



# 2015

International Cooperation and  
Development Fund  
Annual Report





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# Introducing the TaiwanICDF

Since the International Cooperation and Development Fund (TaiwanICDF) was founded in 1996 as Taiwan's professional development assistance organization, we have been dedicated to assisting friendly or developing countries in economic, social and human resource development, and in promoting economic relationships among these countries through technical cooperation, lending and investment, international education and training, and humanitarian assistance. By utilizing the organization's funds and their yields to engage in direct and indirect investments, and by implementing bilateral and multilateral technical cooperation, humanitarian aid, or educational training programs, the Taiwan-ICDF's mission is to provide humanitarian assistance for countries that suffer from natural disasters, or for international refugees.



## Vision

Partnerships for progress and sustainable development.



## Mission

Strengthen international cooperation and enhance foreign relations through the promotion of economic development, social progress, and the welfare of all mankind.

## History

1959

Republic of China (Taiwan) initiates overseas technical assistance, sending its first group of agricultural specialists to Vietnam.

1961

Under Operation Vanguard, technical missions help to improve agricultural production in many African countries, expanding its operations to become the Sino-Africa Technical Cooperation Committee (SATCC) the following year.

1972

SATCC merged into the Committee of International Technical Cooperation (CITC), leading Taiwan's overseas technical cooperation work and assisting partner nations in their agricultural development.

1989

At a time when Taiwan enters a period of rapid economic growth, the government establishes the International Economic Cooperation Development Fund (IECDF) to provide economic assistance to developing partners.

1995

To integrate Taiwan's foreign aid resources in response to the expansion of the nation's foreign aid operations, the government drafts and passes the Statue for the Establishment of the International Cooperation and Development Fund.

1996

The government dissolves the IECDF and establishes an independent organization, the International Cooperation and Development Fund (TaiwanICDF), on July 1. The following year, the CITC is incorporated into the TaiwanICDF.

## Strategy

Respond to international development trends, draw on Taiwan's comparative advantages.

Implement the principle of ownership

Respect the principle of alignment

Integrate public and private sector resources, and strengthen cooperative partnerships.

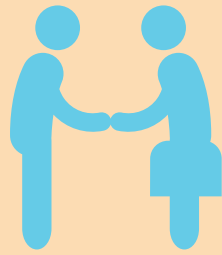
Implement the principle of harmonization

Promote partnerships from multiple perspectives

## Project Planning Principles

To ensure that our core strategies can be implemented with tangible effect throughout the normal course of operations, we have developed a set of project planning principles (pictured below) designed to improve effectiveness and results by standardizing the way we carry out our assistance projects.



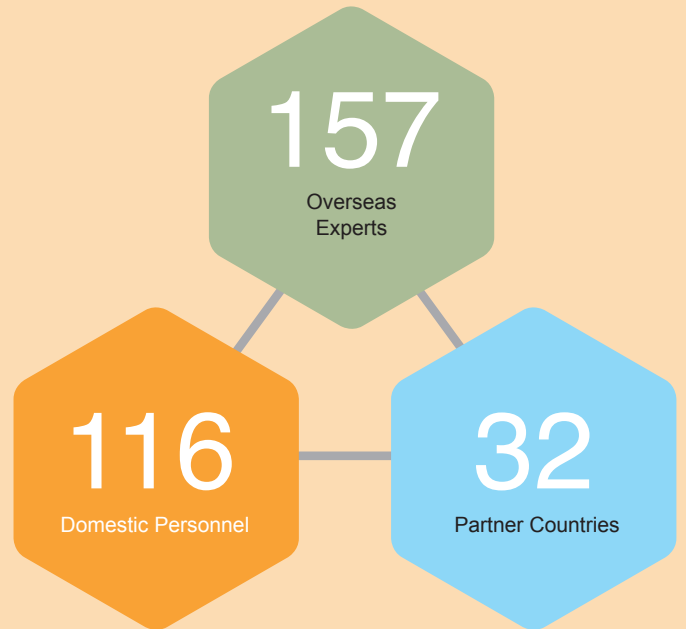
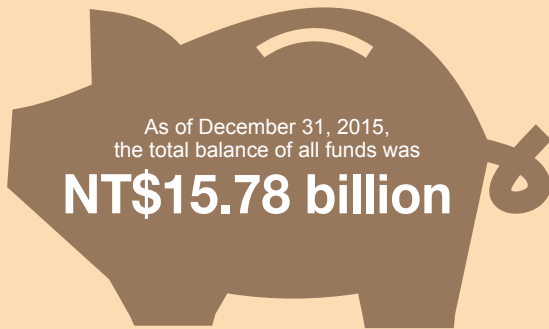


## Cooperating Partners

The TaiwanICDF's main partners are governments, international organizations or their designated agencies, corporate bodies, and nongovernmental organizations.

## Sources of Funding

The TaiwanICDF was established with an initial endowment of NT\$11.6 billion, which was the net value of the IECDF's funds at the time of its dissolution. Sources of funding include the general fund, interest, returns on investments and income from commissions by the government or other institutions.



## Operations

The operational scope of the TaiwanICDF covers seven duties and responsibilities.





# Preface

## Welcoming the First Year of the UN Sustainable Development Goals

At the September 2015 Sustainable Development Summit, a new global pact was passed under witness of the leaders and representatives of 193 countries worldwide. Entitled Transforming Our World: The 2030 Agenda for Sustainable Development, the Agenda includes 17 Sustainable Development Goals (SDGs) and 169 targets, officially setting the world on a path toward the common goal of sustainable development.

This announcement followed a long process that began in 2012, when the UN announced a set of Sustainable Development Goals (SDGs) to succeed the previous Millennium Development Goals (MDGs). Thereafter, the report of UN Secretary-General Ban Ki-moon “The Road to Dignity by 2030” in December 2014 charted a course for future global development strategies and actions.

At the Third International Conference on Financing for Development in July 2015, the UN adopted the Addis Ababa Action Agenda, which not only outlined policy recommendations for raising funds needed for each sustainable development target, but also established a consensus on how to use these funds effectively. In December, an agreement was reached at the 21st Conference of the Parties (COP21) to the United Nations Framework Convention on Climate Change (UNFCCC), wherein 196 nations (including the European Union) pledged to limit global temperature rise to below 2°C by the end of the century and to put in USD100 billion every year before 2020 to help the developing countries. The progress will be reviewed every five years to ensure that global actions to combat climate change are well aligned with the SDGs.

Thus far, the SDGs have been developed in greater scope and depth in terms of strategies, resources and coverage. Concerted action and cooperation of the international community will be critical to the successful implementation of the SDGs.

### **Toward a sustainable future, putting global wisdom to the test**

According to the Millennium Development Goals Report 2015, the number of people worldwide living in extreme poverty fell from 47 percent to 14 percent, maternal mortality showed a decline of 45 percent and the mortality of children under the age of five was reduced by half. However, there is still work to be done to attain the MDGs. For example, gender inequality remains a serious issue, the gaps between rich and poor and between urban and rural areas continue to widen, and climate change and environmental issues continue to worsen. In population trends, the global population is projected to reach 9 billion by 2050, aging population is expected to bring increasing needs for healthcare, and the rapidly rising population of youth in developing countries is leading to inadequate educational resources and employment opportunities, all compounding the coming challenges and risks ahead.

The SDGs are a set of bold and ambitious goals. As we face the future challenges in the world, our wisdom will be tested in how we integrate Taiwan’s valuable experience in agriculture, public health and medicine, environmental protection, education, information and communications technology (ICT), and disaster prevention; how we build stable and



long-term partnerships with the domestic and international NGOs; and how we act in concert and through active participation to promote cooperation projects with our allies and friendly countries and contribute to the international community.

### **Establishing goals and directions, moving forward hand-in-hand with development partners**

As Taiwan's specialist development assistance organization, the International Cooperation and Development Fund (TaiwanICDF) has, since 2014, progressively internalized the spirit of the SDGs into its organizational strategies, project goals and project designs. We are thus well prepared for implementation of the global sustainable development goals.

In 2015, the TaiwanICDF remained committed to promoting international cooperation projects. To achieve the project goals, we continued to refine our methods by making important changes, including deepening and broadening the overall scope in project planning and integrating tools of technical cooperation, lending and investment, international education and training, and humanitarian assistance to maximize the overall synergy of our aid efforts. At the same time, we strengthened cooperation on the integration of resources in the public and private

sectors in Taiwan, our partner countries, and other international organizations, working with them as partners in the international community.

Looking into 2016, the SDGs will become a common action plan for international development assistance. And, as the TaiwanICDF celebrates its 20th anniversary, we will continue to marshal the strengths of Taiwan to assist our partner countries achieve sustainable development. We will also play a significant role in bridging between Taiwan and the international development aid community, in the pursuit of strengthened international relations, economic development, social progress, and the welfare of all mankind.

David Y.L. Lin  
Minister of Foreign Affairs  
Chairman, TaiwanICDF

林永樂



# 1

## Strategic Planning and Direction





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## Planning strategy and direction for sustainable development

In September 2000, the United Nations issued the Millennium Declaration and proposed eight Millennium Development Goals (MDGs) intended to spur global cooperation and development and to build a more peaceful, prosperous and equitable world. With the MDGs set to expire in 2015, the international community began to review the progress and shortcomings of these goals and discuss the blueprint of a successor program.

According to findings, the goal of reducing extreme poverty by half was achieved five years earlier than expected, the global malaria mortality rate was lowered by over 58 percent, the proportion of undernourished people fell by over 8 percent, the maternal mortality rate dropped by 45 percent worldwide, and the global under-five mortality rate was halved. Furthermore, the global population with access to an improved drinking water source rose from 76 to 91 percent, and 2.1 billion people gained access to improved sanitation. In addition, the amount of funds invested by governments for development aid grew substantially (by 66 percent) over the 15-year period, reaching US\$135.2 billion. Global population of cellphone users rose to nearly 7.1 billion, over 95 percent of the world's population, and internet coverage also grew from 6 to 43 percent, linking 3.2 billion people together online.

Overall, the MDGs have brought significant changes that achieved economic growth, reduced poverty and greater peace to partial countries of underdevelopment, middle income or under domestic or foreign conflict. Indeed, there has been remarkable improvement in terms of reducing inequality, increasing access to universal healthcare and improving social security policy in the countries mentioned above.

