

# Improvement Analysis

## Taiwan Fund for Children and Families 2021 Accountability Report

Area	Independent Review Panel's Feedback
<p><b>A2</b></p>	<p><b><i>What are your key strategic indicators for success and how do you involve your stakeholders in developing them?</i></b></p> <p>From reviewing previous responses (<a href="#">from 2019 full report</a>), 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.</p> <p>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.</p> <p>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 TCFC 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 (<a href="#">2020 Report</a>, <a href="#">Results Framework</a>).</p> <p>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.</p>
<p><b>A3</b></p>	<p><b><i>What progress has been achieved and difficulties encountered against these indicators over the reporting period?</i></b></p>



	<p>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.</p> <p>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.</p> <p>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).</p>
<b>D3</b>	<p><b><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></b></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>
<b>E2</b>	<p><b><i>What evidence confirms a high level of stakeholder engagement in your activities and decisions from beginning to end?</i></b></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>
J3	<p><b><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></b></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 <a href="#">mechanism</a> 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 <a href="#">Educo's recent work on Suggestions, Complaints and Commendations</a> (pg. 7) may serve as an example for TFCF on how suggestions, complaints and commendations can be systematised.</p>