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台灣兒童暨家庭扶助基金會

Taiwan Fund for Children and Families

Taiwan Fund for Children and Families

ACCOUNTABLE NOW 2023 ACCOUNTABILITY REPORT



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Reporting period: 2023 Fiscal Year (January 2023 to December 2023)

Report completed: June 2024

Overview of Taiwan Fund for Children and Families:

Taiwan Fund for Children and Families (TFCF) is an international non-profit organization that cares for disadvantaged children, youth, and their families. By applying different social work approaches, TFCF aims to provide children with the proper family care, physical and emotional safety, healthy environment for growth, ample educational opportunities, enabling them to learn and live happily. TFCF, based in Taiwan, has 24 Branch Offices, 43 Service Centers, 1 Children's Home, 4 Hope Centers (placement agencies), 4 Child Development Centers, and 3 Non-profit Kindergartens to help children and families in need across Taiwan. Additionally, we have Overseas Branch Offices in Mongolia, Eswatini, Kyrgyzstan, Vietnam, Cambodia, Jordan, and the Philippines, totaling 7 countries. TFCF is committed to helping economically disadvantaged children and families escape from poverty and protecting children from abuse. Our main services include sponsorship program for financial assistance, child protection program, foster care services and capacity building program.

Our Appreciation for People's Love and Trust to TFCF

The year 2023 has been one of profound gratitude and appreciation for the Taiwan Fund for Children and Families (TFCF). The global economic downturn and recession have severely impacted the fundraising efforts of Civil Society Organizations (CSOs) worldwide. TFCF is deeply thankful to our donors and supporters for their generous contributions to our programs, which include financial assistance through sponsorship programs, child protection & foster care services, and capacity building initiatives. In 2023, TFCF served over

170,113 children in need across Taiwan and 34 other countries. Within our child protection service, we provided family intervention and follow-up counseling to 2,869 households, including 3,189 children who experienced maltreatment and their 1,206 siblings. Remarkably, over 85% of these families exhibited positive changes within 1.5 years of receiving services from TFCF. Complementing our child protection service, we offered foster care through 22 domestic branch offices in Taiwan, serving 1,628 foster children, including 439 new admission. Additionally, we implemented the Capacity Building Program based on the perspective of “teaching a person to fish rather than giving them a fish”. We owe our successes to the generous support and trust of our donors. We are proud to report that, over the past seven decades, a total of 354,644 children and youth have achieved self-sufficiency through the support of our sponsorship programs.

In addition to our regular programs, I am pleased to share the three special achievements that we made in the year of 2023 as follow:

1. Taiwan Sustainability Action Awards (TSAA) SDG4 Excellence Award: In 2023, TFCF received the "Taiwan Sustainability Action Awards (TSAA) SDG4 Excellence Award", signifying recognition from a committee of experts, scholars, and notable figures in society for our outstanding services. I am proud to announce that TFCF has been honored with this award for three consecutive years.
2. Taiwan Database of Children and Youth in Poverty 2.0: In 2008, TFCF pioneered the establishment of the first "Taiwan Database of Children and Youth in Poverty" (TDCYP) in Taiwan. This initiative aimed to systemically and longitudinally understand the living conditions of children and youth in poverty, constructing an authentic representation of their lives and environments. In 2023, TFCF embarked on a 6-year longitudinal survey that emphasizes the valuable experiences of practitioners and the realization of the rights of children and youth. The final questionnaire was developed by integrating practitioners' insights and adjustments based on the feedback from children and youth, following separate supervision focus groups and child and youth focus groups. Our goal is to provide valuable recommendations for service intervention, program improvement, policy planning, and advocacy.
3. Opening of the Kids LOVE Space: In 2023, TFCF inaugurated the Kids LOVE Space, a venue that leverages technology and multimedia to promote child protection advocacy and education to the general public. We hosted three trial sessions, inviting stakeholders and target audiences, including elementary school students, teachers, social welfare professionals, gaming, and curation fields, with approximately 80 participants in total. Through group discussions, participants provided direct suggestions and feedback on the planning and execution, leading to continuous adjustments and optimizations.

In this accountability report, we demonstrate how TFCF has operated and managed our organization in accordance with the 12 commitments of this Global Standards. A feedback loop is also established to promote effective collaboration, ensuring that the expectations and needs of all parties are appropriately addressed. Communication within our organization and with key stakeholders—including our beneficiaries, community members, and sponsors—is maintained through face-to—face interactions, event participation, and public communication channels. This open communication ensures transparency and foster trust among all involved parties.

I would like to express my heartfelt gratitude to everyone who has contributed and become part of TFCF family. Guided by the belief of ‘where there is a need, there is TFCF,’ I am committed to leading my team to build a better future for children, youth and their families worldwide. As Peter Drucker said, “The best way to predict the future is to create it.” We will work hard to create a bright future for our supported children and family and bring lasting change to people through the resources we have fundraised. In summary, TFCF’s adherence to a dynamic accountability approach in our daily operation and service delivery is why TFCF, based in Taiwan, has remained strong and sustainable after 74 years of practice in child sponsorship program, child protection and capacity building program.