### **Applying Taiwan's strengths to address the needs of partner countries, responding to trends in international development aid**

With reference to the spirit of the main MDG indicators, the TaiwanICDF focused resources based on Taiwan's comparative advantages to develop our annual work plan in 2015. In agriculture, to respond to the first MDG to "eradicate extreme poverty and hunger," our projects have not only focused primarily on production to help partner countries augment their production, distribution and marketing capacity, but have also considered the needs driven by regional characteristics and phased development, providing appropriate solutions and deepening cooperative relationships with professional international institutions. By integrating existing international resource networks and Taiwan's areas of expertise, we

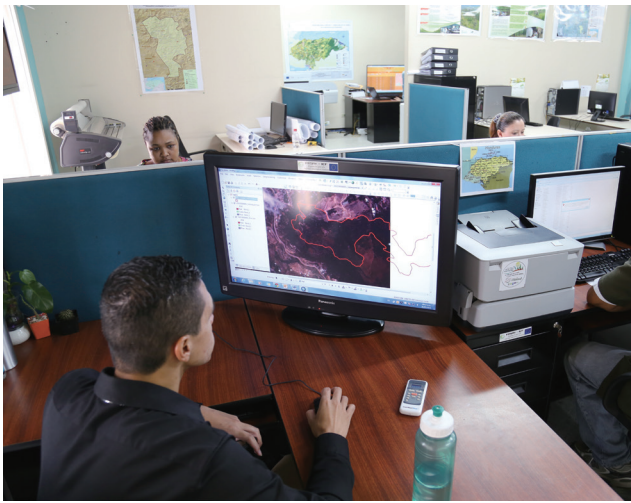
have helped foster sustainable development in our partner countries' agricultural sectors.

Taiwan's public healthcare system is highly specialized, with ample experience in public policy formulation, public health promotion, development of community healthcare systems, and monitoring and management of epidemics. Thus, in terms of the TaiwanICDF's medium- and long-term development strategies for public healthcare and medicine, in addition to emphasizing Taiwan's priority areas and the needs of partner countries, we have also consolidated the resources of Taiwan's healthcare institutions in response to relevant international trends in development assistance. For example, to echo the MDGs to "reduce child mortality," "improve maternal health," and "combat HIV/AIDS, malaria and other diseases," we have promoted projects on maternal care and chronic disease prevention. As well, we have continued to build the capacity of partner countries, including strengthening basic equipment, health information systems, health personnel, and research capacity through our Healthcare Personnel Training Program and the dispatch of experts, thereby expanding the positive effects among such partners.

In education, many developing countries lack the resources and capabilities to formulate and implement effective human resource development strategies. In view of this, we assist our allies and friendly countries to build human capital and improve their technical and professional skills through our International Higher Scholarship Program, customized workshops and short-term vocational training.

Information and communications technology (ICT) is an effective aid to education, the success of women empowerment, and government accountability and transparency. In ICT, we have continued to draw on our experience in e-government to assist our friendly nations build their capacity to manage electronic documents and files, and worked on improving ICT skills to shrink the digital divide and promote ICT education programs. At the same time, we have applied information technology to public health projects so that the people of our friendly nations can enjoy the benefits of Taiwan's use of ICT in the field of healthcare.

In environmental protection, developed countries need to step up to help least developed countries (LDCs) build their capacity to adapt to the impacts of climate change, of which key tasks include climate and environmental risk assessment and prevention. To this end, we have integrated Taiwan's advanced space and remote sensing, geographic information systems (GIS) and global positioning system (GPS) technologies to help our partner



The TaiwanICDF applies remote sensing technologies, geographic information system, and global positioning system to assist its allies in Central America in monitoring natural environments. (Photo shows the Forest Heritage Information Center of the National Institute of Forest Conservation, Wildlife and Protected Areas (ICF), Honduras.)

nations in Central America carry out constant monitoring of the weather and natural environment. This serves as an important analytical tool for environmental monitoring, forest conservation, management of land use change, and disaster prevention and emergency response in these countries. Furthermore, we have continued to develop assistance programs relating to renewable energy and greenhouse gas emission by providing the technical know-how on natural environmental conservation in order to assist partner countries to build adaptive capacity to climate change.

**Sharing the responsibility for international cooperation and development to create a future of sustainable development together**

Despite the remarkable achievements of the MDGs, the world still faces numerous challenges, including gender inequality, increasing gaps between the richest and poorest and rural and urban areas, persistent transnational conflicts, vast number of people in hunger and poverty, climate change, and environmental degradation. By 2050, the global population is projected to reach 9 billion and several issues are expected to rise, including aging populations, continuous urbanization, international migrant population reaching 232 million, and the need for education and employment of high youth populations in developing countries. All of these factors will considerably worsen the issues of carbon dioxide emission, deforestation, depletion of ocean resources, and overuse



The TaiwanICDF implements healthcare personnel training programs in our friendly countries to facilitate partner countries' capacity building in the fields of public health and medical care. (Photo shows Jessica Clavier, a student from the St. Kitts and Nevis, receiving clinical training in the emergency department of the Taipei Veterans General Hospital.)

of water resources, and have become key factors in the next stages of development assistance work.

To fully resolve the problems that come along with global development, the United Nations Sustainable Development Summit approved the 2030 Agenda for Sustainable Development in September 2015, adopting the Sustainable Development Goals (SDGs), which cover environmental, economic and social areas of development. Overall, 17 goals and 169 targets framed by the five elements of people, prosperity, planet, justice and partnership were proposed as foci of development over the next 15 years (2016-2030).

As the world seeks consensus on important global development issues, we at the TaiwanICDF hope to share responsibility in international cooperation and development. In planning and promoting our operations, we implement the five principles of the Paris Declaration on Aid Effectiveness and draw upon our experience accumulated from working on the MDGs. As well, basing ourselves on the spirit of the SDGs framework and referencing the 17 goals and 169 targets, we hold progress meetings to discuss the organization's core strategies and deliberate the future direction of our work, using these as the context for the next stage of our development work. Finally, by employing objective and scientific analysis methods, we will continue to enhance and improve our organization's operations.

In terms of strategy, we will continue to practice the following principles: "respond to international development

trends, draw on Taiwan's comparative advantages, integrate public and private sector resources, and strengthen cooperative partnerships," to consider the best way to increase operational effectiveness and organizational efficiency, and plan the future overall course for our medium- and long-term general operations.

In management, we use the "results framework" approach as our core philosophy. On top of the three tiers: strategy, development results, and operational effectiveness and organizational efficiency, we set 36 indicators (see Appendix on p.102) to carry out a full evaluation on the results of each year's work plan and medium-term development plan. This has included adding many new performance indicators to ensure that each work item complies with our core strategy, carrying out project management, improving aid efficiency, staying up-to-date on foreign aid trends, deepening our knowledge management goals, and echoing the spirit of the MDGs and SDGs.

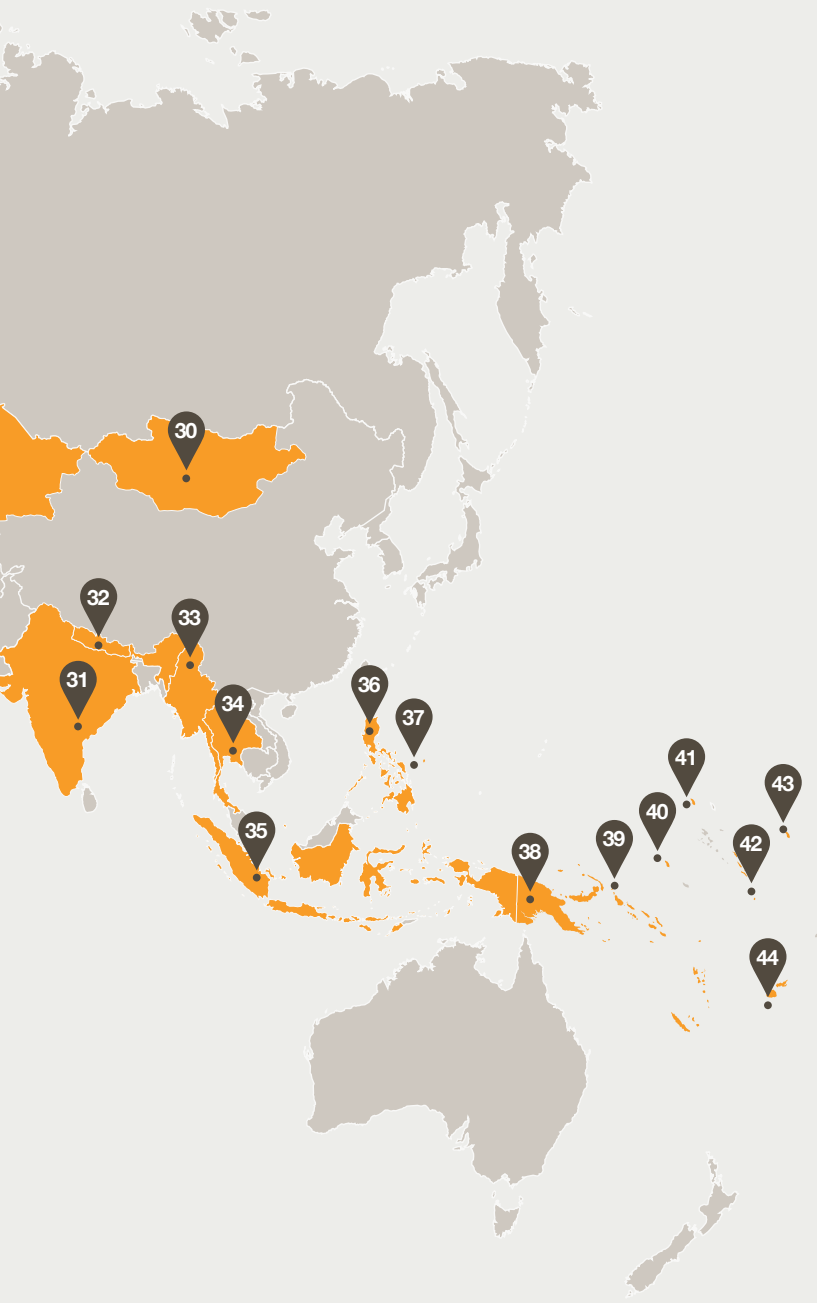
Also, to set the course of foreign aid work toward sustainable development, we held several work progress meetings in 2015 to examine each of the key goals and indicators of the SDGs and the resolutions of the United Nations Framework Convention on Climate Change. During these meetings, we discussed in depth how to internalize these into our core and regional strategies, as well as key performance indicators, so that we can share a common language with our international development aid partners, fulfill our vision of partnerships for progress and sustainable development, and together create a future of sustainable development.



United Nations General Assembly, Secretary-General Ban Ki-moon stands in the center.

# 2015 Cooperating Countries and Projects





- Overseas Missions (Chief Project Manager) /Medical Missions
- Technical/Humanitarian Assistance Projects
- Lending and Investment Projects
- TaiwanICDF Overseas Volunteers Program
- Taiwan Youth Overseas Service

### Central America

1 Guatemala	●	●	●	●
2 El Salvador	●	●	●	●
3 Belize	●	●	●	●
4 Honduras	●	●	●	●
5 Nicaragua	●	●	●	●
6 Panama		●		●

### South America

7 Ecuador	●			
8 Paraguay	●	●		●

### Caribbean

9 Haiti	●	●		●
10 Dominican Republic	●	●		
11 St. Kitts and Nevis	●	●		●
12 St. Vincent and the Grenadines	●	●	●	●
13 St. Lucia	●	●		●

### Africa

14 Burkina Faso	●	●		●
15 Tunisia			●	
16 São Tomé and Príncipe	●	●		●
17 South Africa		●		
18 Malawi		●		
19 Swaziland	●	●	●	●
20 Nigeria		●		

### Europe, Central and West Africa

21 Romania			●	
22 Moldova			●	
23 Turkey			●	
24 Jordan		●	●	
25 Azerbaijan		●	●	
26 Kuwait		●		
27 Saudi Arabia	●	●		
28 Bahrain	●	●		
29 Kazakhstan			●	
30 Mongolia			●	

### Asia-Pacific

31 India			●	
32 Nepal		●		
33 Myanmar		●		
34 Thailand		●		●
35 Indonesia	●	●		
36 The Philippines		●		
37 Palau	●	●		●
38 Papua New Guinea	●	●		
39 Solomon Islands	●	●		●
40 Nauru	●	●		●
41 Marshall Islands	●	●		●
42 Tuvalu	●	●		●
43 Kiribati	●	●		●
44 Fiji	●	●	●	●

# 2

## Operations



## Using Regional Cooperation Development Strategy, Assisting Partner Countries to Diversify Development

Over the years, as Taiwan's official professional development assistance organization, the International Cooperation and Development Fund (TaiwanICDF) has assisted partner countries with capacity building through the implementation of our operations in technical cooperation, lending and investment, international education and training, and humanitarian assistance, utilizing Taiwan's comparative advantages to carry out projects in response to these countries' needs.

