

# Looking Ahead

## Focusing On Implementation is the Only Way To Fulfill Our Vision

In the three years since I began my duties as Secretary General of the TaiwanICDF, I have gradually implemented institutional reforms to respond to changes in the international community and the increasingly complex needs of development work. I have transformed our projects and elevated our project management capacity, allowing us to overcome existing resource constraints and create new strengths and competitive niches for the TaiwanICDF.

As the nation's dedicated international aid agency, the TaiwanICDF's policies and work have raised our profile and proven to be fairly influential. For that reason, we created our Vision for 2022 this year, which is to "become the best partner for sustainable development by 2022," therein establishing the long-term direction for our work.

Below, I will discuss our implementation strategies and the ways in which we will gradually lay out a solid foundation to enhance the quality of our international aid work and fulfill our mission and vision.

### Applying the Principle of Managing for Results

Taking into account the development of multilateral development banks, we have introduced a "results management" system common within the international community to help control our internal processes, upgrade the quality of our projects and improve organizational competitiveness. This system allows us to appraise whether we have effectively achieved our mission and vision.

As discussed in the section on the reform of the TaiwanICDF in Chapter 1, we have established a "results framework" at the organizational level to institute an approach that focuses on "results management." This year, we concentrated our efforts on operational results, operational effectiveness and organizational efficiency and continuously honed our five operational priorities. We planned the integration of a variety of informational tools and knowledge management platforms, established an organization-wide performance measurement system and geared ourselves toward capacity building, financial

management and more efficient and effective operational processes.

At the project management level, we have used such tools as a design and monitoring framework and a project management system to focus our projects on achievable, measurable results. For each project, we implemented the project cycle and a project management system to ensure that they were effective and up to par. In our Aquaculture Project in Belize, for example, the project cycle and our project management system allowed us to expand operational scope and project outputs, bringing farther-reaching benefits and impacts to our partner country. This improved project planning has helped establish a solid foundation for development in Belize. In our Maternal Health Improvement Program in The Gambia and Torbeck Rice Production and Marketing Project in Haiti, project management systems allowed us to initiate joint implementation programs with these partner countries. Our project managers provided assistance and controlled project progress and quality while abiding by the partner countries' laws, thereby ensuring sustainable industrial development in these countries.

### Strengthening Capacity Building and Transforming and Upgrading Operations

One of our highest priorities in achieving the organizational reforms mentioned above is to develop our pool of human resources and upgrade our abilities. This has included organizing a series of Reserve Overseas Project Management Training Programs and ensuring that project managers are trained in project management skills. In addition, we have taken a full inventory of our human resources to establish organizational performance indicators, role classifications, primary duties and key competencies. We have also actively developed channels for learning through secondment programs with accomplished international organizations such as the ADB and the EBRD.

In addition, we have sought out ways to build capacity for our partner countries themselves. We performed



a periodic review of our program of international workshops, which has been ongoing for nearly 16 years, and concluded that in the future, the program should be focused on project-based workshops designed to promote and upgrade capacity in our bilateral cooperation projects. As a secondary focus, we will hold policy-based workshops that introduce and share Taiwan's experiences and comparative advantages. All workshops will be tailored to the training needs and objectives of our target beneficiaries. Content will be planned individually for each workshop and updated on a yearly basis. We will also use seminars and short-, medium- and long-term training placements to ensure that our training is timely and effective. All of these measures help achieve the objective of capacity building through sustainable development efforts.

### **Promoting Regional Projects, Integrating Resources and Expanding Effectiveness and Influence**

Regional integration has become an important trend in development aid work. In response to this, we are planning and promoting an increasing number of large-scale, regional projects across multiple countries in addition to our continuing work inside individual countries. In December, for example, we signed a project agreement with the OIRSA for a joint Strengthening the Control of Huanglongbing (HLB) and the Implementation of Integrated Pest Management (IPM) in Citrus Project. This project will integrate Taiwan's active research in HLB over the past 60 years, drawing on expertise from Taiwan's industrial, government, academic and research institutions. We hope that the project will assist Belize and four other countries already infected with HLB in building disease prevention and treatment capacity, as well as prevent the spread of HLB to two other disease-free countries.

Furthermore, our ICT Technical Cooperation Project in the Caribbean, commissioned by MOFA, was successfully implemented in St. Kitts and Nevis, St. Lucia and Belize, paving the way for us to replicate this initiative in other

regions in the future. Our recent project in Nicaragua and Honduras – 2012 Satellite Monitoring of Forest, Natural Resources and Mitigation of Natural Disasters in Nicaragua and Honduras using GIS and RS – also yielded remarkable results. We will be extending operations into Guatemala and have received significant interest from El Salvador regarding the project.

In the future, we will continue to participate in events organized by international organizations and arrange visits from relevant organizations to help expand the effectiveness and impact of our aid efforts, as well as build opportunities for regional integration and cooperation.

When the UN's MDGs reach the end of their term in 2015, the next phase of the global development agenda is likely to involve a continuing series of "Sustainable Development Goals." Current international trends point toward development aid that is centered on partner countries and meeting their needs. The TaiwanICDF should have a vision that reflects these ambitious objectives to advance with the times.

I therefore remind my colleagues that we should all strive for excellence and never forget that we bear the responsibility and expectations for Taiwan's foreign aid mission on our shoulders. More importantly, as we stand at this turning point, we must believe that with every successful step we take, we are rewriting history together.

Tao Wen-lung  
Secretary General