A handwritten signature in black ink that reads "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
June 2024

Responses to Core Questions

1) What have been your most significant achievements and impacts this year and how has this been validated with your stakeholders?

The main service achievements of TFCF in the fiscal year 2023 are listed below. For more details, please refer to the [TFCF Annual Report](#).

1. Sponsorship Program for Financial Assistance

TFCF provides individualized and localized services to support economically disadvantaged children and families over the long term. Beyond ensuring basic living stability, TFCF offers increased opportunities for participation and access to diverse resources. This approach enables children and families to develop their talents and potential, maintaining a chance to escape poverty even as the wealth gap widens in today's society. By matching sponsors and their sponsored children, TFCF delivers assistance through the Sponsorship Program. Donations from the general public are directed to needy families with children, meeting their basic needs for a stable life and providing resources for daily living and educational development.

- **In domestic services**, in 2023, TFCF assisted a total of 2,702 new households with 5,294 children in need, while also helping 3,347 households with a total of 6,514 children achieve self-reliance. The cumulative number of self-reliant children and youth has now reached 250,244.
- **In international services**, in 2023, TFCF supported 65,158 children across 34 countries. TFCF directly provide service delivery in 7 program countries and collaborates with ChildFund Alliance to deliver services in 27 program countries. Since the launch of international child sponsorship program in 1987, TFCF has accumulatively helped 104,400 children achieve self-reliance.

2. Child Protection Program

To prevent children from suffering from maltreatment leading to physical disabilities, psychological trauma, learning obstacles, social adaptation difficulties, and the perpetuation of violence to the next generation, and to reduce the enormous long-term costs and consequences borne by society, TFCF has always placed child protection as an important mission and organizational goal. In the fiscal year 2023, we provided family intervention and follow-up counseling services to 2,869 households, including 3,189 children who experienced maltreatment and their 1,206 siblings. Over 85% of these families showed positive changes within 1.5 years of receiving services from TFCF. TFCF also provides services in daily care, medical assistance, parenting education, counseling, and legal assistance to help families restore functionality. Additionally, we utilized various promotional materials such as online platforms, broadcasts, audiovisual materials, and online games; to raise social awareness, ensuring the realization of children's rights to development, health, protection, and safety. In 2023, a total of 485 child protection advocacy events were held, with at least 146,966 participants learning correct concepts, knowledge, and skills related to child protection through these activities, collectively safeguarding children's safety and rights.

3. Foster Care Services

In the fiscal year 2023, TFCF provided foster care services through 22 domestic branch offices, serving 1,628 foster children, including 439 new foster children. Additionally, there were 420 children ending their foster care services in 2023. To meet service demands, TFCF branch offices actively recruit foster families by organizing events.

In addition to the aforementioned long-term work, we would also like to mention **two special achievements** in 2023:

1. Taiwan Database of Children and Youth in Poverty 2.0: In 2008, TFCF pioneered the establishment of the "Taiwan Database of Children and Youth in Poverty" (TDCYP) in Taiwan, aiming to understand the living conditions of children and youth in poverty in a long-term and systematic manner, and to construct a portrait of

their lives and families. As the times evolve, TFCF planned a 6-year longitudinal survey starting from 2023. The construction of the questionnaire survey emphasizes the valuable experiences of practitioners in the field and the realization of the rights of children and youth. The final questionnaire survey was developed through the integration of practitioners' experiences and adjustments based on the feedback from children and youth, following separate supervision focus groups and child and youth focus groups. Topics of the questionnaire such as "educational investment," "social networks," "internet accessibility," "physical appearance," and "well-being of children and youth" dynamically present the growth process of children and youth assisted by TFCF, serving as a reference basis for service intervention advices, service program improvement, policy planning, and advocacy.

2. Opening of the Kids LOVE Space: Kids LOVE Space, a space that utilizes technology and multimedia to conduct child protection advocacy and education to the general public, inaugurated in 2023. We invited stakeholders and target audience, including elementary school students, teachers, as well as professionals in the social welfare, gaming, and curation fields, to join our 3 trial sessions, with a total of about 80 participants. Through group discussions, direct suggestions and feedback were given on planning and execution, leading to continuous adjustments and optimizations. [\(Please refer to the annex one.\)](#)

Speaking of how the above-mentioned achievements and impacts have been validated with our stakeholders, we will briefly illustrate with the following examples.

We published the bilingual annual report on our official website, providing stakeholders with access to our service achievements. The annual report contains basic financial information required by national regulations, which has been audited by an independent and impartial accounting firm. Additionally, we send annual achievements reports to sponsors and actively disclose relevant achievements and impact through diverse channels such as Facebook and newsletters. Many stakeholders also visit our service area in person. For example, sponsors who participated in Philippines Sponsor-Children Reunion Event held in 2023 were able to visit their sponsored children overseas to learn more about the results of our services. Last but not least, TFCF received the ["Taiwan Sustainability Action Awards \(TSAA\) SDG4 Excellence Award"](#) in 2023, symbolizing recognition from a committee composed of experts, scholars, and prominent figures in society for our services.