In facing the main issue of global concern in international cooperation and development—how to achieve the post-2015 Sustainable Development Goals (SDGs), the TaiwanICDF will continue to plan and carry out our operations using the experiences accumulated from implementing the Millennium Development Goals (MDGs), and base ourselves on the spirit of the SDGs framework as the context for developing our future projects. In addition, we will gradually reform in accordance with other international organization's practices, using objective and scientific analysis methods to achieve self-improvement and progress, and identify successful project pathways in

order to enhance our operations and to allocate resources efficiently.

Our partner countries are located for the most part in the regions of Asia-Pacific, Latin America, the Caribbean, Africa, West Asia, and Central and Eastern Europe. Each of these regions is unique in terms of geography, culture, social and economic structures, and development, and the resources they possess and challenges they face are likewise different. Thus, in the course of project planning and evaluation, we first formulate the most pressing needs of each region that correspond to our organization's overall strategy and direction for regional cooperation, before consulting with our partners on the most appropriate project to implement. In addition to appointing a Taiwan Technical Mission or project manager responsible for the actual implementation, we value the stakeholders' participation and voice and ensure their involvement, building the capacity needed for development and enhancing the accountability of project execution.



Weber V. B. Shih, Secretary General of the TaiwanICDF, listening to a seed teacher give a tutorial on a visit to vocational training facilities of a technical assistance program in Burkina Faso.



## Central and South America

Major cooperative partners of Taiwan in Central and South America include Guatemala, El Salvador, Belize, Honduras, Nicaragua, Panama, Paraguay, and Ecuador. This region's economic growth depends on the export of their abundant natural resources to create production capacity, but overexploitation has exacerbated the destruction of the natural environment, and export prices are subject to world market fluctuations. As a result, economic growth of the countries in the region has slowed down in recent years, and the disparities between urban and rural development, and between rich and poor, keep widening.

In view of this, the TaiwanICDF's strategies for cooperation and development in this region focus

on promoting agricultural diversity, nurturing talents, developing information and communications technology (ICT), and environmental protection. To enhance agricultural production and output value of partner countries, we used a three-way approach: "build and reinforce production chains," "develop key seedling technologies," and implement "dynamic pest and disease prevention control measures." In terms of education, we placed our focus on the development of technical and management-level human resources required for the countries' development. In addition to assisting in building the capacity of human resources in various fields through a variety of programs, we also provide financing instruments to help students from partner

countries access student loans to encourage professional learning and skills enhancement. In ICT, we offer partner countries guidance on acquiring international standards for information security (ISO 27001) to meet the requirements of data security management, as well as help them to enhance the efficiency of e-government through ICT systems. In environmental protection, we focus on assisting partner countries in strengthening their abilities in environmental monitoring and land use and change, so as to achieve our work in forest conservation, management of land use and change, and emergency disaster prevention and control.



Granada, the ancient capital of Nicaragua.



## Case Study 1

Honduras

### Healthy Seed Potato Production Project



Potato is a staple food in Honduras, and potato production represents the primary livelihood of many of the country's farmers. Nevertheless, Food and Agriculture Organization of the United Nations (FAO) data show that only some 28,600 tons of potatoes are produced yearly, insufficient by far to satisfy domestic demand. As a result, annual potato imports often exceed 16,000 tons, of which 1,326 tons of seed potatoes are meant for seed propagation.

The reason for this is that Honduras has lacked a healthy seed potato production system for many years, and seed potatoes needed by farmers must all be imported from Guatemala. Such imports are expensive (representing some 40 percent of the cost of production) and farmers, in an effort to lower costs, frequently resort to using seed potatoes they have saved from previous planting. However, the lack of healthy, virus-free seed potato production techniques and management skills result in frequent cross infection by pathogens, causing domestic crops to be seriously affected by diseases and pests, and gravely impacting production quantity and quality.

As Taiwan has extensive experience in healthy seed potato reproduction systems and related quarantine inspection, Honduras hopes, with our technical assistance, to create a healthy seed potato reproduction system along with the associated disease detection

technologies and systems, so as to gradually reduce seed potato imports to lower farmers' production costs and raise yields of local fresh potatoes.

#### Establishing a Seed Potato Reproduction Center, Enhancing Cultivation Techniques

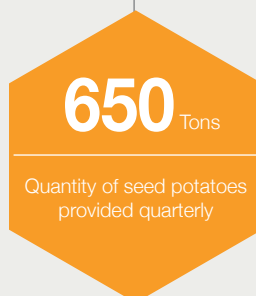
To help Honduras boost the domestic potato industry, the TaiwanICDF cooperated with the Honduran Ministry of Agriculture and Livestock, the Directorate of Agricultural Science and Technology, and the National Agricultural Health Service in implementing this project. The main contents include:

1. Establishing a seed potato reproduction center in La Esperanza, Intibucá, to serve as a healthy seed potato production and supply station.
2. Enhancing seed potato reproduction skills of technicians and cultivation techniques of seed potato producers and local farmers.
3. Adjusting the seasonal production of seed potatoes through the introduction of trial studies and seed collection groups and management training, raising production to provide a stable supply of 650 tons of seed per quarter.

Since the project's implementation

on November 19, 2014 to date, we have completed a seed potato reproduction center as well as construction of a greenhouse, net houses and a laboratory. In addition, we have assisted the government of Honduras in establishing a triple-grade production system for healthy seed potatoes. Also, besides from holding training courses and field trial demonstrations to improve the capacity of Honduran technicians, we arranged for them to receive training at the Council of Agriculture's Seed Improvement and Propagation Station in Taiwan.

Key follow-up work will include the production of healthy potato mother seedlings, basic seeds, breeder seeds, and foundation seeds. Taiwan potato seed experts will be sent to Honduras to conduct a review and offer suggestions on healthy seed potato production techniques and the virus detection process. It is anticipated that by the end of the project, Honduras will be able to satisfy 75 percent of its healthy seed potato needs, raising domestic potato production capacity and improving its competitiveness.



## Case Study 2

El Salvador

### One Town, One Product Project (ceramic miniature)



El Salvador, our partner country in Central America, already has a foundation in agriculture, handicrafts, and economic and trade development, but the lack of a development model through which to form industrial clusters, and the lack of integration of public sector resources, have led to a slowdown in economic growth and unrelenting high unemployment. As some regions of El Salvador rely on handicrafts as their principal economic activity, there is potential for mass employment.

To help boost its economic growth and increase local employment opportunities, Taiwan has been cooperating with the government of El Salvador in carrying out the One Town, One Product (OTOP) Project. This project focuses on helping Salvadoran authorities develop industrial mentoring mechanisms and associated operating processes to raise its capacity to develop industries with local characteristics, thereby generating revenue and improving local economic growth.

#### **Creating a Joint Industrial, Public and Academic Consultation Platform, Establishing a Sustainable Development Industrial Model**

The project relies primarily on the use of Taiwan's experience and success in promoting industries with local characteristics to assist El Salvador in developing an OTOP consultation platform that joins the resources of the industrial, public and academic sectors. The project

involves the introduction of innovative mentoring mechanisms related to the industrial value chain, with consultation policies, resource integration, and the transition of ceramic products to enhance their market value as the focus for capacity building. Moreover, through innovative design, improvement in materials technology, introduction of ceramic glaze firing technique, improved product packaging, and linkage to the OTOP market channel system in combination with important tourist marketing plans, the project has assisted with the vertical integration of upstream and downstream development of the Salvadoran ceramic industry.

During project implementation, we provided guidance by introducing Taiwan's OTOP three-level development model for distinctive local industries: "industry consultation," "market channel development orientation" and "operations management," combining these with five aspects: consulting on OTOP development policies, strengthening organizational development, focusing on personnel training, promoting bilateral cooperation between Taiwanese and Salvadoran industries so as to enhance industrial development models, and expanding sales markets.

To date, the project has helped El Salvador to complete plans for the



mentoring mechanisms for industries with local characteristics, integrate the ceramics industry value chain, set up an association jointly covering ceramics production and tourism activities, and conducted technical training for various

fields of OTOP competitions. In addition, the project has provided capacity building in management skills of the industries with local characteristics consultation platform for four personnel of the cooperative agency and trained 20 key personnel, establishing a pool of human resources required to achieve sustainable project operations. Current progress of the project has already received high praise from the President of El Salvador, as well as the recognition of the government and localities.

With the continued cooperation between Taiwan and El Salvador in the implementation of this project, it is anticipated that the local enterprises receiving guidance can increase their average sales by more than 10 percent. El Salvador will then be able to make use of the mentoring mechanisms and consultation platform created for the project to independently operate and promote the development of local industries, create employment opportunities and increase the ceramics industry value chain and the income of those who work in this industry.

## Case Study 3

Paraguay

### Pacu Fingerling Breeding and Cultivation Project



Located in South America, our partner country Paraguay is a landlocked nation with few rivers and a lack of aquatic resources; the majority of aquaculture-based products must be imported. Of these, pacu is an important aquaculture consumer product for Paraguayans and currently the second most important product of the aquaculture industry, with an annual production worth US\$3.66 million. However, the country has been forced to import fry from Brazil and Argentina for many years because it lacks its own fingerling breeding technologies.

As such, Paraguay has for many years been actively engaged in the artificial reproduction of pacu, and with the assistance of Japan and other countries, has run pilot programs—but these programs have not been successful. The National University of Asunción (Paraguay) has also conducted several breeding trials but has been unable to break through the technology bottleneck.

#### Creating Artificial Fry Reproduction Techniques, Developing the Pacu Industry

To assist Paraguay develop the pacu industry and increase local earnings, the governments of Taiwan and Paraguay have jointly been implementing this project since September 2014. Based on Taiwan's experience and success in aquaculture, excellent techniques for fry reproduction, acclimation and feed preparation were introduced to help Paraguay break through the

bottleneck in artificial fish breeding technologies, establishing pacu fingerling breeding techniques and building capacity in breeding and management.

