A2: TFCF uses United Nation's Sustainable Development Goals as the framework for our programs. TFCF's focuses are children and families, therefore, the 9 SDGs that TFCF targets are SDG 1, 2, 3, 4, 6, 8, 11, 16, 17. In addition, TFCF has scheduled a complete evaluation plan with six indicators (Input, Measurement Method, Measurement Tool, Output, Outcome, Quality) for our service programs. We place great importance on receiving feedback from our stakeholders, as it serves as a crucial source of insight. This valuable input enables us to take informed actions and make appropriate adjustments to our operations.
- A3: The fundraising challenge persisted throughout 2022 due to the impact of the COVID pandemic. We experienced only a marginal increase of 0.66% in revenue compared to the previous year. Seeing that we couldn't reach our targeted goal in some of our fundraising activities, we have strengthened our collaboration with a greater number of new enterprises, enhanced our network platforms, and developed additional easily accessible donation channels. Another challenge we faced was the difficulties in recruiting qualified social workers. To make matters worse, a considerable number of our social workers have transitioned to work at government agencies that offer a better package in salaries and benefits. We have formed a task force to map out the best solution. We hope that we might come up with some solutions and strategies in 2023.

D3: In addition to reviewing MOU and assessing our collaboration with local partners NGOs, TFCF also works with local governmental and educational entities. For instance, our Philippines offices have partnered with grassroots NGOs for community development projects. One of the collaborating NGOs even offered us a free training program along with learning materials. They even help us in raising fire-hazard awareness among the parents we sponsor. We also focus on the capacity building program for our supported children. For example, the TFCF Vietnam Office has worked with local schools and NGO partners to provide financial support for underprivileged students and implement capacity building programs.

E2: We have launched a "Community Service Program" with a primary focus on assisting underprivileged children, youth and families within the community. This program aimed to provide the community with services and programs based on a community-based work method. The program is divided into three stages: companionship, partnership, and leadership. During the partnership stage, our main objectives is to foster the community members' motivation to actively participate in our services. We strive to empower them to actively engage in service planning and decision-making process. Additionally, we aim to cultivate community leaders and strengthen our leadership team, enabling them to drive progress and advancements within the program.

J3: In 2022, we received 11 complaints from parents of children who had been receiving our assistance. All of these complaints were related to the termination of financial aid for their children. Our decision to terminate the aid was based on the fact that these children had started working and were contributing to their families' income, which met the criteria for assistance termination. However, we want to emphasize that we remain committed to providing a one-year Self-Reliant Family Follow-up Service to these families. Our objective is to offer timely resources to help mitigate the impact of the loss of financial assistance as they embark on the journey toward self-reliance. By doing so, we aim to enhance the stability of their self-reliant lifestyle.

It is widely recognized that disadvantaged children and families, who are the central focus of our efforts, facing significant challenges in surviving during the ongoing pandemic. With our unwavering commitment to accompany children towards self-reliance, we remain steadfast in our mission to help those in need. To achieve this goal, it is crucial that we maintain accountability and garner the support of our stakeholders. We highly value your feedback, as it enables us to remain accountable and identify areas where we can make improvements. Thank you for providing us with your valuable feedback, which continually help us strive to meet the current standards and expectations of our stakeholders.

All the best,



Rick Chou

CEO

Taiwan Fund for Children and Families

June 29, 2023

The overview of significant organizational changes since the last report

Our organization has been facing difficulties in recruiting social workers in recent years. One of the factors is the government's effort to promote a range of social safety net services, leading to annual increases in salaries for social workers. This has resulted in significant manpower shortages not only for our organization but also for other social welfare organizations. Thus, we examined the present circumstances:

1. Our salaries have not been adjusted for over 10 years.
2. The inflation has been affected by the pandemic.
3. We need to inspire and motivate our staffs.
4. There is a need to prevent an increase in staff turnover.

As of January 1, 2022, we have implemented a 3% salary increase. However, the outcomes proved to be constrained. After presenting our findings to the board members, we have formed a task force to devise an optimal remedy. Currently, the issue remains subject to deliberation, and we aim to proffer a resolution by 2023.

In terms of implementing sustainable development goals, after winning the “2021 TSAA Taiwan Sustainability Action Award – SDG1 Poverty Eradication Gold Award” issued by Taiwan Institute for sustainable Energy (TAISE), we also won the [“2022 TSAA Taiwan Sustainability Action Award – SDG11 Sustainable Cities and Communities Gold Award”](#) . Different from humanitarian aid that focuses on short-term and specific issues (such as war and refugees), TFCF promotes long-term and comprehensive aid and development programs, which aim to help children and families become independent in the spirit of sustainable development, and also develop a blueprint for community development.