2) How have your organization's accountability processes been impacted by significant internal or external changes over the reporting period?

During the reporting period, TFCF's procedure related to the public disclosure of donation information and financial statements were not affected by internal or external changes. Meeting accountability requirements remains the established long-term policy of TFCF's business operations. However, there were indeed several changes in 2023 regarding operational management strategies and program planning. The four major changes along with their reasons and impacts are listed below.

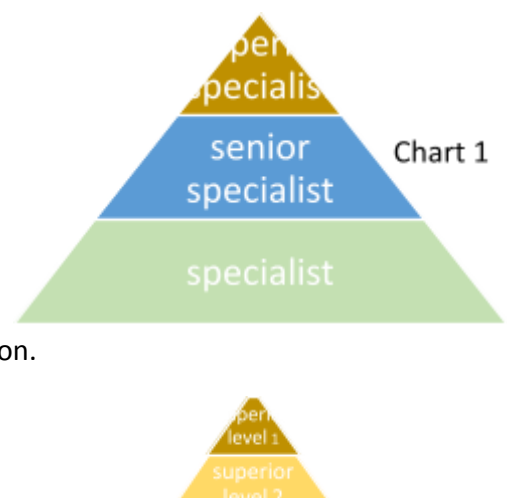
1. Establishment of Customer Service Team

The demand for consultation services from our external stakeholders has been high; however, our customer service resources were dispersed across various departments. As a result, external calls often required cross-departmental transfers, leading to a decrease in stakeholder satisfaction with TFCF's telephone services. To address this issue, we established a "Customer Service Team" on January 1, 2023, integrating external calls into a single point of contact. This reform is expected to enhance the quality of our customer service.

2. Salary Adjustment and Optimization of Promotion System for Employees

To cope with inflation and meet the needs of recruiting outstanding talents and improving the retention rate of senior employees, TFCF conducted a salary adjustment for all employees in July 2023, with an increase of approximately 3%. At the same time, we increased professional allowances and allowances for master's and doctoral degrees, with an average increase of about 60%, to motivate employees to deepen their learning and enhance their professional capabilities, thereby creating a learning-oriented organization.

Additionally, our past job hierarchy for specialists was divided into 3 levels,



as shown in **Chart 1**. Our employees might choose to work for other organizations due to limited promotion opportunities in this flat organizational structure. Therefore, starting from July 2023, the senior specialist level was divided into 3 different levels and the superior specialist level was divided into 2 levels, creating more promotion opportunities, as shown in **Chart 2**. Also, the allowances for each level were raised and the minimum years of service required for specialists to be promoted to senior level was reduced from 5 years to 3 years. We hope to enhance employees' sense of belonging to the organization as well as retain outstanding talents through the above adjustments and optimization policies.

3. Optimizing Parenting Education Services

Based on TFCF's 2018-2020 Survey on Parents' Problems and Distressing Factors in Needy Families with Children and Youth, "parenting education" is the most disturbing issue for parents. In view of this, TFCF began planning a three-year trial for parenting education in 2020. Through diverse forms of parenting education programs and activities, it assists parents in learning correct parenting concepts and enhances their understanding of the developmental needs of children at various stages, thus improving their practical knowledge and skills to care for and protect their children.

We have long promoted and introduced tools, trainings, and interactive platforms for parenting education to our target groups in our various services. For example, in 2020, we introduced the "Adults and Children Together-Raising Safe Kids Program (ACT Program)" which is an education program for adults in form of group sessions that helps parents and primary caregivers create a positive and non-violent parenting environment for children and protects children from the threat of violence. The ACT Program provides trainings to our social workers in various professional fields (e.g. assistance for families, child protection, foster care, community work), who will then bring the knowledge back to their branch offices for program planning and design, and lead target parents to participate in the designed activities, so that those parents can practically apply what they have learned when they return to their families.

After a three-year trial, in 2023, social workers from nine of our domestic branch offices planned and designed the program implementation according to the eight modules of the ACT Program. American Psychological Association's ACT Evaluation Survey was also conducted before and after the program to assess the parents' parenting behavior, media literacy, age and developmental knowledge, and prevention of improper treatment of children. This helped understand the extent to which parents understood and internalized the core concepts of the ACT Program. Additionally, parents in the program were invited to use parenting manuals and homework sheets to examine their interactions with their children and enhance their parenting skills by reflecting on adjustments made in their daily lives after each learning session.

4. Strengthening Alternative Care Services

"Concluding Observations on Report of the ROC(Taiwan) on the Implementation of CRC" concerned about Taiwan's alternative care system of children, focusing on recommendations for promoting family-based alternative care, implementing long-term counseling programs for placed children, providing more trainings and support for caregivers of children with special needs, and developing care resources for children with special needs.

