



Looking Ahead

Integrating Resources, Working Together and Putting Change into Effect

Whether it be climate change, food shortages or the widespread social and economic crises triggered by the global financial crisis, a host of issues have arisen over recent years compelling us to reflect deeply on the future of humanity. These issues are not simply a question for individual nations; they are issues that have the potential to reshape the whole world. Therefore, the topic of international cooperation continues to gain greater significance.

The TaiwanICDF is Taiwan's dedicated foreign aid agency. Faced with a highly changeable state of affairs and aware of the need to echo international trends in development, we look ahead to the coming decade knowing the steps we must take in response. If we are to effect change and innovation, we must never fail to put our knowledge and understanding to the test.

2010 marked a year of organizational restructuring and business transformation at the TaiwanICDF. Clear-cut goals are now in place throughout the entire organization, our management processes are on the right track and a new outlook has taken root. Our next key task is to introduce further transformational concepts, step by step, until the implementation of all of our projects conforms to the most ideal form of the project cycle. Having done this, we will be well-prepared to tackle the ever increasing, ever more demanding array of challenges that confront us.

We plan to conduct a series of brainstorming sessions in early 2011, during which we will review the implementation of our work plan in the past year, re-examine the content of next year's plan and map out future work plans. We intend to adjust the scope of our operations to focus on a technical cooperation model, with the operations of our other departments – lending and investment, international education and training, and humanitarian assistance – being modified accordingly to deliver project-oriented, project-driven forms of assistance. We must also consider the latest trends in international development: The

obligation to manage for results is an integral part of our commitment to the Paris Declaration on Aid Effectiveness and we must continue to integrate and employ our publicly funded resources with greater efficiency.

As part of our lending and investment operations, we have already planned for and dispatched financial experts to serve at our overseas Taiwan Technical Missions. These colleagues will be expected to assess how such missions can promote financial services amongst farming households and meet demand for loans among farming associations, particularly by supplementing operations with microcredit or by implementing Small Farmholders' Financing Schemes. Providing local farmers with access to financial resources will stimulate activity in the agricultural sector.

In other initiatives, having already cooperated with the EBRD for many years on lending programs to support the small business sector, we are currently finalizing negotiations with the Bank for a major new project relating to clean energy. We continue to commit to increasing numbers of large-scale development projects.

As part of our humanitarian assistance operations, we will reform recruitment guidelines for the TaiwanICDF Overseas Volunteers Service and strengthen training curricula provided to newcomers to the service. We will also improve management supervision and overhaul all of the rules and regulations applicable to the eventual placement of volunteers abroad.

Elsewhere, we will bring a renewed focus to international cooperation in public health and medicine by implementing a Maternal Health Improvement Program in Africa. This initiative comes in response to the fourth and fifth goals of the UN Millennium Declaration, which call on the international development community to reduce child mortality



and improve maternal health. Additionally, we plan to establish a series of public health centers in Pacific island partner countries — a five-year endeavor to build capacity in health care systems, which will begin in earnest following the completion of forthcoming appraisals.

In technical cooperation, we will now turn our attention to project work as it is implemented within our partner countries. As such, we will ensure that every project incorporates a timetable identifying specific annual targets and a schedule for project handover.

Meanwhile, we will also make a major shift towards implementing ICT projects, which will assist our partners to build capacity. Rather than simply provide computing equipment and hardware, we plan to dispatch senior consultants to advise national leaders and policy-makers on utilizing information systems and e-government services.

Having committed to positioning our operations within a technical cooperation framework, we must strengthen the pool of technical and project management skills available to stakeholders in our partner countries. International education and training from the TaiwanICDF will now aim to assist partners to cultivate talent through a curriculum of systematically planned training programs, particularly by localizing the focus of such cooperation. We have already completed an analysis of the human resources needs of our partner countries and understand the extent and capacity of their respective workforces. Now, we intend to revise the topics covered in our workshops in order to meet the genuine needs of the labor force within these partner countries.

In future, we will also “open up” our technical missions to a greater extent, so that local citizens can gain easier access to in-country training courses and potentially go on to work with us in the longer term. We will also encourage overseas partners to visit Taiwan to receive further education, and we will sign

contracts with workshop participants so that they have an opportunity to participate in our projects when they return home.

We will continue to implement various projects in cooperation with governmental, multilateral and international nongovernmental organizations, all of which will be negotiated and signed for in agreement with international norms. As already noted, we are finalizing plans for a new multilateral cooperation project to promote clean energy solutions alongside the EBRD, which would represent a new direction for our organization. Recently, we also deepened our long-standing connections to CABI by jointly commissioning a new fund for agricultural microfinance, to be known as the Agro Fund. Forming partnerships with other organizations, gradually increasing the scale of associated projects and integrating resources will boost the effectiveness of the development aid that we provide.

Having undergone a period of organizational restructuring, we have already seen a marked increase in our work rate and operational capacity. Looking forward, all of us at the TaiwanICDF should remain mindful of what we still hope to achieve and reflect on the experience that we have gained during reforms thus far. We should maintain willingness to engage in debate and stay spirited in the pursuit of progress. Incorporating these philosophies into our day-to-day work will not only help us to help our partner countries, but also gain Taiwan the international space we seek. And if we achieve these things, I believe we will have made a worthwhile contribution to sustainable development, for the good of humankind.

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