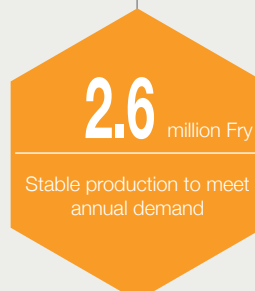
From its implementation in November 2014 to date, 276 pacu brood fish were purchased in this project for breeding, 230 broods were selected and 100,000 fry were successfully propagated. This year, the laboratory formally launched the automated fry production system for large-scale artificial breeding.

For pacu breeding in Paraguay, this has been a totally unprecedented development and has provided an innovative technology for artificial fish breeding.

In addition, to enhance aid effectiveness and project sustainability, we have actively trained cooperating personnel's capacity in the planning, setup and management of hatchery, and have also conducted breeding workshops and seed teacher training to build up pacu breeding technologies for the government officials and farmers of Paraguay.

With continued cooperation between Taiwan and Paraguay in the implementation of this project, it is anticipated that by the end of the project, Paraguay will be able to produce on its own over 30 percent of the country's need for fish fry. As well, technology transfer will

enable local production to reach 2,600,000 pacu fry to develop the pacu industry, consolidate the domestic consumer market and the price of the species, and raise local earnings.



Guatemala

## Bamboo Industries Project



The TaiwanICDF has cooperated with the government of Guatemala in implementing projects promoting bamboo crafts technology for many years, cultivating much talent in this field and promoting the production and sales of local bamboo craft items. Nevertheless, product development and manufacture remain confined primarily to small-scale production by individual artisans or microenterprises, who are part of the dispersed distribution processing and manufacturing model, incapable of effectively integrating into industrial clusters. The result of this is that technological development and industrial upgrading have stagnated.

To increase the effectiveness of bamboo craft projects, in 2013, Taiwan elaborated a cooperation project with the Ministry of Agriculture, Livestock and Food of Guatemala for carrying out a bamboo industries project to assist Guatemala in developing a comprehensive bamboo industry framework and industry chain to stimulate local economic activity. Additionally, the project promoted large-scale commercial bamboo afforestation, thereby increasing bamboo resources and solving the issues of damages to the natural vegetation.

This project intended to promote a production and management model of bamboo for commercial use and extensive afforestation to increase the

stable supply and quality control of the material. At the same time, exchanges on product innovation and development, and consultations regarding manufacturing efficiency were held to improve the productive capacity and earnings of microenterprises, and promote the sustainable development of local industries.

### Increased Bamboo Supply Helps Raise Product Quality and Profit

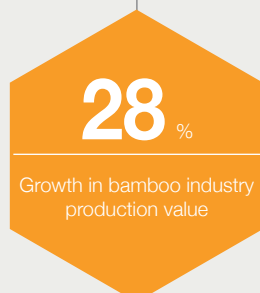
Since its implementation in January 2014, the project has seen 50 hectares of newly planted bamboo for commercial use, and assisted in the commercialized production of 326 hectares of existing bamboo, effectively increasing the supply of bamboo.

As well, diagnostic data for bamboo businesses were completed and a guidance strategy formulated to improve the competitiveness of the bamboo industry. Moreover, training courses on bamboo products, product exhibitions, and investment promotional activities and seminars were held, all aimed at raising the understanding of bamboo and the techniques needed for its commercial production among manufacturers, and at improving product quality and profit margins.

During the next phase of the project, we will continue to increase the supply of high-quality

bamboo. We will also strengthen manufacturers' technical capacity and industry competitiveness, and integrate existing resources. In addition, we will adopt a highly specialized approach to division of labor to move crafts products toward commercialized production, improve profit margins and provide operational advantages in the market place.

In the face of global competition, this project is expected to help Guatemala enhance the diversity of bamboo application, increase the added value for bamboo products, and strengthen the profitability of the industry.



## Case Study 5

### Central America Student Loan Project



According to the UN, many countries regard technical and vocational education and training (TVET) as a solution to their development problems and encourage young people and women to undergo technical and vocational education or training in order to inject new life into social and economic development.

In Central America, development activities have resulted in economic and social inequalities that have hindered the fostering of human capital. Meanwhile, due to the constraints of traditional concepts of education, limited household finances among the economically disadvantaged groups and limited financial resources of local governments, government policies on schooling and training have been ineffective. To solve this problem, the TaiwanICDF and the Central American Bank for Economic Integration (CABEI) signed a loan and technical assistance agreement in 2008 to introduce funds and new financial products to the area, so that people with growth potential and those who are open to education and training could, via the CABEI financing network, obtain the loan they needed for education and learn new skills for the employment market. After graduation, those who received proper training would be in a position to get better employment opportunities, hence improving household income.

Under this project, the TaiwanICDF first provided a loan to CABEI to

jointly establish the "Technological and Vocational Education and Training Student Loan Fund." By using the re-lending approach via banks and financial institutions with a long history of cooperation with CABEI, together the two provide loans to students enrolled in technical and vocational schools or vocational training centers. Only after graduation would a portion of the student's monthly salary be deducted to repay the loan.

#### Using an Innovative Approach to Foster Quality Talent

Student loan in Central America is a relatively new financial product and still in its initial phase. In order to encourage financial institutions to participate in the project, specialists were hired to communicate with financial institutions and promotional activities were also held on a regular basis. Currently there are five commercial banks in Central America participating in the project. This well-received project has proven to be a success with a surging number of loan applicants in recent years. Some countries have even begun to use their own funds to duplicate the project model, adapting it to the characteristics of different education systems to create tailor-made student loan programs.

To enable the participating schools in this project to provide

high-quality educational environment and curriculum, the TaiwanICDF also provides technical assistance fund to the schools that show potential for development, to update curriculum and train teachers. Currently there are 19 schools participating in this project.

The Student Loan Project is expected to have an invigorating effect on Central America. Students who are determined to learn will be enabled to have a fair opportunity to receive affordable quality education.

55%

Growth of students benefiting from project

## The Caribbean

We have six partner nations in the Caribbean, including St. Vincent and the Grenadines, St. Lucia, St. Kitts and Nevis, the Dominican Republic, and Haiti. Among the countries, Haiti has a high proportion of laboring population in agriculture, and the remaining nations' economic activities are primarily based on tourism. The overall economy of the Caribbean region consists of small island economies that rely on imports for most of their products. Therefore, our main strategy for cooperation in this region is to reduce production costs and to encourage local production and consumption.

To lower production costs and boost local production, we launched the Les Cayes Cereal Crops Development Project in Haiti and the Vegetable, Fruit and Upland Crop Quality and Safety Improvement Project in St. Kitts and Nevis. We believe we can improve our partner nations' overall agricultural production through seed purification, introduction of higher quality varieties, and building capacity in disease prevention of fruits, vegetables and grain crops, and in pesticide residue inspection.

Furthermore, in response to the needs of partner governments to

improve administrative effectiveness, our priorities in this region include advancing ICT and its applications in these countries. For example, in the ICT Technical Cooperation Project (St. Vincent and the Grenadines), we are working on planning and building the country's e-government development strategy, and through systematic personnel training, we are helping the country's ICT technicians to build the capacity required for the development.



Brimstone Hill Fortress National Park, a world heritage site in St. Kitts and Nevis.

## Case Study 1

### St. Vincent and the Grenadines ICT Technical Cooperation Project



The biennial UN E-Government Survey points out that online service in St. Vincent and the Grenadines (SVG) lags behind other Caribbean island countries, and the poorly developed system makes it impossible for the public to gain access to government information through a convenient network.

The St. Vincent Information Technology Service Department (ITSD), a division under the Ministry of Foreign Affairs, Foreign Trade and Commerce and Information Technology, is primarily responsible for planning the country's ICT blueprint and training associated personnel. However, the department lacks both hardware and human resources and is incapable of developing a comprehensive, systematic and structured technology. For this reason, SVG expressed the nation's need to plan an SVG E-Government Center by drawing on Taiwan's very successful experience in this area, and, at the same time, to arrange relevant training courses and human resource development to narrow the country's digital divide.

#### **Establishing an SVG E-Government Center as an Important Base for Capacity Building**

To assist the country in creating an e-government development strategy plan, we planned the SVG E-Government Center as the focal point for the development of e-government. In addition, we will complete a comprehensive report on

the nation's government network service survey and overall development plan of a national e-government strategy, which will be submitted to the government as a blueprint for the future ICT development in the country. The report will include surveys on the current status of network services and ICT in SVG, as well as an appraisal and analysis of the government network framework.

Since the project's implementation in January 2011, the establishment of a National ICT Center has been completed and the International Information Security Standard (ISO27001: 2013) has been achieved. Standard procedures and control mechanisms for workflow have been set up to reduce operational error rates.

The project also assisted in setting up e-government systems such as an "SVG Government System Single Sign-on Service Platform," "SVG G-Cloud: Cloud Storage Service," "E-government Center Asset Management System," "SVG Government e-Archiving System," and an "SVG Government National/ Intranet Portal." This will significantly increase the government's information transparency and administrative efficiency. In personnel training, we conducted courses on software such as Java, CCNA, Linux, PHP, as well as information security, greatly enhancing the professional

200

People receiving professional education training annually

competence of SVG technicians in the information and communications field.

As the initial step in St. Vincent and the Grenadines' development of e-government, the outcomes of this project in every area

have thus far received enthusiastic approval of our partner country. Under the development strategy of the ICT center, we anticipate that this base can be expanded to other government departments so that information of all government agencies and offices can be integrated and transmission improved, thereby continuing to raise overall government information efficiency.

Haiti

## Les Cayes Cereal Crops Development Project



Since riots broke out in Haiti in 2008 as a result of the global food price crisis, the government began to pay attention to the issue of food security. The Haitian government proposed an agricultural cooperative project to improve crop varieties and rice seed production in hopes that improving seed quality and cultivation techniques would gradually lead to an increase in agricultural production levels.

The crop seeds used in Haiti—rice, black beans, maize—are mostly endemic varieties that have been used for decades. Although these varieties are acclimated to the local climate, there is the risk that they are infected with bacteria and weed seeds, leading to varying quality. This can, in fact, end up producing irregular crops, resulting in worsening yields as years go on, thereby affecting earnings and quality of the harvest.

### Use Healthy Local Seeds and Introduce New Varieties

To solve this long-standing problem, in addition to cooperating with the Haitian agricultural experiment unit and assisting them in capacity building, the project aims to implement seed variety purification and introduce high-quality seed varieties. The main contents of the project include:

1. Directly produce foundation seeds from the Levy experiment field in order to guarantee the quality of upstream seeds. After harvest, directly provide to seed farmers

in the agricultural extension areas for production.

2. Guide contract farmers engaged in the production of foundation seeds and use these seeds for commercial paddy rice production.
3. Purify local seeds to maintain their quality crop characteristics and select seeds that meet market needs.
4. Regularly conduct training activities, introduce advanced concepts of farming techniques and post-harvest processing to farmers, and promote optimum cultivation methods through open competition.

Since its implementation in 2013, the project's biggest innovation this year was the introduction of 16 maize varieties developed by the International Maize and Wheat Improvement Center (CIMMYT) and a survey on their suitability for Haiti's various climate and soil conditions. Many of these varieties were discovered to hold great promise for raising seed quality levels.