While Taiwan's policies for alternative care of children align with international expectations, there are still many unsolved issues in practice. For one thing, the uniqueness and complexity in placed children's care needs are growing as more and more placed children come with psychological issue or interpersonal emotional disorder. Additionally, looking at the alternative care system, there are challenges such as the high talent turnover caused by high labor-intensity (emotional or physical) and low supporting resources in institutional placement, an aging population of foster parents, and reluctance in adapting kinship care in the field. These challenges continue to be faced by Taiwan's alternative care system. Therefore, to address these issues, TFCF continues to strengthen the following services:

- (1) Actively recruiting new foster families, improving the service effectiveness of current foster families, and retaining experienced foster families with good performance.
- (2) Cultivating self-care and self-protection skills right after children are placed and providing trainings on independent living skills for adolescents to ensure their ability to live independently in the future.
- (3) Actively participating in family intervention plans and related meetings, providing home return

preparation services for foster children, and implementing follow-up counseling services and family maintenance services after children return home.

(4) Actively undertaking the kinship care service programs, providing counseling services for placed children and kinship families.

(5) Enhancing the service effectiveness of social workers in foster care and institutional placement through trainings, internal and external supervision, and supportive services.

Summarizing the four major changes in the past year mentioned above, it can be seen that TFCF values the thoughts and suggestions of various stakeholders and continuously adjusts organizational policies and services according to their needs.

3) How has your organization learned from reported incidents, complaints and grievances received in the past year?

In 2023, TFCF received only one internal complaint which was classified as a leadership management issue. A social worker supervisor was complained by a number of staff members. Apart from her inaccurate attendance records and failure to set a good example, her management style had also caused discomfort or physical and psychological harm to staff members.

Our actions in response to this complaint were:

1. Conducted investigation and interviews based on the complaints;
2. Conducted meetings and imposed disciplinary actions on this social worker supervisor in accordance with our regulations;
3. Implemented protective measures for the victimized staff and provided psychological counseling services when necessary; and
4. Re-emphasized the responsibilities of middle-level managers.

From this complaint, we have reflected that:

1. There should be a better assessment mechanism for staff promotion and performance appraisal system, as seniority does not mean suitability for managerial position. In this case, the respondent had behaved inappropriately before she was promoted, but the branch office director still reported her for promotion to the position of social worker supervisor and gave her important managerial authority, which showed that the director had failed to perform proper supervision duty.
2. TFCF should set up a system of interviews with departed staff to understand the real reasons for their departure, and conduct observation and counselling for the management (including social worker supervisors and directors) who are having issues with the managerial role.

TFCF provides open and anonymous complaint channels (including mailbox and telephone numbers) for employees who have been victimized at workplace, and offers free consultation services to help employees who have been psychologically traumatized to recover their mental health. In addition, the suggestions provided by the departed staff in the exit questionnaire can also be used as reference for our future adjustment direction.

4) Internally, how has your organization practiced a more dynamic approach to accountability?

The answer to this question will focus internal stakeholders on **TFCF's domestic and overseas staff**.

1. Domestic Service: Senior management from TFCF headquarters conduct annual visits to branch offices nationwide to know the frontline service issues faced by employees, thereby providing employees with a channel for direct dialogue with key decision-makers, enabling the organization to continuously adapt and improve. During the annual visits in 2022, each staff member was invited to propose five things for the organization to prioritize or defer. Afterwards, these suggestions were summarized and categorized based on aspects in terms of professional services, information systems, fundraising and marketing, human resources management, financial management, and sponsorship administrative affairs. Then in 2023 we held cross-departmental meetings to find out solutions to the identified issues and respond to staff members in each branch office.

In this paragraph, we are listing one example each of what our staff members suggested the organization should prioritize and temporarily deferred. One of the suggestions is to reduce the number of service forms staff members need to fill out, so we revised and simplified the Wraparound Program Forms. On the other hand, one of the priorities that our staff suggested is to make use of technology to improve administrative efficiency and promote professional development work. Therefore, we are developing a Family Application, expecting that the self-assessment by service users will help realize rights-based service design and promote professional development. In addition, we also expect to enhance administrative efficiency through features like chat rooms, file sharing, bulletin boards, event registration, and digital signature verification within the app.

This process embodies TFCF's emphasis on bottom-up feedback as well as tracking and monitoring on various issues to ensure progress in adjustments.

2. International services: TFCF International Development Division and overseas branch offices promote effective organizational operations through dynamic communication and feedback mechanisms to ensure that all opinions are fully heard and responded to during the overseas work process. When issues involve inter-departmental communication, overseas branch offices are required to provide complete information, which is then submitted to the relevant department(s) for further handling based on the professional division of labor within TFCF. The communication channels available are as follow:

(1) Contact person at International Development Division (ID Division): Expatriates can bring up issues, regarding service execution or administrative management etc., to the dedicated contact person at ID Division for discussion. The ID Division then collects the information for internal communication to address issues raised by expatriates or to provide them with support.

(2) Annual Visits: The senior management pay annual visits not only to do work inspections but also to gather feedback from Taiwanese expatriates and local staff on service development and on the organization. After the visits, feedback are brought back to the ID Division or relevant departments for discussion and institutional review, aiming to continually optimize the workflow.