In 2022, I took on the position of the 10th CEO of TFCF in July 2022, leading this large non-profit organization that has been deeply rooted in Taiwan for 72 years. With the support from all of our stakeholders, we have been able to weather various challenges and continue to advance our mission of delivering professional services both locally and globally. In 2023, we will continue to promote initiatives and services in preventive work, deepen community work services and advocate for vulnerable children/youth and families.

Area	Independent Review Panel's Feedback
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A2

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

From reviewing previous responses ([from 2019 full report](#)), the Panel notes that TFCF uses the Sustainable Development Goals (SDGs) as a framework to assess their organisation against. The organisation does not have strategic indicators as a whole, but develops them for each programme. TFCF also selects one programme per year to showcase for their accountability report.

At project level, an example from TFCF Philippines showcases how communities are engaged for programme design within the Community Patron Program. The Patron Program supports parents to lead on the reduction of fires, however it is done through collaborating with parents to further lead and develop skills on first aid and firefighting. Annexes A2.1 and A2.2 provide clear description of program design with its objectives and indicators.

While this is a good example of how stakeholders are involved in developing strategic indicators for a programme, the Panel would like to understand whether TFCF works with its partners and those impacted by its work to develop strategic indicators for success. Potentially Restless Development's approach to developing strategic indicators can be useful here ([2020 Report](#), [Results Framework](#)).

Additionally, it would be great to learn further regarding how the SDGs framework is used as strategic indicators and how progress is measured against these, for the organisation as a whole.

TFCF reply

TFCF uses United Nation's Sustainable Development Goals as the framework for our programs. TFCF's focuses are children and families, therefore, the 9 SDGs that TFCF targets are SDG 1, 2, 3, 4, 6, 8, 11, 16, 17. In 2021, the percentage of expense spent on each SDGs is illustrated as below:

Currency: New Taiwan Dollars



Additionally, TFCF oversea branches' programs that align with each specific SDGs:

SDGs	Programs guided by SDGs
1 No poverty	In-cash and in-kind provision Emergency Relief Livestock Program (Kyrgyzstan exclusive)
2 Zero hunger	Nutrition Improvement Program Happy Farming Program (Eswatini Branch exclusive)
3 Good health and well-being	Medical Program Public Health Advocacy Program Healthcare Worker Training Program
4 Quality education	School Support Program Capacity Building Program Reading Program Orphanage/School Program Local Volunteer Training Program Parent Support Group Program
6 Clean water and sanitation	Water Program Public Health Program
7 Affordable and clean energy	Clean Energy Program
8 Decent work and economic growth	Occupation Training Program (for parents and for youth)
11 Sustainable cities and communities	Community Center Program Housing Support Program Community Development Program
16 Peace, justice and strong institutions	Child Protection Advocacy Program
17 Partnership for the goals	International Conference Program

Furthermore, with regard to assessing the effectiveness of our services, the "service objective" serves as a critical foundation for our planning efforts. To establish the service objective, we must identify the purpose of the service and the benefits it will deliver to our stakeholders. In light of this, TFCF has developed a comprehensive evaluation plan consisting of six key indicators (inputs, measurement methods, measurement tools, outputs, outcomes, and quality) to facilitate greater efficiency and productivity. By implementing this evaluation plan, we aim to:

- Gain a comprehensive understanding of the overarching concept of "evaluating service effectiveness".
- Evaluate the effectiveness of our services against our service/program objectives.
- Utilize the results of our service effectiveness evaluation to enhance service quality.
- Provide a summary evaluation and report to facilitate a more detailed understanding.

TFCF overview evaluation plan

Pre-service	Problem Analysis and Needs Assessment	Problem	Status, distribution, roots of cause, needs
		Target group	Population characteristics
		Assessment method	Secondary data, existing statistical data, literature analysis and sorting, resource inventory, community meetings, TFCF existing service experience, experience with service objects
	Goals and Objectives Setting	Goals	The service object of the program, the goal for the change of the service object, the anticipated ultimate impact, the strategy used
		Objectives	Completion time/deadline, specific/observable outcome, means of measuring achievement
Service Design	Service Design	The service content corresponds to the goal set.	
	Proposal Writing	Background, needs assessment (including problem analysis), goal/objective, resource invested, activity/service content, evaluation plan (effect and indicators of the program, method of collecting and analyzing data), Gantt chart (schedule), funding (budget and sources), expected effectiveness	

