

## Improvement Analysis Taiwan Fund for Children and Families August 2019

### Key stakeholders and how they are identified (D1)

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

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

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

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

### Stakeholder engagement (E2)

The response focuses mostly on how TFCF communicates with different stakeholders; this information is more relevant for question E1.

As highlighted in its previous feedback letter, in this section of the report, the Panel is looking for evidence of stakeholder participation (particularly children) in the actual design, implementation, and monitoring of programmes. The Panel had referred to relevant examples from a previous TFCF report. Other examples to refer to include Terre des Hommes' engagement of youth in their Destination Unknown campaign ([report here](#), page 15) and Restless Development's [Youth Leadership Model](#).

This is an area to focus on in the next interim report.



## Stakeholders support your advocacy work and value changes achieved (F2)

The response describes TFCF's efforts to have April 28 recognised as Child Protection Day in Taiwan, mentioning that this has increased awareness of child protection issues and led to more cases being reported to the government. Can a link be made between this point and TFCF's success indicators?

However, here we would like to see information about how TFCF creates its advocacy work together with key stakeholders. How are these stakeholders (particularly children) involved in the advocacy planning, implementation and evaluation process (e.g. when TFCF makes recommendations to the government) and have they expressed satisfaction with TFCF's efforts? This is an area to focus on in the interim report.

Examples to refer to here include Sightsavers' community-based participatory research methodology (see their [2017 report](#), pp. 12 and 19) and World Vision's approach as explained in their [2018 report](#), pp. 14-15).

## Complaints handling mechanisms and overview of complaints (external) (J3)

A diagram of TFCF's "procedure for handling appeals" is provided. Complaints can be submitted by phone, letter, email, via social media, or in person. There does not however appear to be a dedicated email address for complaints, nor a complaints policy. These are two key aspects of a strong complaints mechanism, and the Panel urges TFCF to make more detailed information about its complaints process available.

The report also states that complainants should submit a letter of appeal with evidence that they have been affected, and supply their ID card. This seems to be a rather burdensome process; what happens if the complainant does not have any evidence to back up their case? Furthermore, is it not possible to submit anonymous complaints? How is the confidentiality and privacy of the complaint protected from potential retaliation?

An overview of feedback received in 2018 is provided, and two examples are provided of issues raised and how TFCF responded. Only 3.36% of the feedback received is classified as a complaint. For an organisation the size of TFCF to only receive four complaints in a year is rather unusual, and the Panel encourages TFCF



to consider better promoting its complaints mechanisms so that stakeholders are aware of and more comfortable with using them.

It is also stated that a mechanism for overseas complaints is yet to be established, but that most of these will be addressed through TFCF's internal procedures.

Finally, the Panel repeats its question from its last feedback letter about child-friendly complaints mechanisms. How does TFCF encourage its key stakeholder group, children (and their families) to submit complaints?

This is an area to focus on in the next interim report. Guidance on this question can be found on pp. 20-21 of Accountable Now's [Reporting Guidance](#), and the Secretariat is happy to provide more support or link TFCF with another member who could share their experiences.

#### Complaints handling mechanisms and overview of complaints (internal) (J4)

TFCF has an Employee Appeal Committee which considers complaints raised by staff. The Committee includes representatives of authority members (does this refer to management level staff) appointed by the CEO and staff representatives elected by their peers. More information about the process is detailed in TFCF's Regulations of Appealing Application (Annex J5, in English).

Quarterly labour-management conferences and monthly meetings with staff are also mentioned as avenues for staff to raise complaints.

Whilst these are good mechanisms to discuss some issues, the Panel suggests that staff may hesitate to raise more sensitive matters in front of a number of their peers. The fact that no complaints were received in 2018 from a staff of 1,500 might indicate the need for alternative mechanisms.

We encourage TFCF to establish a mechanism by which staff can raise issues more discreetly, and even anonymously. This could be a whistleblower hotline or a dedicated email address which is reviewed by one or two key staff members responsible for overseeing and responding to complaints. The independence of these staff is of utmost importance.

This is another issue to address in the interim report. TFCF can refer to a number of examples in Accountable Now's [Reporting Guidance](#), pp. 20-21.



## Protecting confidentiality and anonymity of those involved in complaints (J5)

The report states that in order to ensure privacy of both parties, complaints relating to sexual harassment or other personal matters are handled confidentially. Anyone related to either party is not allowed to participate in the handling of the complaint. The Regulations of Appealing Application (Annex J5, in English) state that the claimant should ask any members of the Employee Appeals Committee who are involved in the issue to withdraw from the discussions. The Panel questions whether this is sufficient to ensure privacy and confidentiality, as it would already be clear which staff member is making a complaint. The Panel recommends the establishment of a mechanism which allows anonymous submission of complaints, or for complaints to be first channelled through a dedicated staff member, who can act as an intermediary and request certain members of the Employee Appeals Committee to excuse themselves from discussions.

The report also refers to the Regulations of Appealing Application as protecting the rights of beneficiaries and other affected by TFCF's services, and partner organisations. However, this document appears to apply to TFCF employees only.

This is another point to address in the interim report.