(3) Joint Meetings: All expatriates are required to return to Taiwan to participate in joint meetings at least once a year. The director of the ID Division listens to issues regarding service development or administrative management from each branch office and responds to them during the meeting. These face-to-face meetings bring the ID Division and oversea branch offices together for closer connection and better understanding, providing a platform for collective discussion and negotiation.

(4) Others: For important and urgent internal issues, immediate responses and communication can be conducted through emails or any other communication means available.

Below is an **example** of internal communication and feedback:

In 2023, TFCF Philippine Branch Office faced frequent turnover among local staff, leading the branch office representative to submit a request to TFCF ID Division for a raise in employee salaries. After consulting all overseas branch offices, TFCF Mongolia Branch Office also made a similar request for a salary adjustment. The branch offices conducted thorough research and data collection, including market research on employee salary levels and analyses of changes in living costs. And then they submitted these carefully compiled information to TFCF International Development Division as the basis for proposing a salary adjustment to the TFCF Administration Department. Subsequently, the relevant people reached a consensus during the 2023 salary adjustment coordination meeting, and the salary adjustment policy will be implemented starting in 2024. By integrating the needs and information from different overseas branch offices, we have ensured that the proposal is comprehensive and reasonable. Furthermore, this collaborative work helped ensure that branch offices facing similar situations could share experiences, promoting internal cooperation and knowledge exchange within the organization. Ultimately, this process contributed to ensuring the fairness and reasonableness of employee compensation while considering the actual conditions of labor markets in different locations.

The above cases of our domestic and international service manifest our emphasis on internal opinions and our efforts to respond to employee's needs. Through cross-departmental coordination meetings, we integrate expertise from various departments to formulate decisions that align with the overall interests and values of the organization. This also reflects the organization's commitment to establishing an open, transparent, and

participatory internal culture that encourages employees to actively engage and express their viewpoints. This open communication and negotiation mechanism helps the organization ensure that its decisions are more participatory and reasonable, thereby enhancing internal and external cooperation and consensus-building within the organization.

5) How has your organization worked towards being dynamically accountable to your external stakeholders?

This reply focuses on **our overseas services**. In our overseas work, external stakeholders include families receiving services, partner organizations, and local governments. When we work with our partners in the community to implement programs, we need to rely on their local experience and profound understanding and assessment of service users during the formation phase. Initially, we communicate with our partners on the criteria for assistance and make judgment based on objective information in order to enhance the fairness of the selection of families to be served. Objective criteria include family income, the number of children in the family, the number of employable persons in the family, and the number of family members with chronic diseases or physical or mental disabilities.

Partners usually know the local community better than TFCF does, so TFCF values highly the ideas and opinions of partners in the local community. Based on their opinions, TFCF introduces the concept of sustainable development into the cooperation to ensure that the service plan better meets the actual needs of the local community and fits better into the community's development. Partner feedback may cover program design, program implementation, use of funds, proportion of administrative costs, administrative coordination, etc. After collecting feedback, we will conduct assessments on overall resources, partner's implementation results and needs to provide final response to the feedback provided by the partner. Below are three examples of feedback loops between TFCF and our partners:

1. **Jordan's vocational training program:** TFCF staff collaborated with community partners to engage in discussions, aiming to reach consensus by drawing on past experiences. Throughout the process of consensus-building, TFCF introduced foundational concepts such as how to incorporate empowerment or capacity-building principles to ensure that the vocational training program progresses towards a more sustainable direction.
2. **Philippine Water Station:** Accessing to clean water is a challenge for residents in Siargao Island, Philippines. The local Espoir Elementary School proposed to TFCF with a need for a water station. After assessing and confirming the need, TFCF successfully mobilized external resources and constructed a water station at Espoir Elementary School, providing convenient water supply facility for families in the school's vicinity.
3. **Change in Data Collection Methods for Children in Vietnam:** The Vietnamese government has amended the privacy protection law, impacting the way child data is collected by TFCF Vietnam Branch Office and our partner organizations. In response to this external policy change, TFCF Vietnam Branch Office needed to communicate with partner organizations to adjust corresponding operational processes and mechanisms for protecting individual privacy.

Establishing a feedback loop can promote effective collaboration, ensuring that the expectations and needs of both parties are appropriately addressed. When responding to feedback from partners, TFCF may need to adjust resources, improve implementation plans, engage in further negotiations, etc. Understanding the needs and perspectives of partners helps establish more enduring and flexible collaborative relationships.

Action Plan

As mentioned at the beginning of this report, TFCF is dedicated to caring for vulnerable children and youth both domestically and internationally. We also aim for our supported families to not only achieve basic survival needs but also have the opportunity to develop their full potential. Therefore, we have developed individual capacity-building service programs based on the developmental needs of different age groups.

In this action plan, we intend to share a capacity-building service program designed for the "youth" stage. Additionally, building on the response to the fifth core question, we hope to provide a practical example of TFCF's interaction with "program participants" in domestic services, as well as how we achieve dynamic accountability with these stakeholders.

This action plan will include the theme, goals, design concept, expected outcomes, and timeline of this capacity-building program.