In addition, with joint efforts of Taiwan and Haitian technicians, new cultivation techniques have also gradually gained the trust of local farmers. Not only did local yields increase, farmers' profits also rose. As an example, traditional maize farmers using the traditional growing method with no fertilizers or pesticides and without row spacing produced 800



kg of corn per hectare; those who knew how to timely apply agricultural materials produced about 1,800 kg per hectare. In contrast, farmers who had received training and were willing to adhere to seasonal planting schedules

and cultivation techniques saw results far superior to the previous two, significantly increasing yields and producing 2,400 kg of corn per hectare.

With the assistance of this project, if Haiti can continue investing in research and orient itself toward a development goal of germplasm collection, new seed variety selection, and researching new cultivation techniques, the country will effectively safeguard local food security and improve agricultural competitiveness.



St. Kitts and Nevis

## Vegetable, Fruit and Upland Crop Quality and Safety Improvement Project



Since 2005, St. Kitts and Nevis has combined the agriculture industry with tourism in hopes that the tourist industry will become an engine for economic development. However, restricted by a single crop agricultural structure, farmers rely on a limited selection of expensive imported fertilizers and lack for concepts and techniques associated with the use of fertilizers and safe application of pesticides. In addition, there is no harvest data monitoring and no pre-market pesticide residue detection system. This has led to the need to import more than a US\$40 million worth of agricultural products every year to supply the needs of tourist hotels and supermarket chain stores.

To solve this long-standing problem, the government of St. Kitts and Nevis proposed this project, hoping that it could help raise agricultural yields and quality, and thereby improve the agriculture industry and reduce the foreign exchange losses from agricultural imports.

### The First Rapid Pesticide Residue Detection System in the Caribbean

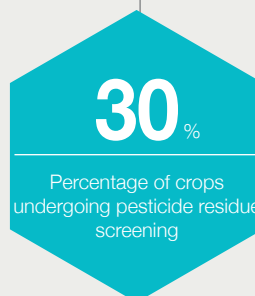
To guarantee agricultural safety, this project draws inspiration from Good Agricultural Practices (GAP) and first introduced Taiwan's Rapid Bioassay for Pesticide Residues (RBPR) technology and Vegetable and Fruit Safety Mark standards to help St. Kitts and Nevis create a rapid pesticide residue detection system. This would be a first for the

Caribbean region and of landmark significance. Secondly, the project promoted an understanding of Integrated Pest Management (IPM), carrying out environmentally friendly field management. In addition, the project enhanced agricultural crop quality and stabilized crop yields, crop varieties and crop supply through water resource management, improved soil analysis, promotion of compost making, and the rational application of fertilizers.

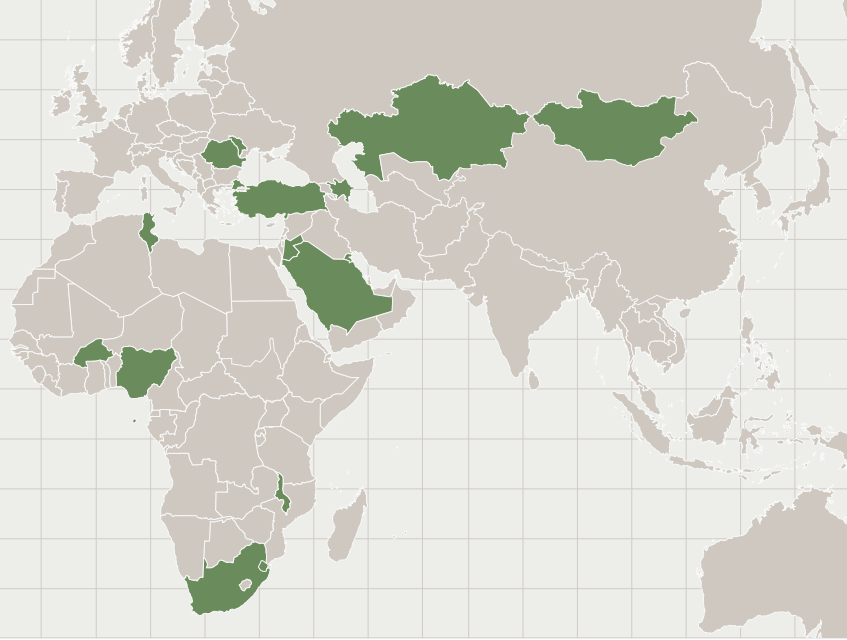
The laboratory for soil fertility analysis and RBPR were put into operation in July 2015. The government of St. Kitts and Nevis has promoted legislation for the Vegetable and Fruit Safety Mark by setting up a demonstration farmers' organization and conducting project briefings to increase farmers' willingness to participate and increase confidence among distributors and consumers, as well as popularized a mark certification system. In addition, the project has built a compost demonstration site and composting stations for farmers, begun compost-making and fertilizing experiments, and collected the relevant data for cost-effectiveness analysis.

Following the promotion of the Vegetable and Fruit Safety Mark, farmers will get in the habit of recording the kind of pesticide they are using, frequency of use, and time of last pesticide use. During the twice

weekly field inspection visits, the project team and St. Kitts and Nevis agriculture extension personnel will help farmers to identify various plant diseases and insect pest damage, make on-site diagnoses and provide suggestions on prevention and cure. In this way, farmers can accumulate firsthand information and control the outbreak of disease and pest damage to facilitate the comprehensive promotion of a traceability system in the future. It is anticipated that 30 percent of local fruits, vegetables and upland crops will be screened for pesticides prior to reaching the market, and farmers who have received guidance will see an average of 10 percent growth in per-unit area crop yields.



## Africa and Western Asia



The TaiwanICDF is working with three partner countries in the African region, including Swaziland, Burkina Faso, and São Tomé and Príncipe. According to the World Economic Forum's classification in the "Africa Competitiveness Report 2015," Swaziland is a middle-income economy, Burkina Faso is a non-fragile low-income economy, and São Tomé and Príncipe is a small island nation. Although the three countries vary greatly in population and geographical location, they all face the challenges of industrial restructuring, lack of medical and

public health resources, and climate change. Therefore, our current development strategy in Africa is to simultaneously enhance the competitiveness of the agricultural sector, strengthen the public health care system, and optimize human resources, in order to assist the partner countries in building the basic capacity required for development.

In Swaziland, for instance, nearly 70 percent of the population is engaged in subsistence farming, and nearly 70 percent of their output values come from the sugar industry. However, the agricultural output

value accounts for only 9 percent of GDP and the country still needs to import food from South Africa on a yearly basis. This indicates that the agricultural sector's productive potential has not been fully realized, and farming is highly concentrated in a single cash crop. To address this situation, the TaiwanICDF is implementing the Fruit Tree Production and Marketing Project in conjunction with the Lower Usuthu Smallholder Irrigation Project to help farmer groups build agribusiness organizations and encourage development of the fruit industry, thereby enhancing crop diversity and improving the economy of the rural areas.

The TaiwanICDF's principal partner countries in Western Asia include Saudi Arabia and Bahrain. Given the deteriorating social and environmental problems in the region due to economic development and urbanization, we focus our efforts in this region on reducing the urban population's impact on the environment and on the ability to adapt to environmental changes. For example, we offer joint loans in the Green Energy Special Fund: Greater Amman Municipality (GAM) Solid Waste Project in Jordan, in cooperation with the European Bank for Reconstruction and Development (EBRD), to help Jordan develop a more sustainable model of processing solid waste and orient the country toward sustainable development.



A street in Bagré, Burkina Faso.

## Case Study 1

### São Tomé and Príncipe Food Crops Development Project



According to UN statistics, some 37.8 percent of the population of São Tomé and Príncipe live below the poverty level, while 15.1 percent live in extreme poverty. About 40 percent of all food rely on imports and 22 percent of the population live in a state of food insecurity. For this reason, since 2010, the African Development Bank has defined São Tomé and Príncipe as a fragile state and has made building public administration capacity and improving food security the focus for the country's 2012 to 2016 Country Strategy. After discussions with the São Tomé Agriculture Division, it was decided to assist the country's rural areas develop production for traditional starch crops like maize, cassava, taro, and sweet potatoes and increase rural food self-sufficiency. At the same time, soybeans were introduced to increase the population's intake of vegetarian protein.

#### Improve Seed Quality and Promote Sustainable Agriculture

To coordinate with the Country Strategy of São Tomé and Príncipe, the project was divided into three major elements:

1. Increase the capacity of São Tomé and Príncipe Centro de Investigação Agronómica e Tecnológica (CIAT) to produce high-quality food crop seeds (seedlings) and by introducing outside high-quality seed varieties to match these, raise the overall

production capacity for food crops.

2. Cooperate with São Tomé and Príncipe agricultural extension departments to extend planting of food crops in suitable soils by 700 hectares, reclaim 120 hectares of arable land, and teach farmers how to use agricultural waste to make compost, raising land-use efficiency and increasing crop yields. It is anticipated that by the end of this project, food crop production in São Tomé and Príncipe could increase by 3,214 tons annually.
3. To consolidate the improved crop production capacity resulting from this project, this year the Penha Agricultural Center has been brought in to help production and marketing groups consult with agents to conduct wholesale marketing. Also, Taiwan's experience in developing agro-marketing has been introduced and a farmers' market is held regularly to strengthen direct ties between producers and consumers and raise farmers' earnings.

This project has been in operation for four years since its inception in 2012. With this project's guidance, CIAT has now set up a seed (seedling) nursery and built a foundation for the production of high-quality seeds (seedlings). In terms of increased food production,

crop areas have been extended: maize to 325 hectares, cassava to 100 hectares, taro to 40 hectares, sweet potatoes to 23 hectares, and soybeans to 70 hectares. Fourteen simple compost-making sites have been built, yielding 4,260 tons of fertilizers.

In the future, the Penha Agricultural Center will be expanded into a marketing center and wholesale produce market, and the production and marketing groups from various regions who took part in consultations will function as nodes in the production and marketing network, and gradually build a solid market transaction system and optimized farmers' organizations. Ultimately, the project aims to develop sustainable agriculture and lessen reliance on imports, achieving the goal of eliminating rural hunger and poverty.

60%

Estimated rise in per unit area of maize yields

Burkina Faso

**Vocational Training Technical Assistance Project**



The primary sector of Burkina Faso, our ally country, consists of agriculture and animal husbandry. Although some 80 percent of the population is engaged in either of these, productivity in both sectors is too low and the country lacks a foundation for the manufacturing or service industry, which has left many young people with no choice but to emigrate to neighboring countries to seek a livelihood. Because the country lacks educational resources, most of these migrant workers lack technical skills and can only find low-paying, non-technical jobs. To solve this structural problem, Taiwan accepted Burkina Faso's request to jointly draw up a blueprint for vocational training that would assist the country to develop the technical labor force required for national development, so that Burkina Faso can transition smoothly from an economy mainly based on the primary sector to that of a developing country with the fundamental industries.

