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## Vision 2022 and Project Planning Principles

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## Our Vision

An organization's vision defines its future direction and reflects its contemporary backdrop. It is a response to international trends and the need to move with changing times.

The TaiwanICDF's vision embodies the mission and core values of our organization and clarifies the medium- to long-term outcome that we expect from our aid projects. As Taiwan's dedicated foreign aid agency, we strive to achieve our goals based on this vision, which guides our continuing efforts to reform, and the effective planning and distribution of resources. Our vision focuses our organization on its priorities and competitive advantages, which we hope will lead the TaiwanICDF to become one of the best partners in sustainable development within the international community over the coming decade.

In this chapter we will introduce the TaiwanICDF's vision and core strategies as they apply to our operations, define the TaiwanICDF's priority areas and introduce our management framework, with its focus on operational strategies and managing for results.

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### Sustainable Development

The core policy of sustainable development in Taiwan's White Paper on Foreign Aid Policy indicates that the MDGs should be the primary framework guiding international cooperation development in Taiwan. The policy set five of those goals as priority development areas for Taiwan's international aid: "eradicate extreme poverty and hunger," "achieve universal primary education," "combat infectious diseases," "ensure environmental sustainability" and "develop a partnership for global development."

With the MDGs due to draw to a close in 2015, the United Nations Conference on Sustainable Development suggested that the world adopt Sustainable Development Goals (SDGs) to ensure that a cohesive set of global development policies and actions are in place for the next stage of the global development agenda. In comparison to the MDGs, which focus mainly on eradicating extreme poverty, the SDGs would focus on three core issues: "eradicating extreme poverty," "ensuring shared prosperity (including women, youth and minorities)" and "protecting the environment." These three core issues cover the economic, social and environmental aspects of development, focusing on protecting the earth's important

resources while the world shares the fruits of economic growth.

In an effort to achieve sustainable development while building upon the foundation of the MDGs, we formulated a number of strategies based on the five development themes derived from the sustainable development policy in the White Paper on Foreign Aid Policy. These strategies were drafted with Taiwan's competitive advantages in mind.

With regard to eradicating extreme poverty and hunger, we plan to assist partners to meet the demand for food by helping them to increase agricultural productivity and establish integrated agricultural value chains.

In terms of education, we plan to develop human resources through vocational training and improvements to vocational education systems. These changes are also linked with industrial development.

In terms of combating infectious diseases, we plan to improve partner countries' health care systems by creating more diversified forms of cooperation and building relationships with strategic partners in international medical care.

To promote environmentally sustainable development, we plan to utilize information and communications technology such as geographic information systems (GIS)

to conduct environmental monitoring. This will provide partner countries with strategic support on disaster prevention, disaster preparedness, and emergency response and recovery.

Finally, with regard to developing global partnerships, we plan to integrate the resources and strengths of the public and private sectors through public-private partnerships so as to maximize the use of available resources.

### The Best Partner

The current trend in international development aid emphasizes strategies centered around partner countries and a focus on their substantive demands. These strategies integrate the economic, social and environmental development strategies of partner countries. Based on these considerations, donors plan technical cooperation and capacity building programs to promote awareness and active participation from partner countries. Additionally, donors must respect partner countries as the leading force in the development of their own nations and respect local systems while implementing their various projects. Partner countries must also take responsibility as the leaders of their development programs. This strategic framework hopes to build sustainable partnerships between donors and partner countries.

Furthermore, the framework of aid programs has moved away from the traditional bilateral and multilateral assistance models to a triangular cooperation model, which includes technical cooperation between developing countries themselves. This is further expanding to regional organizations, the private sector and non-profit organizations, resulting in increased diversity in international aid programs.

All of this makes proper coordination and an adequate division of labor among donors more important than ever if the development community is to avoid unnecessary waste in resources and overlapping inputs. Proper coordination and an adequate labor division form the foundation of good partnerships.

Taiwan's White Paper on Foreign Aid Policy pointed out that future development aid projects must be fully explained to partner countries, in advance, through Taiwanese embassies or overseas representative offices. In this way, partner countries will be encouraged to establish long-term programs and draw up a list of priorities. The TaiwanICDF will then involve partner countries in the decision process that determines the scope of the aid and implementation methods, with the

focus placed particularly upon Taiwan's comparative advantages. Short-, medium- and long-term cooperation plans and agreements will then be signed to clearly define the rights and obligations of both sides. Aid projects requiring bilateral grants should be included in partner governments' budgets and the progress of projects should be tracked and appraised using existing mechanisms in the host countries. Technical cooperation projects will be implemented according to the project cycle and guided by the principle of managing for results, with targets and measurable indicators, set at the planning stage, serving as the basis for interim and final evaluation.

Developing a diverse range of partnerships is not only an objective; it is also a strategy. We are looking to understand the operations and mechanisms of foreign aid donors and international organizations by coordinating aid programs, and pursuing suitable opportunities for cooperation and partnership by integrating the power of the private sector and extending the scope of cooperation with NGOs. In addition, we are encouraging private organizations and individuals to participate in the development of our aid programs, establishing a network of partnerships to put the spirit of the Paris Declaration on Aid Effectiveness into practice more quickly.



▲ "Become the best partner": Tzou Shuh-kang (right), mission leader at the Taiwan Technical Mission in The Gambia, introduces President Ma Ying-jeou (second from right) to activities at a women's farm in Banjul during the president's state visit to The Gambia in April 2012.