1. Project Theme: Youth Capacity Building: TFCF Fishing Pole Program

2. Project Goals:

- (1) Assist youth in understanding their interests, personal values, and exploring future directions.
- (2) Develop various skills required for disadvantaged youth to successfully enter society and confront career challenges in the future.
- (3) Accumulate human, psychological, social, and economic assets that will benefit the future career development of disadvantaged youth.

3. Project Introduction:

- (1) Project Origin and Background:

Since 2005, we have been developing TFCF Fishing Pole Program based on the concept of asset accumulation and the perspective of capability

approach for disadvantaged youth. The concept of enhancing empowerment serves as the foundation of this program, implementing the **"user involvement in service."** Through participation in service planning, the youth can discover their potential strengths and capabilities as well as explore their own values and career directions. By formulating and implementing individualized development plans, they can achieve better integration of their self-concept and be more responsive to the challenges of their future lives.

(2) Design Concept

Based on the above, the proposed enhancement of the skills required for the youth assisted by TFCF is outlined in the following table.

Competencies	Contents	Explanation
Teamwork	Collaboration Communication Building positive interpersonal interactions	College students often have the need for interpersonal interaction and teamwork, which are essential skills for entering the workforce. In practical observation, college students from disadvantaged or impoverished backgrounds often need to earn their own living due to economic constraints, and thus develop the habit of living independently. This situation may make them lack of experiences in teamwork which is one of the competencies the program aims to foster.
Leadership	Proactively propose suggestions Lead Make decisions	Youth who have experienced long-term disadvantage may sometimes suppress their opinions, gradually becoming reluctant to speak up. Additionally, they may also lack the motivation to actively pursue leadership roles and feel unsure about taking on responsibilities. Therefore, it is necessary to cultivate leadership skills among youth through various team tasks and activities.
Creativity	Planning Independent thinking Innovation	As the current educational system is still inadequate in cultivating students' independent thinking among students, it is crucial to enhance youth's ability to think independently and to stimulate their creativity. Through practical observation, it's been noted that youth from disadvantaged families often have fewer resources, and their ideas and opinions are easily overlooked. Under the influence of personal and environmental interactions, they sometimes appear to lack their own thoughts and require conscious cultivation and assistance.
Initiative	Adventurous spirit Ambition Courage to pursue dreams	Youth from disadvantaged backgrounds often lack the courage to dream, the ambition to pursue those dreams, and the ability to turn dreams into concrete plans and actions. Program participants who lack clear plans or ideas for the future can broaden their

	Planning and execution Problem-solving	views and explore their dreams or interests through public participation, and ultimately turn their ideas into actions with positive affirmation and encouragement from others.
Care	Sensitivity and empathy to social issues	In the midst of societal changes, the care among people has gradually diminished. Therefore, we aim to cultivate a proactive sense of concern among young people towards the underprivileged groups in the society. Given the challenging backgrounds of program participants, we have observed that they possess empathetic and caring qualities. Hence, guiding them to participate in Youth Voice Actions within the program allows them to leverage their strengths during public engagement processes and enhance their sensitivity to social issues.
Reflection	Organizing self-experience Systematic thinking Macro-level perspective	During adolescence, individuals may have rich imaginations, but they often engage in non-linear thinking, making it difficult to organize their thoughts. Therefore, developing systematic thinking skills is beneficial for youth's learning and future employment.
Employability	Career planning Knowledge and skills required in workplace Attitude towards job-seeking and employment	When disadvantaged youth leave TFCF's financial support system after graduation, the financial situation of their families often intensifies their need for employment. In this program, members are assisted in career exploration, understanding personal values and interests, and discovering and cultivating personal strengths. Subsequently, the social workers can further accompany and guide them to access employment preparation resources within our organization.

Based on the above, the design concept of the program is as follows.

A. Level of User Participation

This program emphasizes the concept of diverse learning methods and experiential learning for youth. However, the actual growth achieved by youth will vary according to their level of participation. Therefore, the direction of the program's development is to enhance "the level of user participation." Social workers and youth will form a partnership, starting with cultivating youth's ability in program planning, then enabling youth to provide feedback on program planning, and eventually take on roles as planners or leaders.

B. Implementation Approach for User Participation:

The user-involved service principles are explained as follows.

- i. Planning for youth participation: Consider the characteristics and status of members based on the aforementioned levels of participation, and offer opportunities for participation in different forms.
- ii. Empowering Youth in Shared Leadership: Understand the opinions of youth members in every decision-making process, allow them to participate in decision-making, and assist them in reflecting on and organizing the decision-making process afterwards. At the same time, invite former program participants to serve as co-leaders, enhancing their leadership abilities.
- iii. Opportunities/Stages for Full Expression: Provide opportunities for youth to fully express themselves and showcase their talents in various activities/sessions and group discussions. For example, letting youth to plan activities or conduct thematic presentations.
- iv. Assigning Tasks to Youth, Youth Leading Youth: Emphasize the autonomy of youth planning in all activity tasks, assisting youth in brainstorming, planning, and executing tasks through guidance. More flexibility is provided in the program to encourage members to jointly plan a youth event, and invite disadvantaged youth/adolescents who have not participated in the program to join in. The purpose of the activity mainly align with the direction of enhancing youth capabilities.