Program implementation period	Input*	Service objects, staff, knowledge and technology, material resources, physical environment, equipment, partners, funds	
	Measuring methods*	Qualitative	Observation, interview, group discussion, reflective leadership
		Quantitative	Form filling, pre and post test questionnaire, evaluation form
Measuring tools*	Forms, questionnaires, reports, group records, minutes, video records		
Program Evaluation Period	Output*	Number of activities, number of participants/attendance rate, hours and frequency of services, funds (used amount, execution rate), publicized items/quantity, number of participants who are benefitted	
	Outcome*	Effectiveness evaluation	knowledge, behavior, attitude, status
		satisfaction survey	Feedback from stakeholders
Quality*	The quality of the outcome, customer satisfaction		

***Input:** Refers to the resources invested in the program.

Investing all the resources does not mean providing a good service. We need to be aware of the purpose and the plan of the service.

Input items include:

- The beneficiaries: The people benefit from the service (can be more specific, such as: gender, age)
- Staffs (social workers, part-time partners, volunteers)
- The knowledge and skills required
- Material resources
- Physical environment
- Equipments
- Partners(such as: schools, government units...)
- Funds

***Measuring method:** Feedback from participants is of great importance as it helps gather additional relevant information.

- Qualitative:** (1) Observation (2) Interview (3) Group discussion (4) Reflective leadership

- Quantitative:** (1) form filling (2) pre- and post-test questionnaires (3) evaluation forms

- Analyze the related data of records/reports

***Measuring tool:** The methods and tools for data collection must be selected and planned according to the implementation content and expected effectiveness of the service plan before the activities.

- Indicators: (1) Evaluation forms (2) Questionnaire

- Forms: (1) Feedback (2) Satisfaction Survey (3) Sign-in Form (4) Hours Form

- Reports (monthly report, quarterly report)

- Activity report/group record/minutes

- Video records

***Output:** The direct impact of program activities includes

- Activity sessions (curriculum, camps, promotional activities)

- Numbers of person-times, participants/families and attendance rate (including: participants, community members, social workers, volunteers, and partners)

- Hours of services and service frequency

- Funding execution rate

- Numbers of advertisements/items (including the number of news releases)

- Numbers of participants benefitted (numbers of subsidies paid)

***Outcome**

The outcomes refers to the situation in which participants benefit during or after the program. This includes the acquisition of new knowledge as well as changes in attitudes, values, behaviors and status.

The aspects of outcome include: "Knowledge", "Behavior", "Attitude", and "Status". These aspects can be observed or measured if the individuals served have acquired new knowledge as

well as if there have been changes in attitude, values, behavior and status following the service, activity, or treatment.

When designing a service effectiveness evaluation, the initial step is to establish the service objectives of the program, and consider the service targets during the implementation of the service program. The evaluation should aim to identify changes that may occur across four different levels: knowledge, behavior, attitude, and status. These changes should be categorized

Result \ Levels	Knowledge	Behavior	Attitude	Status
Short-term				
Medium-term				
Long-term				

into short-term, medium-term, and long-term goals.

*Quality: The quality of the service will directly impact the changes and effectiveness that the service brings to the participants, as well as their perceptions and image of the organization. As a result, continuous improvement and maintenance of service quality are of paramount importance.

The concept of service quality encompasses various perspectives. Before developing an evaluation of the quality and effectiveness of social service programs, it is necessary to identify the different dimensions of quality and determine which dimensions are most critical. The following are the dimensions and definitions of quality:

Take our High Risk Family Program for example:

Program Indicator	High Risk Family Program
Input	<ol style="list-style-type: none"> 1. Service target: Children/youth under 18 years old who live in high-risk families with the potential for abuse, abandonment, or neglect. 2. Staff: Supervisors, social workers, counselors, volunteers, experts, and scholars. 3. Material Resources: Livelihood supplies and financial assistance. 4. Physical Environment: Venues for activities. 5. Collaborative Partners: Schools, government agencies, non-governmental organizations, medical institutions, and legal units. <p>Funding: Government grants, program budgets.</p>
Output	<ol style="list-style-type: none"> 1. Analysis of service volume (case opening, closures, non-opening) in terms of number of households/individuals and the opening rate 2. Various service contents (tutorial, employment assistance, emotional support, etc.) in terms of number of households/individuals/service frequency 3. Service delivery methods (such as phone consultation, home visits) in terms of number of households/individuals/service frequency 4. Number of group, recreational, advocacy, and educational training events held, including the number of participants, service frequency, and attendance rate 5. Analysis of service case data 6. Number of case study workshop sessions and participants <p>Amount of funding utilized and execution rate</p>
Measuring Method	<ol style="list-style-type: none"> 1. Questionnaire survey 2. Social worker observations 3. Data analysis 4. Individual or group interviews
Measuring Tool	<ol style="list-style-type: none"> 1. Family risk assessment indicators 2. Initial assessment form for high-risk families 3. Opening case indicators for high-risk families 4. Case classification and treatment standards, and closure indicators 5. Case service record and assessment form for the achievement of treatment goals 6. Member activity participation satisfaction questionnaire 7. Group records, counseling records 8. Observational assessment report by group leaders 9. Visual records
Outcome	<ol style="list-style-type: none"> 1. Analysis of case closure (reasons for closure, service duration at closure) 2. Analysis of service effectiveness
Quality	<ol style="list-style-type: none"> 1. Quality of outcome: Service evaluation (including immediacy and competency) 2. Participant satisfaction: Service satisfaction questionnaire and feedback from participants

A3

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

The progress and difficulties encountered within the Community Patron Program are showcased. From the report, the Program is seen as successful, achieving the goals that were set out. 2022 goals for the Program are included. For these goals, it is suggested that TFCF also include community members and parents in the planning process to learn about their needs so that the community's desires are reflected in the new goals.

In the opening statement, the CEO also highlights the difficulties that TFCF faces as an organisation, especially related to fundraising with restriction of activities. There is evocation of progress made by TFCF on gender equality, on governance requirements with the election of supervisors, on minimising negative impacts on stakeholders and creating a safe environment for stakeholders.

The organisation's transparency in reporting the challenges faced in the program is commendable. However, in upcoming reports, the Panel would like to see a clear description of progress and challenges faced by TFCF as a whole institution, or the SDG framework that guides organisational strategy (A2).

TFCF reply

During the global pandemic, one of the major challenges we faced was fundraising. Our total revenue in 2022 only increased 0.66% compared to the previous year, and we failed to reach our funding goals in some fundraising campaigns. For instance, the Poverty Reduce Campaign experienced a 9.20% decrease in revenue, and our major donation channels saw a 7.54% decrease compared to 2021. In light of these difficulties, it is critical for us to increase our cooperation with new enterprises, expand our network platforms, and develop more smart donation channels. To address these challenges, we will undertake the following actions:

1. Continue to expand our digital donation channels, integrate with popular payment platforms, and make the donation process accessible and easy.
2. Promote the use of electronic invoice donations, public welfare cards, and the tenth-generation TFCF WaWa piggy bank.
3. Utilize data analysis to refine our fundraising strategies.
4. Reduce unnecessary expenditures and prioritize external public welfare cooperation.
5. Integrate regular and fixed donation channels to strengthen donor loyalty.

To provide our donors with the highest level of security when making online donations, we are implementing the "Online Transaction with SMS OTP" authentication method for individuals using VISA, MasterCard, JCB, or Taiwanese-issued national credit cards. Moving forward, we are also committed to enhancing our brand marketing efforts at the management level:

1. We will strictly adhere to our corporate identity system to enhance our brand visibility.
2. We will integrate and strategize various online marketing initiatives through our official website and social media channels such as Facebook, Instagram, LINE, YouTube, membership portals, and e-newsletter systems. Additionally, we will provide support and guidance to our branch offices to ensure that they utilize these channels to their fullest potential.
3. We will promote our TFCF mascot, Wa Wa, and increase its marketing efficacy by expanding its reach across various media platforms.

In addition to the fundraising challenges, our organization is also facing difficulties in recruiting social workers. This is partly attributed to the government's efforts to promote various social safety net services, leading to annual salary increases for social workers. Consequently, our organization, along with others in the social welfare sector, has encountered significant manpower shortages.

In TFCF, specifically, the turnover rate for senior social workers (senior officer level) has doubled in the past two years compared to five years ago. Currently, there is a pay gap of at least NTD5,000 between TFCF's senior social workers with 5 to 10 years of experience and those working in government agencies with the same length of service (with a salary gap of approximately NTD8,000 for social workers engaged in protective services). There is also a gap in pay gap of over NTD1,000 in terms of educational background and certification between TFCF and government units. Despite implementing a 3% increase of wages increase for each employee, the gap persists. We have established a task force to generate ideas and develop solutions to address the problem, and we aim to propose a solution in 2023.

