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Core Strategies



In 2011, international development trends focused on the effectiveness of foreign aid. To ensure that our own work is effective, develop our core, medium- to long-term strategies and formulate project planning principles, we have changed our approach to project design.

By working in a more project-oriented manner, and linking and integrating various aid instruments, we are lending mutual support and strength to one another, maximizing the effects of the resources we use.

Overall Strategy

The Paris Declaration on Aid Effectiveness, published by the OECD in 2005, has gone on to become the common set of guidelines followed by providers of development assistance.

In addition to introducing five guidelines for action – ownership, alignment, harmonization, managing for results and mutual accountability – the declaration also requires that donors and recipients act as responsible stakeholders. This means placing more emphasis on projects and accounting for the genuine needs of our partners by effectively coordinating resources, with the objective of building capacity in partner countries. In recent years our own government has been pursuing aid effectiveness under the terms of this international consensus, publishing a White Paper on Foreign Aid Policy and passing the International Cooperation and Development Act into law.

As the professional organization representing the government's foreign aid endeavors, the TaiwanICDF is undergoing a series of reforms designed to align our organization with mainstream practices in international development assistance. In order to put this spirit of effectiveness into practice, we have devised a core set of medium- to long-term strategies designed to facilitate institutional development.

Leveraging Taiwan's Comparative Advantages and Responding to Partners' Needs

In order for aid projects to yield substantive benefits, our partner countries must be central to our work. We will respect these partners and respond to their needs by drawing on Taiwan's comparative advantages, assisting them to build capacity and putting the principle of ownership into practice. Meanwhile, we will incorporate the principle of alignment into our processes, working in accordance with the norms and mechanisms of partner countries themselves, while imposing Taiwan's own regulations or

systems upon them as little as possible, which could otherwise distort the resources provided.

Integrating Public and Private Sector Resources and Strengthening Cooperation with Partners

For the principle of harmonization, the emphasis is on increasing the effectiveness of aid projects through better coordination and partnership, and by enhancing transparency. Accordingly, we are planning and implementing joint projects with partner countries, as well as engaging in mutual cooperation with other aid agencies. We are also making more and more information public, to generate more sources of resources and cooperation.

In terms of mutual accountability, we are coordinating partners' resources and participation by ensuring that projects proceed through bilateral consensus, so that those involved take joint responsibility for the successes or failures of aid results.

To carry through with these principles, we are actively integrating various stakeholders into our projects, including government departments or agencies, international organizations, private sector actors and non-profit organizations, and, together with partner countries, developing a mutually responsible supervisory framework, to enhance the performance and sustainability of aid projects.

Project Planning Principles

To put our core strategies into practice as part of regular operations, we have paid close attention to drawing up a set of project planning principles, which will improve the effectiveness and substantive results of aid projects.

Implementing a Project-oriented Methodology

With international development assistance moving toward higher and higher degrees of specialization, major aid agencies have

standardized operations by working to a project cycle, from identification through to preparation, appraisal, negotiation and approval, implementation and completion – that is, in accordance with set project phases.

To bring core practices into line with those of other international organizations, we must implement projects in a project-oriented manner, introduce a design and monitoring framework, and design key performance indicators to measure project impacts, outcomes and outputs. Having the fullest possible view of project results – including the correlation between impacts, outcomes, outputs and inputs – is highlighting the role played by stakeholders, and will allow us to ensure that aid projects are implemented effectively by performing pre-appraisal of the risks that may occur during future projects.

Ensuring Sustainable Project Outcomes

Building capacity in partner countries is one of the major features of contemporary international development assistance. The main appeal of capacity building is that the process fosters partners' ability to operate independently, for which reason our project framework is incorporating capacity building into project design. Our main objective is to gradually raise partners' capacity to undertake projects and carry out their own operations.

Taking Effectiveness and Efficiency into Account

The TaiwanICDF's international cooperation projects are subject to public supervision. In addition to implementing projects in accordance with a project cycle, and ensuring that project content is geared toward partners' needs and does indeed achieve its expected benefits, reforms to project implementation methods also mean that we are now dispatching more and more project managers overseas to implement their projects directly. This ensures that aid

resources are deployed to support mutually agreed project components, and that projects are implemented effectively.

Replicating Successful Experiences

As Taiwan's largest foundation dedicated to foreign aid affairs, we have accumulated abundant experience and expertise in implementing projects, which not only reduces the time in which new projects come to fruition, but also provides opportunities for success stories to be replicated in regions or countries that are facing similar problems to those we have previously addressed. Drawing on the know-how and multiple applications of previous results through the appropriate feedback mechanisms increases the cost effectiveness of inputs.

Coordinating Resource Utilization

The three key elements to a country undergoing the development process are funding, technology and talent. By reconfiguring the division of labor and organizational design, promoting the supply of capital, technical cooperation and skills training, implementing project-oriented concepts and integrating the TaiwanICDF's aid instruments and resources, we are enhancing the effectiveness and integrity of the aid we provide.

Although we understand that the scale of our operations is not as expansive as those of international development banks, by linking and integrating various aid instruments, we are providing mutual support and strength to one another, and maximizing the effects of the resources we use.