**Training of Local Instructors, Establishment of National Vocational Training Center**

To develop human resources with technical skills for different industries and regions, this project's curriculum designs were based on the distinguishing economic activities and industrial development potential of individual regions to select 13 regional vocational training centers and three high schools as regional educational centers. Different training courses were designed along with the educational machinery and

equipment. National demonstration-based vocational training centers and an industrial vocational training center were established in Ziniare and Bobo-Dioulasso, respectively, to serve as the base for national vocational instructor training and develop talents with mid- to high technical skills. Also, the TaiwanICDF sent specialists to help in planning the structure and model of teaching materials and to strengthen the credibility of the skills certification system. These were complemented by a cooperative industry/academic joint training mechanism to meet the human resource needs of industrial development, improving students' employment rate.

The outcomes for this project for 2015 include:

1. Actively trained local lecturers: this year, advanced training classes designed specifically for vocational teachers in Burkina Faso were held in eight categories of profession. Classes in woodworking and construction were, for the first time, led and taught by Burkina Faso trainers.
2. Improved hardware equipment: completed specifications and purchase of equipment for the Bobo-Dioulasso national industrial vocational training center and four regional vocational training centers.
3. Successfully increased trainee/

student employment rate: the Ziniare demonstration-based vocational training center has completed three pre-employment training classes with a total of 864 graduates. The employment rate of the first two classes was 70 and 77 percent, respectively, a remarkable outcome.

Overall, this project is expected to raise the quality of the technical and vocational training system in Burkina Faso through updating and upgrading hardware equipment, as well as by improving lecturers' ability in advanced training program and

localized vocational training modules. These are complemented by a host of supporting methods such as skills competition and technician certification, introduction of a cooperative industry/academic joint training mechanism, and career guidance and business consultation services. All

these actions are intended to ensure that the technical and vocational training system in Burkina Faso can meet the needs of human resources for national and social development, and facilitate trainees' entry into the labor market and improve both their own and their family's livelihoods, so the youth population of the country becomes the key driving force for national and social development.



## Case Study 3

Southern Africa

### Strengthening the Management of HIV/AIDS, Tuberculosis and Hypertension among Mobile Populations Project



HIV/AIDS, tuberculosis and hypertension are major challenges to healthcare development in the African region. These diseases all share the common point that patients must be regularly tracked to ensure they take medicine on a regular basis or complete the course of treatment, to control the disease and have the effects of medication.

To solve the problem of continuing high treatment default rate in southern Africa for HIV/AIDS, tuberculosis and hypertension patients, the TaiwanICDF is drawing on Taiwan's experience in individual-case management, long-term tracking and excellent care in communicable and non-communicable diseases, and working with Luke International (LIN) to jointly implement this project. LIN has had many years of experience working in Africa and has a very close cooperative relationship with the Pingtung Christian Hospital in Taiwan.

#### **Integrate Medical Information, Improve Follow-up Tracking**

The goal of this project is to effectively reduce treatment default rate in southern African (South Africa and Malawi) government-partnered hospitals among in-patient mobile populations and those suffering from HIV/AIDS, tuberculosis and hypertension.

Planned as a three-year program, the project started in 2014 and includes the following main tasks:

1. Strengthen and integrate the health management information systems

(HMIS) in three districts of two countries within the south African region.

2. Provide services and information to mobile populations.
3. Build capacity for tracking mobile populations and creating a care network.
4. Advocate health promotion issues among cross-border patients and mobile populations.

In 2015, in line with a previously set objective, a mobile PACS system was introduced into two district hospitals in Malawi, and cooperating hospitals continued to receive assistance to complete subsequent system troubleshooting and work optimization.

In addition to printing and disseminating more than 40,000 copies of health education pamphlets, in capacity building the project also brought a number of system engineers, radiologists and HMIS managers to Taiwan for training, and local training workshops were held for system users. With regard to cross-border patients and health promotion issues, a regional forum was held and a cross-section epidemiological research report on the Malawi mobile population was completed and presented to the Southern African Development Community (SADC) for its reference.

According to the findings of our supervision mission conducted this

year, project activities have by and large followed the original planning. The health information system with its improvement and integration has already demonstrated effectiveness and is in line with Malawi's policy development. It is anticipated that the expected outcomes will be achieved when the project comes to an end.

20%

Estimated reduction in default rate in relation to baseline value

## Green Energy Special Fund GAM Solid Waste Project



The population of the Greater Amman Municipality (GAM) is expected to double by 2025 due to rapid population growth and the refugee influx from Syria and Iraq. As a result, waste management has become an extremely urgent issue.

Jordan has insufficient waste management planning, and so to solve the resulting environmental and health issues created by burning or dumping waste, the TaiwanICDF has cooperated with the European Bank for Reconstruction and Development (EBRD) through the Green Energy Special Fund (GESF) to introduce modern solid waste treatment technology with sustainable energy elements. The TaiwanICDF is co-financing a loan with the EBRD to the GAM to construct a landfill gas (LFG) recovery system at the Al Ghabawi solid waste landfill facility.

### Strengthen Waste Management Efficiency, Turning Trash into Cash

This is the first cooperation project on sustainable resources between the EBRD and the TaiwanICDF in the southern and eastern Mediterranean region. The agreement was signed in May 2015 at the EBRD's annual meeting, with the TaiwanICDF providing up to US\$ 5 million and the EBRD providing up to US\$ 13 million in funding.

The electricity generated from the LFG system introduced by the project will be delivered to the national grid, reducing the dependency on imported fuel while resulting in less

greenhouse gas emission to the extent of nearly 150,000 tons CO<sub>2</sub> equivalent annually.

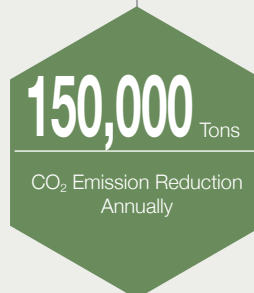
The mayor of Amman, Aquel Biltaji, used the phrase "turn trash into cash" to describe this pioneering undertaking of using landfill gas to generate energy in Jordan. The timely investment of this project has allowed the GAM to turn trash into cash and, as a result, the municipality has expressed its gratitude for the support from the TaiwanICDF and the EBRD.

The GESF was established in 2011 with a contribution of US\$ 80 million from the TaiwanICDF, with the aim to promote green technologies. The GESF encourages green energy and energy-efficient municipal infrastructure through concessional financing. The concessionality is determined according to the volume of CO<sub>2</sub> expected to be reduced by the project considered, therefore providing an incentive for municipalities to choose higher-cost but highly efficient green energy technologies.

The GESF has supported LED lighting projects and small-scale hydro turbines in Moldova, Romania and Kazakhstan. Moreover, in view of Taiwan's strengths in green technologies, the EBRD has contracted Taiwanese consultants to provide technical assistance services

in a couple of these projects to ensure effective implementation.

Through cooperation with the EBRD with both financing and technology support, Taiwan is able to help promote greener municipal development in the EBRD's countries of operation.



Swaziland

**Lower Usuthu Smallholder Irrigation Project**



Southeast Swaziland is the country's driest region, where there is a severe water shortage both for agricultural and household use. For this reason, in 2000, the Swaziland government held an international conference seeking financial support in the Lower Usuthu Smallholder Irrigation Project (LUSIP) from multilateral and bilateral development institutions. The following year, the country invited Taiwan to participate in the financing of the project.

This project is designed to be implemented in two phases. During the first phase (Phase I), infrastructure including three dams and water supply systems are to be built and 6,500 hectares of irrigated land are to be developed, while during the second phase (Phase II), an additional 5,000 hectares will be developed. The goal of the project is to alleviate poverty and improve living standards of the communities in the Lower Usuthu Basin, one of the poorest regions in the country, through commercialization and intensification of irrigated agriculture. By building infrastructure such as irrigation systems and farm roads, production conditions in agriculture will be improved. Local subsistence smallholder farmers will receive technical support and training to transform themselves into small-scale commercial producers and increase household income, and safe drinking water and public health and sanitation facilities will improve living conditions and ensure the health of the rural population.

**Financing Both Infrastructure and Technology for Agriculture**

Phase I of the project began in 2003 with an overall expenditure of US\$ 287 million and a total of eight international development financiers, including the TaiwanICDF which provided a US\$ 5 million loan for construction of infrastructure. By the end of March 2015, all irrigation work were completed and 3,553 hectares were developed for agricultural production against the target of 6,500.

As for agricultural outputs achieved in Phase I, more than 80 farmer companies have been registered. Some of these have already commercially produced crops or invested in pig raising. In terms of environmental mitigation components, consultations were held with local communities regarding a comprehensive management plan for resettlement and environmental management, and measures were explored on sustainable land management practices. In addition, provision of water purification systems and the construction of pit latrines have increased access to improved drinking water and sanitation for around 20,000 people.

Besides financing construction, the TaiwanICDF cooperated with the Swaziland government in 2012 to provide loans to local farmer

companies through the Swaziland Development Finance Corporation (FINCORP). Furthermore, as the civil work of Phase I work neared completion, the government requested experts of the Taiwan Technical Mission in Swaziland to provide guidance on crop planting to help diversify agricultural production. In line with the Ministry of Agriculture's action plan, a Fruit Tree Production and Marketing Project will be implemented in 2016 in this area.

As this is a major national infrastructure project for Swaziland, to increase its overall effectiveness, the government once more convened a donors' conference in 2014 and expanded the original Phase II target of 5,000 hectares to 9,000 hectares of land to be developed. In view of this, in February 2015, the TaiwanICDF participated in a joint preparatory mission with other development financial institutions and provided technical suggestions regarding water availability for the entire project area, water supply efficiency, water use management, construction work, and crop diversity. When the government of Swaziland completes the preparatory work including detailed design and assessment of environmental and social impacts, the TaiwanICDF will then assess the feasibility of financing the extended Phase II of this project.



## Asia Pacific

The TaiwanICDF's main partner countries in the Pacific region include Nauru, Tuvalu, Kiribati, the Marshall Islands, the Solomon Islands, Palau, Fiji and Papua New Guinea. Of these, Nauru, Tuvalu, Kiribati, the Marshall Islands, the Solomon Islands, and Palau are considered fragile states by the Organisation for Economic Cooperation and Development (OECD). The strategy adopted by the TaiwanICDF in this region focuses on reducing poverty, promoting economic development and increasing employment opportunities.

Given that most fragile states lack

resources and skilled human capital are limited, our approach in this region concentrates on promoting production projects and capacity building that meet the partner countries' needs. For example, when planning the Integrated Hog-raising Project (Solomon Islands) and the Vocational Training Project for Youth in the Pacific, we took into account the partner countries' development needs, environmental conditions and labor market demand.

In Southeast Asia, our main partner countries are Thailand, Indonesia and Myanmar. Economically, the countries have risen to become

middle-income countries. However, unbalanced regional economic development has resulted in significant gaps in these countries' levels of development, and both the number of people living in poverty and the percentage of population engaged in vulnerable employment are high, which are problematic for future development. Therefore, the TaiwanICDF's primary strategy in the region is to strengthen technical cooperation and supplement this by providing the funds needed to further the effectiveness of the implemented projects.



A village in Guadalcanal, the Solomon Islands.