4. Execution Method

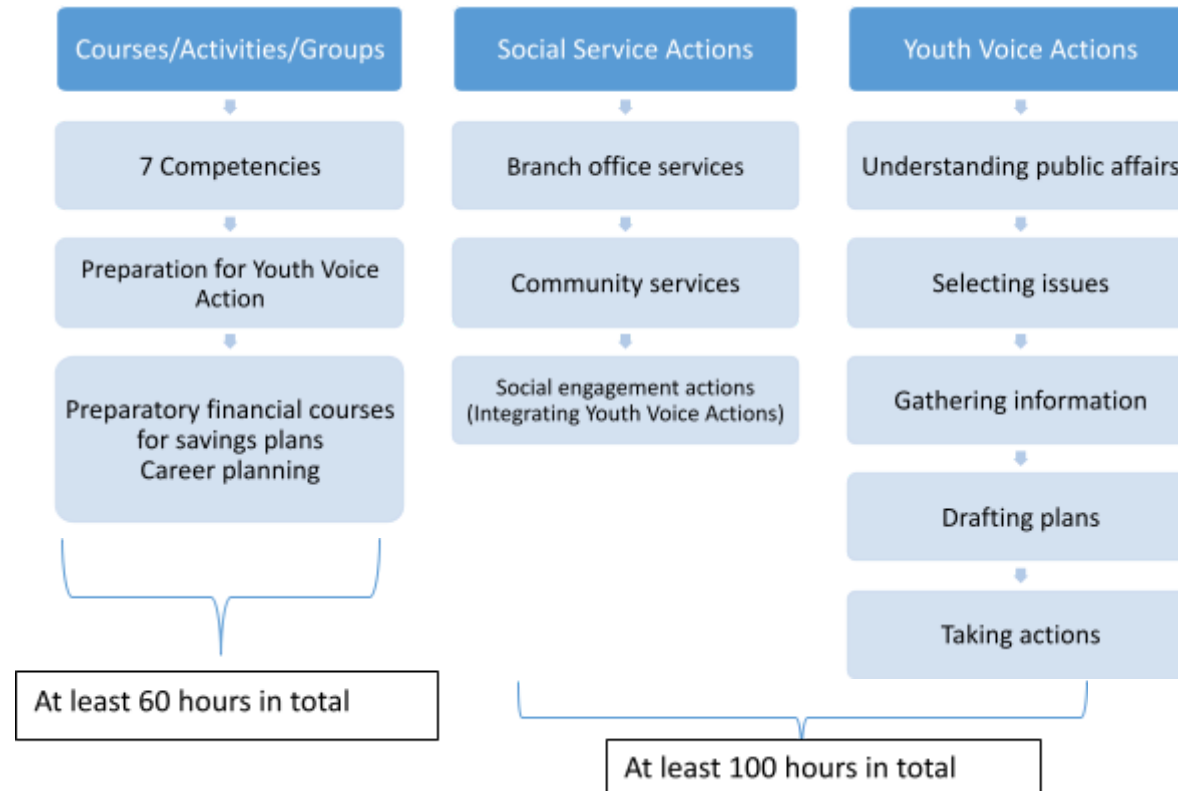
(1) Target Service User and Number of Participants

There are a total of 15 participants in this program. Participants must be youth who are currently assisted by TFCF or have been self-sufficient for less than one year, and must be enrolled as undergraduate students from freshman to senior year or as first-year graduate students (including

fourth and fifth-year students in vocational schools).

(2) Program Implementation Framework

Based on the foundation of youth asset accumulation and youth capacity building, we have developed various action strategies and incorporated the concept of user participation. The program's action strategies are illustrated in the following diagram.



(3) Program Description

A. Courses/Activities/Groups: At least 60 hours in total

The objectives of the courses/activities are to enrich youth human assets and develop the seven key competencies for youth. The program content mainly includes self-exploration, career planning, and financial literacy courses. The planning of other courses will be tailored to the needs of all participants, connecting various competencies and listening to members' opinions on activities/courses, further inviting them to participate in planning and execution. In addition, social workers take on the roles as group leaders to guide youth in forming cooperative groups, providing them with both psychological and tangible support to accumulate youth's psychological and social assets. Group activities and discussions help stimulate members' motivation for learning and growth, prompting youth to value their own capacity building and set goals for self-growth, while also reflecting on what they've learned from various activities. During group discussions, youth will recognize their interpersonal characteristics and learn to find solutions to interpersonal communication challenges, thereby enhancing their support networks.

B. Social Service Actions

Through social service actions, in the process of completing service tasks together, team spirit, communication skills, leadership, initiative, and abilities to care and reflect are all developed. Youth members jointly participate in the conception, planning, and implementation of service actions, embodying the concept of user participation. The content/projects of the service can be chosen from the following three forms:

- i. Branch Office Services: Guide youth to collectively participate in annual activities in branch offices, discuss activity plans and content with program members, and proceed with execution.
- ii. Community Services: Guide youth to engage in community services and care for vulnerable groups in the community.
- iii. Social Engagement Actions: Encourage youth to invite more young people to pay attention to the needs and sustainable development of Taiwan through actions. Transform passive participation into active intervention, guide youth in creative thinking about ways of

intervention and direction of participation, etc.

