

# ICDF Vision



*"The horizon leans forward,  
Offering you space to place new steps of change."  
[Maya Angelou, U.S. poet, author, playwright, producer, director, singer]*

The past year has seen dramatic changes in every part of the world. International concerns about war and terrorism and a global economic slowdown that has been worse than anticipated have created an uncertain environment for many people. The ICDF also confronted numerous challenges throughout the year, and we have made substantial efforts to transform and upgrade our operations in order to confront those challenges. Despite the arduous nature of the tasks, we are very proud of our accomplishments.

Before looking ahead to the future, I would like to quote a few lines of a poem that was written by Maya Angelou and recited by her at the inauguration of American President Bill Clinton on 20 January 1993:

*Lift up your faces, you have a piercing need  
For this bright morning dawning for you.  
History, despite its wrenching pain,  
Cannot be unlived, but if faced  
With courage, need not be lived again.*

*Lift up your eyes upon  
This day breaking for you.  
Give birth again  
To the dream.*

Reading these verses, I reflect upon the mission of the ICDF. What is the dream of the ICDF, and what are its prospects? Or perhaps it would be more pertinent to ask: What are the challenges we currently face? What goals are we seeking to achieve in our efforts to transform and upgrade?

Actually, the goals are clear, although not overly romantic. The first article in the statute governing the establishment of the ICDF clearly states our mission: “Strengthening international cooperation and enhancing foreign relations by promoting economic development, social progress and the welfare of the people in partner nations around the world.”

When we look at ourselves, we hope to see a professional, systematic, transparent and accountable international cooperation and development institution. The ICDF in 2002 continued to align itself with important global trends – democracy, human rights, poverty alleviation, environmental protection, and humanitarian assistance. Since the ICDF was formally established on 1 July 1996, we have ceaselessly pursued these goals. In the coming year and in the many years ahead, I know we will continue to work at these objectives.

Having clear objectives makes it easy to judge success. After reviewing the past year’s efforts and achievements, I can unveil our four operational strategies for the coming year: (1) To establish

a more systematic organizational structure (2) To exhibit sustained professionalism (3) To emphasize international leveraging (4) To pursue consensus among the public.

## I. To Establish a More Systematic Organizational Structure

An organization must have a systematic structure that provides a solid foundation from which to progress. Over the past year, we have dedicated significant efforts to this goal and have achieved satisfying results. First of all, we carried out a thorough review of the organization's rules and regulations, recompiled them and made revisions as needed. Then we established standard operating procedures (SOP), and amid this standardization, created an information management system for the entire agency. We established an internal control system and strengthened the standing and function of the Auditing Office. The Education and Training Department became our pilot department on the road to introducing standardization; it received ISO 9001 quality certification for international human resources development.

All of this work is ongoing, and in the coming year we will expand the scale and depth of creating a more systematic organization by establishing systems, implementing standards, and introducing internal controls that are aimed at upgrading quality, efficiency and organizational function. Execution of the budget in 2002 was more efficient than in the past, and errors declined significantly. Periodic information has now become real time information, which raises operational efficiency. We intend to implement fully the 32 areas of improvement suggested by the Auditing Office. Creating the systematic organization that we envisage should help us realize the four goals of innovation, vitality, rapidity and performance.

## II. To Exhibit Sustained Professionalism

The core of an organization is people. The average age of an ICDF employee is 41.7 years. Ninety-one percent of employees have at least a college degree, while 49 percent have at least a master's degree. This demonstrates that the ICDF has both a young and highly educated staff. In technical missions stationed abroad, 34 percent of mission members are 60 years old or above and 48 percent have at least college degrees. These statistics indicate that we must actively work to pass the torch of experience from an older generation to a younger one. Under our current human resources framework, we focus on helping staff continue on-the-job training and gain substantive experience as well as attracting young, talented fresh blood into our technical missions abroad. In 2003, we hope to emphasize a new concept in international cooperation and development: that of sustainability.

Simply stated, sustainability of international cooperation and development projects encompasses four areas:

1. Economic sustainability: Projects should spark economic development, create wealth for local people and improve the standard of life in cooperating countries.
2. Financial sustainability: Each project must be financially feasible and cost effective and must exhibit reasonable return on costs.
3. Social sustainability: Projects must consider and respect the social and cultural features of each ally country. In this era of globalization, projects in cooperation with NGOs must stress an international civil society and establish a social cooperation and development network.

4. Environmental sustainability: Projects must meet ecological and environmental requirements, ensuring that the global environment is preserved.

### **III. To Emphasize International Leveraging**

The ICDF has a broad vision. However, the funds that we have at our disposal are not that abundant. Acting alone, our contributions will be limited. Nonetheless, we still seek to reach our important goals. In order to achieve these objectives, we hope to participate in more foreign assistance work with international organizations and create more partner relationships with NGOs. The ICDF has valuable experience, knowledge and technology to offer in our knowledge based economy, but limited financial resources. International leveraging will ensure that more resources are available for cooperative projects.

### **IV. To Pursue Consensus Among the Public**

As the ROC's sole dedicated international cooperation and development institution, the ICDF will pursue more communication and interaction with various domestic sectors. It will provide transparent information, strengthen understanding of the ICDF's work among the public and create a mechanism for public participation. For example, the ICDF is expanding the scale of its overseas youth volunteer and senior volunteer programs and is implementing the Taiwan Youth Overseas Service program. It is also seeking broader cooperation with private nonprofit organizations, looking to help Taiwan companies to find business opportunities abroad, and aiming to find joint cooperation opportunities for investors. These efforts will introduce new vitality into the organization and create consensus among the public to participate in and contribute back to the international community.

As this annual report comes to a conclusion, we have clearly set out four goals for 2003. On the one hand, we look to implement defined goals in our international cooperation and development operations, while on the other hand we want to build up a clear checklist of items by which we can judge our progress. Times change, and the ICDF will do whatever it takes to meet and tackle these new challenges. After all, change and regeneration have been driving forces throughout history. We are eager to continue working aggressively to achieve our dreams in the coming year.



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