Thailand

## Pathology Prevention and Control of Citrus and Passion Fruit Project in Royal Project Foundation



The Thai government has been committed to counseling farmers in northern Thailand to engage in agricultural activities and reduce opium poppy cultivation. On November 6, 2010, the Royal Project Foundation (RPF) and the TaiwanICDF signed an agricultural technical cooperation agreement and began to carry out the first phase (2011-2013) of the agricultural technical cooperation project. Since then, the RPF, founded by the royal family, and Taiwan began to expand the exchange of agricultural technologies, assisting the Foundation in planting key crops and raising the technical skills of northern Thai farmers through extension and consultation work.

Focusing on the problem of plant diseases discovered during the first phase of the project and selecting citrus and passion fruit as extension crops based on market demand, the Thai government proposed a second phase (2014-2016) to the agricultural technical cooperation project.

Due to the lack of a healthy seedling management system and disease detection technology, the Foundation had been unable to effectively help farmers prevent and control pests and diseases, and improve their yields. As a result, farmers had been unable to increase their incomes and therefore had had no incentive or intention to invest in

healthy seedlings, thus creating a vicious circle.

### Propagating Healthy Seedlings, Improving Pest Control Techniques

To improve the livelihood of northern farmers, the main content and objectives of the project are as follows:

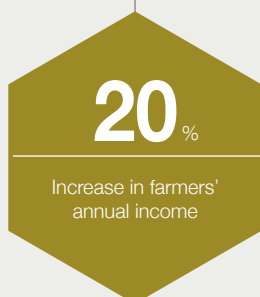
1. Assist in establishing a healthy seedling propagation system for citrus and passion fruit, and provide farmers with a reliable supply of the seedlings they need for cultivation.
2. Research and develop biopesticides and improve integrated pest management techniques, effectively helping to reduce losses through the control of insect pests and diseases.
3. Enhance the technical capacity of RPF personnel so that they can effectively guide farmers to improve their cultivation techniques.

To date, the project has produced 66,516 virus-free Tainung No. 1 passion fruit grafted seedlings that were delivered to local farmers to replace diseased plants, which increased passion fruit production and farmers' income.

In addition, RPF workstations have been guided in the production of biopesticides to control passion fruit diseases and reduce losses. It is expected that passion fruit and

citrus farmers who have received guidance will see an average increase in their annual income by 20 percent. The ratio of virus-free seedlings used for replacement has reached 50 percent.

In addition, we also sent out experts from time to time to conduct on-site visits to determine the effectiveness of Thailand's capacity to control citrus and passion fruit diseases and insect pests. As well, we organized 16 workshops aimed at project extension staff to improve their skills, which they can then pass on to local farmers.



## Case Study 2

Solomon Islands

### Integrated Hog-raising Project



Hog-raising is one of the traditional industries in the Solomon Islands and pigs serve as an object for barter, reward or prize, gift, and as dishes in banquets. Pork is also an important source of protein for the islanders. The main challenge currently facing the pork industry is that the techniques used by pig farmers living in rural areas are relatively underdeveloped, the feed conversion rate (FCR) is low and the growth rate is slow. The economic effectiveness of hog-raising is low and it is impossible to meet the public demand for pork.

The Solomon Ministry of Agriculture and Livestock (MAL) therefore requested our assistance to increase local pig production. Following an analysis based on collected data and on-site inspections, it was observed that the reason for the insufficiency of pork was a lack of piglet breeding operations on the Solomon Islands' outer islands, a lack of veterinary quarantine officers and poor hog-raising skills, thus leading to slow growth rate of pig stocks.

For this reason, the project focused on providing a stable source of breeding pigs and piglets, combining this with nutrient management, infectious disease control guidance and related technical education training to raise the level of pig breeding techniques and establish a healthy brood pig management system to assist the development of the industry.

#### Breeding the First Generation of Improved Brood Pigs, Providing Stable Supply of Top Quality Piglets

From 2004 to 2014, the Taiwan Technical Mission in the Solomon Islands implemented the Hog-raising Project, working on making adaptive improvements to pig breeding, propagation and extension. This was supplemented by small-scale biogas facilities, self-mixed feed formula, as well as related management technique demonstrations and education and training. This year, the Integrated Hog-raising Project will be continued and expand upon the outcomes of the first phase. It will broaden the previous project's scope to include the outer islands of the Solomon Islands in hopes of improving pig supply. To date, the following activities have been completed:

1. Produced 1,381 piglets, enabling a steady supply to the public.
2. Provided counseling to 70 farmers, improving farmer breeding techniques.
3. Trained two technical interns, building specialized human resources in livestock.
4. Maintained guidance for feed formula to make five tons, providing a feed source with sufficient nutritional value.

In addition, in this year, a first-generation improved pig has been

bred and named "SOLROC No. 1." This breed has the advantage of being a large, fast grower and fairly well adapted to the local feed environment. It has great potential for development.

This project will continue to improve the local breed as the situation allows. It will bring Taiwan's advanced breeding techniques to the Solomon Islands, and increase and stabilize the supply of local pigs and pork production.

At the same time, it will train MAL technicians according to their progress to manage the brood pig farms, feed mills and hog-raising extension work, and raise their capacity for extension activities in hopes that the project will help the pork market in Solomon Islands gradually balance out in the end and improve the current supply shortage.

Also, demonstrations of small biogas facilities will continue, as will training of pig farmers in the use of biogas and pig manure to lower carbon emissions produced by pig breeding and reduce environmental damage.

1,200

Number of piglets bred annually

Myanmar

## Solar Power Project



Myanmar has abundant hydropower and natural gas reserves but energy consumption and electrification rate are both very limited.

The World Bank reports show that in 2014, the average annual electricity consumption per capita was only one-twentieth of world average. Only 30 percent of the country's population has access to grid electricity, and the situation in rural areas is even worse, where about 84 percent of households have no electricity connection. Lighting generally depends on oil lamps, expensive battery powered lights or candles, and public places such as streets, schools and hospitals also lack electricity. This situation not only greatly affects much of day-to-day life, education, health and safety, but is also hindering the development of economic activities.

As the government of Myanmar has made rural electrification and lighting an important poverty relief policy and a national development goal, the TaiwanICDF responded to the nation's request and, in February 2014, sent experts to the country for a site survey. An initial fact-finding showed that Myanmar has ample sunshine, making solar power an appropriate energy resource for development. Given that Taiwan has fully developed technology and industrial chain in solar photovoltaic (PV),

these advantages can be utilized to help Myanmar develop a suitable rural electrification and lighting project.

### **Establish an Off-grid, Centralized Power Supply System in Remote Areas**

Because the electrical grid is not very extensive in Myanmar, a large scale-up access to grid electricity over a short period of time would not only be time consuming, the capital investment would be enormous. For this reason, the TaiwanICDF has proposed a pilot project to first set up off-grid, centralized power supply systems in one or two remote areas that are estimated to remain without access to national grid in a short period of time. In addition to installing suitable equipment, a user-pay mechanism and self-operational and management capacity among the rural population could also be built. This would be done in view of developing a sustainable operation model that could serve as a reference for the future when the Myanmar government would comprehensively promote rural electrification and lighting.

This proposal was supported by the Myanmar government, and the TaiwanICDF conducted appraisal at target project sites in August 2014. Based on the assessment, two solar PV mini-grid systems and associated

energy-saving lamps will be installed respectively in the village of Inbingan, in the Magway Region, and two adjacent villages, Bawdigone and ChiYarPinSu, in the Sagaing Region. Households and public places (e.g., temples and streets) would then be provided with basic electric power needed for lighting.

To bring rural communities to make good use of the electricity generation and supply systems, the responsibility of maintenance and operation of the systems in the future will be handed over to a management committee composed of villagers. Besides from public utilities, household consumers would have to pay electricity fees that would serve as a revolving fund for operations and management. Also, technical consultants from Taiwan will provide a series of training, including but not limited to the organization and operation of the management committee, the operations and maintenance of the systems, as well as the advocacy and administration of the user-pay mechanism.

The project is expected to strengthen the capacity and commitment of the Myanmar rural population to manage solar PV systems so that three villages with 2,793 in population will be able to enjoy a clean, affordable and stable power supply service.

**2,793**

Estimated number of rural people with access to electricity

## Case Study 4

The Pacific

### Vocational Training Project for Youth



Some Pacific Island partner countries are limited by their natural environment, lack of stable electric power supply and Internet network, and opportunities for human resource training. This has led to an imbalance between the local need for technical expertise and the trained personnel to meet this need, resulting in high unemployment rate and leaving most young people without a suitable channel to find employment.

In 2014, the TaiwanICDF was commissioned by the Ministry of Foreign Affairs to carry out a Vocational Training Project for Youth in the Pacific. Since then, we have worked with the Taichung-Changhua-Nantou Regional Branch of the Ministry of Labor's Workforce Development Agency every year to implement this project, which aims to assist six partner countries (Kiribati, the Marshall Islands, Nauru, Palau, Tuvalu, and the Solomon Islands) develop basic technical human resources and increase opportunities for local people to acquire technical and professional skills, so they can enter the local job market or improve their standard of living in countries they emigrate to.

#### Three Practical Skills, Four-Month Training Program in Taiwan

Because the economy in the Pacific Island nations is mainly composed of small, independent service providers, most people only have a junior or senior high school education and low skill levels.

In addition, the country greatly lacks technical personnel in the public services sector. This project addresses the technical skills needed in local daily life and provides vocational training in subjects such as electrical engineering (including plumbing, refrigeration and air conditioning), automotive mechanics and woodworking. This year, 30 participants from six countries in the Pacific were invited to receive a four-month training program in Taiwan.

Asides from arranging courses and practical training on various professional disciplines and technical subjects, this project also coordinates with other activities, such as introductory courses on youth entrepreneurship and visits to companies and economic infrastructure of Taiwan. This ensures that students can acquire the basic knowledge and skills in related areas of expertise within a short period and, upon returning to their home countries, be able to start up a business on their own and raise the youth employment rate in their respective countries.

The Vocational Training Project for Youth in the Pacific conducted by the TaiwanICDF not only responds to the Asian Development Bank's (ADB) "Strategy 2020," which lists education as a core area for international assistance, but also corresponds to

the TaiwanICDF's own "Vision 2022" and strategy, in which education is an operational priority.

The development of talent is a key foundation for raising a country's competitiveness. Given the rapid change in the global economic structure and diversified labor market demands, the TaiwanICDF will adhere to an approach that focuses on "comprehensive planning," "multilateral cooperation," and "rigorous practice" in the implementation of

technical and vocational education and training projects in the future. Human resource needs appraisal, statistics data collection, and partner countries' economic development strategies will serve as a reference to assess and plan technical and professional courses that meet the local needs for entrepreneurship and employment, thereby helping to build capacity among local youths and increasing entrepreneurship and employment rates.