D3	<p><i>How, specifically, do you maximise coordination with others operating in the same sectoral and geographic space with special reference to national and local actors?</i></p> <p>A selection process for partners has already been provided in D1. The response outlines the cooperation process, including how MoUs and mutual understanding of the cooperation are formed. The process is a positive one as it starts by identifying common values.</p> <p>The report only covers coordination with partners. The framework requests TFCF to also demonstrate how it coordinates and works with other organisations working in the same sectors, for example with government or civil society coordination bodies, which is the main intent of question D3.</p>
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TFCF reply

In addition to evaluating the collaboration and forming MoU with partners, TFCF also collaborates with other governmental and educational entities. For example, in the Community Development Program, the Philippines branch collaborated with and received support from the Bureau of Fire Safety and Protection of City of Mandaluyong and the local community of Barangay Mauway. They conducted free training sessions, provided learning materials, and organized demonstrations for 15 sponsored parents to raise awareness about fire hazards.

One aspect that TFCF focuses on is capacity building. For example, the TFCF Vietnam branch and its partners closely collaborated with schools to provide financial support for underprivileged students and implement capacity building programs. However, due to the surge in the Covid-19 pandemic in 2021, students experienced a 5-month period of social distancing, and many activities were unable to proceed. Recognizing that many families faced income loss, TFCF Vietnam reallocated its budget from other activities to provide emergency relief. They collaborated with schools to offer both in-cash and in-kind support for families in needs.

E2	<p><i>What evidence confirms a high level of stakeholder engagement in your activities and decisions from beginning to end?</i></p> <p>The example of the BEMS programme from TFCF Kyrgyzstan is included and shows that TFCF seeks deep stakeholder engagement. The program brings together adolescents from sponsored families to play football. Stakeholders' engagement in the programme is described, alongside how their inputs are used within the implementation.</p> <p>Beyond standalone examples, it would also be useful to see if TFCF has policies or mechanisms in place, to ensure that stakeholders are engaged throughout different organisational and programmatic processes, across different TFCF offices.</p> <p>Exemplary practices would also showcase how stakeholders such as families and children are included in the organisation's advocacy and overall strategic planning efforts.</p>
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TFCF reply

In 1950, TFCF initiated its sponsorship program with the objective of providing financial support to underprivileged children and families in Taiwan. In 1987, we further expanded our services to encompass child protection. Mindful of the inherent constraints associated with operating as a solitary organization, TFCF has proactively involved community members in our endeavors for more than six decades, thereby fortifying our services with augmented resources.

With a firm belief in the African proverb, "It takes a village to raise a child," TFCF has embraced this concept by initiating the "Community Service Program" since 2014. This program aims to integrate our diverse existing community services and collaborate with schools and community organizations. Together, we develop comprehensive plans and establish community bases, allowing us to deeply embed ourselves in the community and provide essential services to underprivileged children and youth.

The "Community Service Program" primarily caters to the needs of underprivileged children, youth, and families within the community, employing community-based approaches to integrate relevant courses and activities. The program is structured into three distinct stages: companionship, partnership, and leadership.

Stage	Description
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Companionship	<ul style="list-style-type: none"> ● Select specific communities with children's welfare needs, specially the needs for the "children's economic security" or "child protection". ● Build relationships: Visit key persons in the community, contact residents, and introduce TFCF. ● Inventory of community resources, especially for the needs of children and youth in the community. ● Provide services in accordance with the needs of the community based on our existing services.
Partnership	<ul style="list-style-type: none"> ● Scheme a service plan that meets the needs of the community. ● Cultivate the motivation of the community members to participate in the service, and enable the members to engage in service planning and decision-making. ● Empower community leaders (or leadership team).
Leadership	<ul style="list-style-type: none"> ● Community leaders (or leadership team) lead the service programs planned, decided and implemented by the community members while TFCF plays an advisory role. ● Assist the community members to formulate the community plan for the next stage.

Take our Indigenous youth support program for example:

<https://www.ccf.org.tw/27/service/MTM5Mw>

This program aims to assemble a cohort of indigenous youth, fostering a supportive community that engages in collective learning, broadens their horizons, and strengthens cultural identity through the implementation of sustainable activities, games, and courses. The program aims to boost the confidence of young individuals, facilitating their exploration of personal worth and offering a platform to cultivate practical skills. The primary objectives of the program are as follows:

Youth empowerment: By incorporating activities aligned with the annual theme, young individuals will be encouraged to cultivate their abilities through active participation in the

preparation and planning process. Additionally, the program offers diverse skill-building courses aimed at expanding the knowledge base of young participants.

