

# Improvement Analysis Taiwan Fund for Children and Families

September 2018

## Strategic indicators for success (A2)

The response outlines the key aims of TFCF's fundraising and national and international programmes, as well as how the organisation reaches out to key stakeholders for their engagement and feedback. There is reference to goals and indicators from the SDGs being adapted to local contexts, but specific indicators for success were not included. Are there key goals or targets TFCF uses when monitoring its work? This is an area for improvement in the next report. An example to refer to would be Sightsavers' [SIM Card](#).

## Sustainability of your work (B1)

When supporting needy children, TFCF provides programmes suited to the different stages of their life and tracks learning progress every six months. Results show progress in learning outcomes after joining TFCF's educational programmes.

It is stated that children's development will continue to be tracked beyond the end of their participation in TFCF's programmes, and there will be a comparative analysis of children in and out of long and short term sponsorship programmes. The report could clarify how this tracking will take place.

The Panel would be interested in seeing the results, and suggests it might be interesting to identify the factors contributing to positive outcomes for children after leaving TFCF's programmes. These could then be actively incorporated into programmes to ensure sustainability.

The report also refers to the International Symposium TFCF organised in Cambodia, and the opportunities this provided for interaction between local and global actors in the area of social welfare. How, specifically, does this strengthen the sustainability of TFCF's work?



This is an area for improvement, and the Panel believes that TFCF has more to share about the sustainability of its programmes. Future responses to this question could include details on lifelong skills that children learn, the approach of “teaching parents how to fish rather than giving them fish,” etc.

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

TFCF’s main stakeholders are the children, families and communities they work with – whilst not specified in this section of the report, the Panel understands that these are people from disadvantaged backgrounds. A wide range of other stakeholders are listed, including local governments, sponsors, donors, and other INGOs.

The Panel would like to know how target children and families are identified and prioritised – e.g. is there a focus on a particular age group or gender? What processes are followed? How does TFCF ensure certain disadvantaged, or less visible groups, such as ethnic minorities, are not excluded?

### Stakeholder engagement (E2)

The report outlines ways in which TFCF engages with different stakeholder groups, mostly focused on ensuring regular flows of information (between sponsored children and their sponsors, between TFCF and partner NGOs, etc.). It is encouraging to read about the Labor-Management meeting and it would be helpful to have an example of staff feedback and how it was acted on.

In this section of the report, the Panel is looking for evidence of stakeholder engagement in the actual design, implementation, and monitoring of programmes.

TFCF working together with parents in their parent career development programme, to develop their interests and potentials in a tailored way, is a good example of this. In their previous report, TFCF had also explained how stakeholders help develop programme policy, and outlined its Youth Self Reliant Program, where participants are active in shaping programme design and implementation. More of these kinds of examples, as well as any policies or processes guiding this engagement across TFCF’s work, would be appreciated in future reports.

Providing strong evidence of stakeholder engagement is a fundamental aspect of the Accountable Now initiative. The Panel would like to flag this as an important area for improvement.



### Resource acquisition (I1)

The report provides an overview of expenditures in 2017 and states that TFCF complies with financial regulations in an open manner. However, there was no information about how resources are acquired – are there policies or processes guiding fundraising? How does TFCF ensure its independence is maintained and that donors do not unduly influence TFCF's work?

Given that TFCF focuses on assistance to children, special care needs to be taken that information from children or images of children are used appropriately and with permissions. Does TFCF have policies to safeguard children within its fundraising? Restless Development's (report [here](#), pg. 41) approach to consent forms – rather than just obtaining a signature, the aim is to explain the purpose of collecting the participant's story and how it may be used – is an example of good practice.

### Monitoring of progress and re-allocation of resources (I2)

The monitoring procedures of branch offices, emergency assistance programmes, and cooperative projects are listed; most involve monthly budget balance sheets and quarterly reporting.

The response to question J2 includes more relevant information on this point, explaining that planning, budgeting and resource allocation is based on TFCF's long term strategy plans (linking to question A2 above, the Panel would like to know what strategic indicators are in place). The Social Work and Accounting departments are responsible for development of these plans as well as resource allocation, and new programmes are designed to increase the impact of the strategic plans.

Some more information about how programme performance is assessed after the initiation of projects, as well as how funds are reallocated, would be appreciated in the next report.

Lack of information on TFCF's policies and practices regarding systematic monitoring and evaluation is an important gap in the report. As well as setting out its approach, the next report could explain how lessons learned from programme monitoring and evaluation are used to change specific programmes, to stop programmes where resources expended are not generating adequate results, and how the organisation's strategy is adopted in using lessons learned.



### Governance structure and recruitment of trustees/board members (J1)

An organigram depicting TFCF's governance structure is provided. The distinction between roles of the Board and Management Team (including the CEO) are outlined in the response to question J2.

It is stated that the CEO and directors of subsidiaries/affiliates are appointed by the Board. However, information on how board members themselves are recruited, terms of board members, and any diversity requirements (such as a balance of gender/geographic representation or particular skills on the Board) was missing. The Board is said to 'evaluate and examine any vital projects and programs' and be responsible for signing policy and strategic documents. Does the Board have any subcommittees, such as an audit committee? There is no mention of any regular Board evaluation, terms of Board members, or conflict of interest policy. This information is requested for the next report.

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

Employees are able to file complaints through an internal grievance procedure. An Employee Appeal Committee comprising members of the Labor and Management division hears the complaints. More information, as well as a link to the policy which outlines this process, is requested for the next report.

An example of how sponsors can submit a complaint and how the complaint is handled is provided. However, information about how other stakeholders can submit complaints is not provided. Are there special measures for children to submit complaints? The Panel requests this information as well as a link to the relevant policy in the next report. This information should also be made publicly available on TFCF's website, with an overview of the process, expected timeline, and possibilities for appeal or escalation of the complaint. Currently, no information about complaints is available on the TFCF website, and this is important for stakeholders to know and be able to use the complaints process.

As for actual incidents in 2017, it is stated that no complaints were submitted by employees, and there was no mention of specific numbers of external complaints. The Panel requests an overview of complaints from external stakeholders (including their nature and how many were resolved) in the next report.



## The governing body and management are held accountable for fulfilling strategic promises (K1)

The report outlines the areas TFCF's Board is responsible for in order to ensure accountability. It is stated that they are able to ensure accountability through "self-discipline (active) and heteronomy (passive)" – the Panel would like to know more about this, particularly, as in previous years, where there are evaluations of the Board, who undertakes these, and how often?

The Panel would also like to know how management is overseen. How are staff performance reviews undertaken, how often and by whom? Are Board members involved in the CEO's evaluation?