

## **Restructuring Government Structure: Good Shepherd Foundation Taiwan**

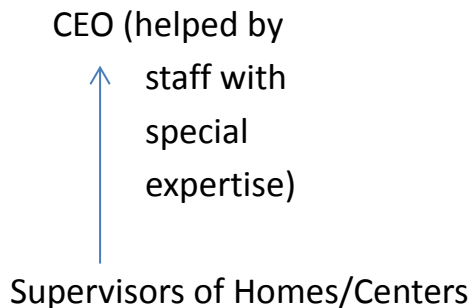
When Good Shepherd Sisters came to Taiwan in 1987 at the invitation of the Archbishop of Taipei, martial law was just lifted and there were no welfare programs. Young girls were sold into prostitution and the whole country was appalled! The Taiwan Government and the general public welcomed and supported the sisters who were experienced in working for and with girls in such situations.

With the passing years more problems surfaced: women and children subject to violence, abandoned or unplanned for babies needing adoption, young people dropping out of school, runaways, and in crisis..... Good Shepherd became a Foundation to work with the Government or Community to meet their crying needs. Almost without realizing it we had 39 homes/centers scattered all over Taiwan. Some are quite big like the shelter for victims of trafficking which has 60 beds for male and female. After 25+ years we were running the Foundation with the Government Structure, which was by now a quarter of a century old! It was definitely time and vital that we restructure according to progressive needs advancement of the present day.

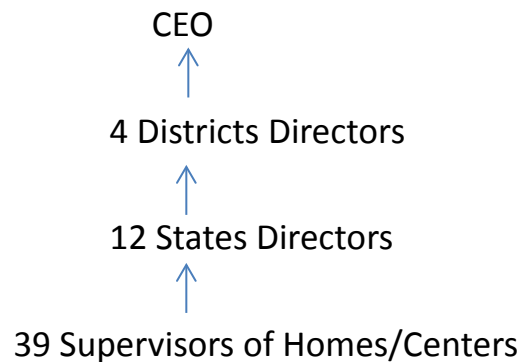
We had 100% support from the Board. About two years ago we started what with we had learnt from the Australian Model where each State was self-governing. Our 39 works are located in 12 different States. So each State has a State Director. The 12 States grouped into 4 districts: North, South, Central, East and each district has a District Director.

## Description of the new structure

### Old Structure



### New Structure



Supervisors of Homes/Centers are responsible for all the services in and the running of the Home/center.

State directors are responsible

- To supervise the Homes/Centers within her State
- Relations with Government NGOs Community Services etc.
- Staff/Service Development and
- Accountable to the District Director.

District Directors are responsible

- To supervise and assist the State Directors
- Staff and Service Development within the district.
- Help the CEO to have a clear picture of the States within the District
- Know the District as a whole.

CEO - Appointed by the Board and accountable to the Board.

- Will be named to represent the Foundation
- Knows the Foundation through monthly meetings with District Directors (when State Directors may be invited) as well as visits to Homes/Centers and States

- Is overall responsible for the various departments – administration, finance, personnel, IT, Fundraising
- Mission and Spirit
- Partnership and Formation

Maintaining a high quality of service – Social Work with Good Shepherd Values

Work shared by Supervisors of Homes/Centers

States Directors

Districts Directors

CEO.

The State Director is responsible to access the annual plans and budget as well as the annual financial report and services of each of the Home/center. The District Director approves it before forwarding it to the CEO who presents these to the Board who makes the final decision.

- Fundraising at Central Office and State Offices
- Evaluation of services/staff evaluation
- Deputy CEO can also take responsibility to be District Directress.

### **Value of the new structure**

The value of this structure is that Staff are trained not only in Social Work expertise with Good Shepherd Values but from becoming heads of Homes/Centers they are trained in administration and management. When a CEO is needed State and District directors are aware of what this work entails and we can spend time to select a suitable CEO. This is because the running of all the services is in the hands of different directors and someone can step in for a period of time.

*(Submitted by Sr Therese Thong 2015)*