Team cohesion: To strengthen the bonds among the participants, the program includes a minimum of one group activity scheduled each month. These activities aim to bring the young individuals closer together, fostering a sense of mutual support, and cultivating companionship among them.

Practice and implementation: Through the accumulation of diverse experiences, young individuals have the opportunity to engage in continuous learning and cultivate their unique strengths.

Cultural identity: By enhancing cultural knowledge and fostering a deeper understanding of indigenous culture, the program aims to promote the self-worth and knowledge of young individuals.

Another example is TFCF Youth Voice initiative, which is conducted, implemented, and planned by our supported youth, focusing on promoting a balanced diet.

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

In today's fast-paced life, people often find themselves busy with work and rely heavily on eating out, resulting in an unbalanced intake of fruits and vegetables. Recognizing this issue, the assisted youth of TFCF took this opportunity to raise the public awareness about the importance of balanced diets and improve our own dietary habits. The members of the "TFCF Fishing Pole Program" team personally prepared healthy and balanced dishes, conducted street interviews with the public, collected and organized the data, and promoted the "My Plate" handbook published by the Ministry of Health and Welfare's to the public through their action, they advocated that simply eating more or feeling full does not necessarily equate to eating well. They emphasized the importance of following the "Six Key Points of My Plate" to achieve a balanced and healthy diet.

J3	<p><i>What processes and mechanisms does your organisation have in place to handle external complaints, including those relating to unacceptable conduct? 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.</i></p> <p>The report gives details from two incidents of unacceptable conduct and how they were dealt with from the TFCF branch office in Mongolia. Another incidence regarding food poisoning (in fact stale food) from lunch boxes is detailed as well. TFCF's transparency and efforts in mitigating these situations are well noted here.</p> <p>It is also great to see how TFCF has implemented previous recommendations from the Panel, including adding a Feedback and Complaints form and mechanism into the website in both English and Chinese.</p> <p>There are multiple ways complainants can get in touch with the organisation. Anonymous complaints are made possible. Social workers are also provided with 1:1 time with children during home visits to provide children with another channel for feedback.</p> <p>The Panel notes that lessons learned from incidents are turned into SOP, to prevent future occurrence. In future reports, the Panel would also want to see an overview of the number and nature of complaints received, and how they were dealt with. Perhaps Educo's recent work on Suggestions, Complaints and Commendations (pg. 7) may serve as an example for TFCF on how suggestions, complaints and commendations can be systematised.</p>
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TFCF reply

Throughout the year of 2022, we received a total of 11 complaints from parents of the children we assist. All of these complaints were specifically related to the discontinuation of financial assistance that was previously provided to their children.

No. of Complaints	11
Complaints type	Termination of financial assistance

Complaints	The parents expressed dissatisfaction regarding the discontinuation of financial assistance to their children.											
Resolution	<p>1. Our social worker maintained regular contact with the families. However, due to the fact that the assisted child has secured employment and contributed to the family's income, the families have been removed from our assistance program.</p> <p>2. In line with our service concept of "accompanying children towards self-reliance," we offer a one-year Self-Reliant Family Follow-up Service. Our goal is to alleviate the initial financial impact on families who are starting their journey towards self-reliance by providing timely resources to increase their stability. We also offer various forms of assistance, including scholarships, medical care, living allowances, and employment training.</p> <p>3. In 2021, a total of 1,433 households was tracked, and 1,172 of them confirmed the service to be terminated. And there were 1,585 households were tracked and 829 of them terminated the service in 2022.</p> <table border="1" data-bbox="400 1133 1324 1299"> <thead> <tr> <th data-bbox="400 1133 708 1189"></th> <th data-bbox="708 1133 1016 1189">2021</th> <th data-bbox="1016 1133 1324 1189">2022</th> </tr> </thead> <tbody> <tr> <td data-bbox="400 1189 708 1245">Households tracked</td> <td data-bbox="708 1189 1016 1245">1,433</td> <td data-bbox="1016 1189 1324 1245">1,585</td> </tr> <tr> <td data-bbox="400 1245 708 1299">Service terminated</td> <td data-bbox="708 1245 1016 1299">1,172</td> <td data-bbox="1016 1245 1324 1299">829</td> </tr> </tbody> </table>				2021	2022	Households tracked	1,433	1,585	Service terminated	1,172	829
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