## Core Strategies and Project Planning Principles

### Core Strategies

Based on our vision, we are focusing on the substantive results of aid and striving to enhance the integration of resources between the public and private sectors, as well as strengthen various forms of cooperative partnerships.

To achieve the objectives discussed above, we are basing our work on two core strategies.

**Utilizing Taiwan's comparative advantages to respond to the demands of partner countries:** To maximize the impact of our projects we are putting the principle of ownership into practice. Partner countries will play the leading role in our projects, determining their own list of priorities for development. We will actively respond to the demands of partner countries and assist them to plan projects and programs.

Furthermore, the investments we are making in aid resources follow the principle of alignment and allow partner countries to allocate resources based on their

own regulations and administrative systems. We will allow partner countries to adopt their own procurement and financial management systems and avoid setting up any project teams which would duplicate the roles and work of existing institutions in host countries. The aim of this approach is to effectively build capacity and achieve sustainable development by fully involving partner countries as the leaders and implementers of projects.

**Integrating resources from the public and private sectors and strengthening cooperative partnerships:**

We will encourage partner countries to take the lead in aid projects and coordinate the resources of multiple sectors as part of cooperative project efforts. Falling under the principle of alignment, this setup will effectively reduce waste in resources due to a lack of coordination among donors. We will also actively seek third-party partners to bring in diversified perspectives and different partnership models, introducing dynamic, new forces that encourage further growth and development.

In summary, we will actively integrate and coordinate

► Bamboo technician Lee Hung-wei (left) of the Taiwan Industrial Service Mission in the Dominican Republic teaches at a handicrafts center. To ensure the transfer of project outcomes, project implementation processes must cultivate partners' ability to undertake projects.



the resources of various stakeholders into our projects, including those of the relevant domestic government departments or organizations, international organizations, private sector entities and non-profit organizations. We will also develop mutually accountable monitoring frameworks with partner countries, and expand the impact and transparency of our projects while enhancing their effectiveness and sustainability.

### Project Planning Principles

To really put our core strategies into practice as part of daily operations, we must ensure that every one of our projects has a work plan that focuses on achieving substantive results as effectively as possible. As such, the TaiwanICDF's project planning activities are based on five principles, discussed below.

**Project-oriented implementation:** International aid has developed into a highly specialized field. Major aid organizations have placed the concept of the project cycle at the heart of their work, incorporating it into every stage of their operations. In keeping with these international practices, we expect our project teams to implement project-oriented methods when planning medium- to long-term projects. This means setting targets to extend the effectiveness of aid programs, allocating resources based on the priorities of host countries, and designing monitoring indicators that can measure the impacts of projects, as well as their outcomes, outputs and inputs.

At the same time, we will conduct thorough analyses of stakeholders and risks at the project planning stages,

putting the project cycle and associated concepts into practice as part of day-to-day project management work. Project teams will identify, research, design, appraise, implement, supervise and evaluate each link of the project cycle, which will ensure that projects meet the needs of partner countries and are more effective overall.

**Ensuring the sustainable development of project outcomes following handover:** Capacity building is a core component of virtually all aid work. The main appeal of capacity building lies in the fact that it enables partner countries to gain sufficient abilities to take over projects after donors have withdrawn. Successful capacity building will ensure that partner countries can maintain project outcomes and benefits through continued development, so we have committed to successfully transferring projects on to partner countries and emphasize sustainability during the project planning and design stages.

**Taking both effectiveness and efficiency into account:** Effectiveness and efficiency are two of the five standards applied by the OECD to measure the success of aid projects.

Effectiveness refers to whether a project meets its pre-set goals. Efficiency refers to how well a project defines the key path toward reaching its objectives, and whether it reaches those objectives in the shortest possible time with minimal resource inputs. After aid projects have been adequately planned, with targets and operational details that have been verified to meet the needs of partner countries, we will continuously monitor the progress of projects toward reaching their goals and

expected achievements. Through our project management system we can analyze the major factors that may affect the success of projects, and take further steps to identify possible means of maximizing outputs and minimizing inputs. The overall goal is to raise the efficiency of implementation across the board and to achieve maximum effectiveness with limited resources.

**Duplicating successful experiences:** As Taiwan's dedicated foreign aid agency, we have amassed a rich pool of experience and know-how, and have actively applied this expertise in the planning of new projects. In recent years, we have quickly and effectively consolidated our experiences through a feedback system, duplicating successful project experiences in regions or countries encountering similar problems. This has helped project teams to effectively multiply the effects of knowledge and human resources and reduce costs associated with the project design process.

**Coordinating the use of TaiwanICDF resources:**

Currently, major international aid organizations perform aid work mainly through lending and investment, and technical cooperation. Funding, technology and human resources are the three most important factors in the integrated process of development. The division of labor at the TaiwanICDF is regulated by a well-planned system, which effectively advances our efforts in funding allocation, technical cooperation and human resources training. With all of our departments working in accordance with project-oriented principles, and supporting and mutually reinforcing one another's operations, we are successfully consolidating existing tools and resources and maximizing the scope and effectiveness of our aid projects.



◀ Teams take part in an internal training exercise and debate focusing on a project case study. Courses and training events are regularly organized for the benefit of personnel so that the TaiwanICDF can become a more project-oriented organization.