



Improvement Analysis TAIWAN FUND FOR CHILDREN AND FAMILIES November 2016 *Commented by TFCF (January 2017)*

Providing evidence for policies in place

The report generally states the “right things” and shows policies or procedures in place. However, a lack of evidence makes the Panel wonder how strongly the expressed sentiments are applied in practice. Descriptive statements will sound much more powerful if supported by practical illustrations and facts. Some examples include: (a) reporting the percentage of national entities which comply with certain standards, (b) leveraging existing surveys that provide relevant hard data, (c) thorough globally set parameters, evidenced by random national level controls or d) illustrative case studies.

Actions taken

Through the feedback of our first report reviewed by the Independent Review Panel, it is obvious to find that we need to provide more practical illustrations and facts. In addition, evidence and numbers are also requested. We thank you for those reviews and suggestion which we need to improve on our first report. We have learnt and got to know more about where we need to improve to meet the standard. We will keep in mind for those things which we need to submit in our next report.

Governance

Some more clarity around TFCF’s governance structure is needed in future reports. The number of Advisory Committee members (2,759) seems exceptionally high and deserves further explanation in the next report. For example: What does this committee do and is it effective despite its large number? The Panel assumes that this is not a committee in the narrow sense but rather a database of everyone who has offered help or advice. How is this Committee linked to TFCF’s Board of Directors?

Board Directors are appointed for a three-year term and can be re-elected. Is there an external or self-evaluation of the Board of Directors (4.10)? If not, the Panel strongly suggests introducing some sort of Board assessment and using the results to further improve the effectiveness of this body.

Actions taken

The Advisory Committees at our respective 23 branch offices around Taiwan is a great help to our programs and work. They come from different walk of life like scholars, professionals, businessmen and the enthusiastic public while most of them are very successful at their own areas. They contribute themselves either their professional knowledge, social networking or financial contribution. This Committees are created under the belief of *We good You good*. Most of the members who join this Committees are looking for the public good. I would

like to say this is quite a unique culture within TFCF. Several of our partner NGOs come to check on how we do it, and they are quite impressed on the contribution that they made towards our programs and our supported clients.

As for the external evaluation of the Board of Directors, our government will conduct an official overall evaluation on NGOs every three year. And the area of governance is the focal points for a close review then. (Appendix 4-10)

Collecting and analysing feedback and complaints (NGO2 & NGO9)

TFCF has got clear processes in place about the communication channels (including social media / Facebook), time frames (responses must be made within 10 days), and responsibility levels (TFCF's Investigation Team and Social Work Department). Is there also the possibility to file an anonymous complaint? Moreover: Is there evidence that the described feedback and complaints process is well known and has led to positive change within TFCF? A link to the relevant policies should be provided in the next report. Furthermore, the Panel would be interested in the number and types of complaints received within the reporting period (besides complaints about targeting of TFCF's programmes and sponsorships). How many of these complaints have formally been resolved? How much have these impacted the organisation?

Similarly to external complaints: Is there experience or evidence that staff concerns raised were resolved satisfactorily? How were these addressed? Policies must be supported by implementation and progress. A link to or copy of the mentioned Whistleblower Policy will be crucial in the next report.

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It seems that there are some links which we need to manage to have them posted on our website to share with our stakeholders. TFCF will pay much attention to our compliant and feedback mechanisms.

Global advocacy positions (NGO5)

It is understood that the organisation does not currently have a written published process on how it adopts a public position but that it is working on a related policy. The Panel supports this development to strengthen existing practice such as its evidence-based experiences, data bank, reviews, White Paper, and authentic situation analysis. The Panel encourages TFCF to include information on how the organisation ensures that its public criticisms are fair/ accurate as well as clear exit strategies.

In this regard, the Panel would like to refer to [Amnesty International's accountability report 2013](#), in which they describe a very thorough process of taking into account what key stakeholders want and being accountable to them for (i) strategic choices of advocacy targets, and (ii) formulation of positions.

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A clear published process will be taken into account which we believe that it will really help the stakeholder better understand our work. Moreover, we also need to consider more aspects from the stakeholders' points of view to make our advocacy more authentic and accountable to them.