C. Youth Voice Actions

Youth Voice is a form of social participation that provides young people with the opportunity to explore the world and develop personal concerns about social issues. When youth are able to provide opinions and express their views on social phenomena, it helps enhance their social participation, develop their abilities, and gain confidence and autonomy.

Youth Voice Actions can be combined with Social Service Actions, totaling a minimum of 100 hours of participation. Youth Voice Actions should involve young members in the conception, planning, and execution of service actions, with social workers guiding the group, cooperating with each other to complete tasks, and guiding members to reflect on and summarize their gains. The execution steps are as follows:

- i. Understand Public Affairs: Select social issues of concern, such as environmental protection, ecological conservation, poverty issues, urban/community cultural promotion, etc.
- ii. Conduct Research: Gather information on the selected issues to understand the current situation.
- iii. Draft Plans and Take Actions: After gaining a deeper understanding of the issues, youth then jointly draft plans, adapting various strategies and methods to make their voice be heard and respond to the issues.

5. Expected Outcomes

	Immediate Service Outcomes	Short-Term Benefits	Medium to Long-Term Benefits	Goals/Vision
Items for	Number of	1. Abilities enhanced	1. Substantial assistance in	Providing substantial assistance

	Immediate Service Outcomes	Short-Term Benefits	Medium to Long-Term Benefits	Goals/Vision
evaluation	participants/Hours/Service Volume	2. Impacts of the program on life and learning	career choices and job preparedness 2. Members realize personal dreams and career plans	in career development (ensuring stable income, meeting occupational expectations).
Timing for evaluation	At the end of the program	During the program and at the end of the program	One year after the end of the program	One to two years after youth graduating from school
Methods for evaluation		1. Pre- and post-test questionnaires: Measure the extent of improvement in various abilities. 2. Member self-statements: "Impacts of the program on life and learning" collected in the post-test questionnaire to be summarized by social workers in the outcome report.	Social workers gain understanding through questionnaire surveys and interviews.	Employment Status Survey

	Immediate Service Outcomes	Short-Term Benefits	Medium to Long-Term Benefits	Goals/Vision
		3. Social workers' observations: Presented in the outcome report, showcasing social workers' observations of individual members.		

✓ **Supplementary explanation of methods for evaluation:**

i. Pre- and Post-Test Evaluation Questionnaires:

The questionnaires include assessments of various abilities which conducted respectively in August 2023 and July 2024. Additionally, an equal number of assisted college youth outside the program were randomly selected as a control group. The questionnaires filled out by the youth will be statistically analyzed by TFCF. Apart from providing descriptive statistics on the basic characteristics of program members, these questionnaires are primarily used for outcome evaluation. Standardized measurement tools such as questionnaires are used to assess the program goals achieved by members. It is anticipated that each program member will be surveyed twice, before and after their participation.

ii. Social Workers' Observations and Member Self-Statements:




Opinions of program participants are also surveyed in the post-test questionnaire. Social workers compile members' self-assessments and qualitative feedback in the outcome report, and augment these with observations on changes in members.

6. Timeline

	May to June Member recruitment and program design phase	July to August Program in-progress early stage	September to March of the Following Year Program in-progress mid stage	April to June of the Following Year Program in-progress late stage	July of the Following Year Program evaluation and outcomes
Preparatory work	Needs assessment Program design Building partnerships				
Briefing session	Recruiting participants				
Activity execution Program implementation		<ul style="list-style-type: none"> ✓ Team building ✓ Program design and implementation ✓ Rolling adjustments based on members' conditions 	Youth Voice Actions as main focus: <ul style="list-style-type: none"> ✓ Understand public affairs ✓ Choose social issues of concern ✓ Understand the current situation and collect information 	<ul style="list-style-type: none"> ✓ Assist members in summarizing their achievements 	

	May to June Member recruitment and program design phase	July to August Program in-progress early stage	September to March of the Following Year Program in-progress mid stage	April to June of the Following Year Program in-progress late stage	July of the Following Year Program evaluation and outcomes
			✓ Draft plans and take actions		
Presentation of results				✓ Prepare presentation of results	✓ Participate in TFCF national results presentation ✓ Complete outcome report ✓ Present changes in member
Gathering feedback	Questionnaire design	Pre-test			Post-test
Review of service effectiveness and plan adjustment	Discussion in briefing session	Quarterly report and review Rolling adjustments	Quarterly report and review Mid-term session discussion Rolling adjustments	Quarterly report and review Rolling adjustments	Review of outcome report

Annex one-Kids LOVE Space

No.	Photo	Description
1		<p>Girl using touch screen to interact with virtual character during Kids LOVE Space trial play.</p>
2		<p>Kids playing with our device in Kids LOVE Space to learn about child rights.</p>
3		<p>Kids learning to call for help in Kids LOVE Space.</p>