30

Number of people who received four-month training in Taiwan

## Other regional and inter-regional

In addition to planning and implementing various cooperation projects in our priority areas that correspond to the regional strategies of the aforementioned regions, the TaiwanICDF also provides assistance in other regions such as Central Asia, Central Europe and Eastern Europe in the form of co-financing with the EBRD, to address transition problems that occur during the region's

economic development. For example, the EBRD Financial Intermediary and Private Enterprises Investment Special Fund – Agribusiness Account is designed to enhance the productivity of agricultural sectors by facilitating sustainable, long-term food development in various countries of Central and Eastern Europe, Central Asia, and the Mediterranean coast. Moreover, it is expected to strengthen

food supply capacity within the regions by linking the upstream and downstream industries through the efficient operation of agribusinesses to drive the overall development of the food industry.

Given that human capital and financial resources are important pillars for developing countries' economic growth, we also have integrated various partner countries' needs in promoting cross-sectorial and inter-regional projects, including our long-term workshops and scholarship programs, Healthcare Personnel Training Program and Specialized Financial Intermediary Development Fund, among others. The objective of such projects is to provide partner countries' public and private sectors with the human capital capacity building and financial services needed for their development.

Furthermore, we have carried out the long-term Overseas Volunteers Service and Taiwan Youth Overseas Service programs to offer young people in Taiwan the opportunity to broaden their international experience and global vision, and to put national human resources to good use and promote civilian-based diplomacy.



An activity of an international class held at National Central University, part of the TaiwanICDF's International Education and Training Programs.

## EBRD Special Fund—Agribusiness Account



According to Food and Agriculture Organization of the United Nations (FAO), world food production must increase by 50 percent by 2050 in order to meet the needs of the growing world population and of biomass energy.

The regions of Central and Eastern Europe, Central Asia, and the Mediterranean comprise 200 million hectares, occupying 13 percent of the world's total arable lands. It is among the leading global suppliers of basic foodstuffs like corn, wheat, sunflower seeds, and rye. Enhancing both the quality and quantity of food production in this region would exert a positive impact on future food supply.

To increase agricultural production, funding is an important factor in addition to policy planning and providing technical assistance to farmers. Therefore, the TaiwanICDF and the European Bank for Reconstruction and Development (EBRD) finalized and launched the Financial Intermediary and Private Enterprises Investment Special Fund – Agribusiness Account program in 2015 to address the difficulty of accessing finance of regional agribusinesses and to respond to the issues of climate change and food security, a particular concern of the international community. The program is co-financed by both parties and gives priority to agribusinesses, assisting them to upgrade production and improve the quality and quantity of their agricultural products.

### Agribusiness as Midstream Supply Chain to Drive both Upstream and Downstream Industries

In the regions of Central and Eastern Europe, Central Asia and the Mediterranean, food supply and food security are development issues that concern how to simultaneously satisfy consumer affordability and accessibility, good quality, and supply quantity. This program will address the center of the value chain, including food manufacturing, processing and packaging operations, and seek opportunities to add value to the entire supply chain. The positive effects of innovation in production and improved efficiency will also impact upstream and downstream activities, such as primary agriculture on the one end and retail on the other. After obtaining funding, agribusinesses can expand the scale of production, increase productivity and improve operational efficiency, thereby driving the sustainable development of the food value chain.

This program also integrates technical assistance with the policy dialogue tools of the EBRD's agribusiness departments. For example, investments can be made from this Fund to agro-processors, including vertically integrated ones, which can support supply chain development and facilitate access to agronomic

services, technology and know-how in primary agriculture. Investments can also help improve sanitary standards to boost the availability of safe and nutritious food products on the domestic market. Another example would be investments that support energy and improvements in resource efficiency in the retail sector, including food production segments and retail stores. This project can reduce the agribusiness sector's environmental footprint for long-term sustainability.

The TaiwanICDF has accumulated years of experience in agricultural development assistance, both in guiding and strengthening production technology and in helping farmers to obtain financing assistance.

As the EBRD and the TaiwanICDF share the view that taking into account environmental issues in agricultural development can help promote sustainable agriculture, both institutions have leveraged their

respective strengths to advance this program. We are confident that our combined efforts and cooperation will allow us to expand the regional coverage of our support for agribusiness development, as well as contribute to food security.

**3**-Fold

Leverage created by the fund invested by the TaiwanICDF

## Healthcare Personnel Training Program



Most developing countries lack resources for health and medical training, and both professional human resources and associated technologies are also relatively insufficient. To further strengthen medical cooperation with our allies and meet the UN Millennium Development Goals (MDGs), the TaiwanICDF has collaborated with a number of Taiwanese medical institutions and universities since 2005 to provide training to healthcare personnel of partner and friendly countries, in an effort to help raise their professional capacity, increase opportunities for technical exchange and facilitate experience sharing, and thereby promote the quality of healthcare in these countries.

Partner and friendly countries submit a list of recommended candidates for this program based on their needs for health workers and the TaiwanICDF selects qualified candidates to participate. According to individual participants' training needs, the TaiwanICDF then assigns them to suitable medical institutions or universities for one to three months of practical training. By the end of 2015, a total of 332 participants have completed healthcare personnel training.

### Project Related Staff Receive Training in Taiwan

In recent years, the TaiwanICDF has actively promoted public health projects. To continue linking resources and expand assistance synergy, since 2012, we have made

it a priority to hold training programs in Taiwan for cooperating partner countries' staff involved in specific public healthcare projects, so that they can serve as contact windows for future cooperation or as seed instructors after returning home.

Training programs consist of specialized training in Taiwan and participation in specific projects, and the goal is to integrate theory into practice.

In 2015, for example, participants who came to Taiwan to receive medical training for specific projects made up 50 percent (16 out of 32) of all participants trained during the year. Among these was Ilivia Tinaimakubuna Kurinabili from the Fiji Mental Health Care System Enhancement Project, who said that despite working in nursing for many years, she was still quite unfamiliar with psychiatric nursing. Training in Taiwan gave her confidence in providing patients the relevant care they needed and she was looking forward to applying what she had learned to help promote the project in Fiji.

The Healthcare Personnel Training Program has now entered its 11th year. As international cooperation and development move toward the Sustainable Development Goals, the TaiwanICDF will continue to link the needs of our partner countries with our own regional development

plans, to bring in other countries in the region to participate in relevant healthcare personnel training in Taiwan, in hopes of expanding the benefits of training.

**332**

Number of healthcare trainees over ten years

## Specialized Financial Intermediary Development Fund



Under our strategy of providing financial services to spur private sector development, over the years the TaiwanICDF has assisted partner countries in promoting relending projects for micro, small and medium-size enterprises (MSMEs). The aim is to strengthen the functions and operations of intermediary financial institutions through fund injection, making use of relending services to help MSMEs access capital for their development, thus achieving the goal of developing the private sector.

At the end of the 1990s, the TaiwanICDF began to work with Central American multilateral development banks to promote relending projects to help local financial institutions provide long-term stable capital. Following our successful experience with the Special Fund model used in the Central and Eastern Europe region to implement a relending framework, we then began to discuss a new type of cooperation structure with the Multilateral Investment Fund (MIF), part of the Inter-American Development Bank Group (IDB Group), and, in 2006, an agreement was officially signed to implement the Specialized Financial Intermediary Development Fund (SFIDF).

### Combining Different Channels and Increasing Diversified Financial Services

The TaiwanICDF's SFIDF and the Small Enterprise Investment Fund (SEIF) under the MIF contributed resources on equal basis to targeted clients. Through equity investment, loans and technical assistance, the SFIDF is able to help local Central American factoring companies (accounts receivable financing), finance companies and micro-loan institutions strengthen their institutional capacities, and support the development of local MSMEs with innovative financial products.

In the beginning of the SFIDF, a mechanism for cross-border remittance was developed in order to respond to the needs of Central Americans working in the United States. This mechanism works as a funding source, encouraging relatives in the home country to apply for mortgages or to use it for repayment of micro-loans, or increasing the willingness of financial institutions to provide mortgages to migrant workers. In recent years, for low-income families and customers in rural areas, the MIF has combined other financial products or ICT tools so that local financial institutions can provide better financial services in line with different loan conditions and needs.

For example, in El Salvador, the MIF has transformed accounts receivable into debt obligations (certificate of obligatory claim) through a local factoring company to develop the factoring market for small businesses. Also, by providing technical assistance and loans, the MIF strengthens the factoring company's management mechanism and stabilizes its source of long-term loans. In Nicaragua, the MIF uses both equity investment and loan to support a factoring company to develop innovative financial products. In Ecuador, the MIF focuses on women customers, assisting a bank to increase access for women entrepreneurs to financial or savings products.

By the end of 2015, resources provided by the SFIDF have already assisted over 10 financial institutions in Nicaragua, El Salvador, Ecuador, Bolivia, Mexico, etc. The above examples of innovative financial services for small businesses, we believe, can bring inspiration and benefits to the overall development of the entire regional financial system for small businesses.

**74,136**

Number of local micro, small and medium-size businesses supported



## Diplomatic Alternative Military Service Project Taiwan Youth Overseas Service (Alternative Military Service)



In response to Taiwan's reform of the military service, since 2001, the government has implemented an alternative service program that sends outstanding young people overseas to help in international assistance projects. This program has been running for 15 years and has gone from sending 36 people in the first group to 77 in the fifteenth group, for a total of 1,169 people. The participants' specialties have changed along with the diversification of the technical cooperation projects; from agriculture and healthcare in the beginning, the fields have expanded to include economics, business administration, computer engineering, and tourism. This program has become one of the most important human resources for Taiwan's foreign assistance in technical cooperation projects.

### Diverse Overseas Experience and Training, Creating Taiwan's Overseas Talent Pool

Before draftees are sent overseas to carry out their duties, they first receive a 16-day basic military training in Taiwan and professional training for six weeks. The curriculum covers overseas life management, with courses on topics such as foreign language, cultural adaptation, physical fitness, culinary skills, and individual work planning. The contents are intensive, thorough and practical, and fit the actual needs of the servicemen deployed abroad, increasing their adaptive capacity to life overseas.

To effectively develop the professional skills of draftees, the TaiwanICDF designs their overseas work according to their specialties and the needs of the various (projects) technical missions. Besides from the normal day-to-day work, servicemen carry out experimental research, gather information on host country conditions or project-related promotional content so that they actively and effectively participate in each aspect of international assistance work.

Because this program provides the servicemen with solid training, practical overseas experience that is otherwise hard to come by and a suitable service plan, it has become one of the most popular alternative service choices, attracting over 1,000 applicants every year.

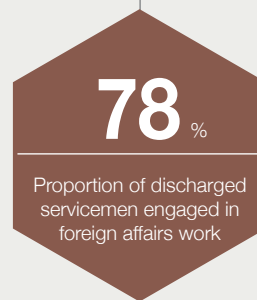
In 2015 (15th group), a total of 77 servicemen were recruited and sent overseas to partner countries to perform their duties in a wide range of specialties. Agricultural, forestry and fishery specialties include horticulture, aquaculture, livestock, plant pathology and entomology; public health and medicine specialties include medicine, dentistry, medical technicians and public health; foreign language specialties include Spanish and French; management specialties include economics, business administration, information management, and tourism.

Since its implementation to date, the alternative service program has demonstrated great achievements and has become an inherent part in the use and makeup of Taiwan expatriate manpower.

Thanks to the rigorous training they undergo for their alternative service, draftees have seen significant improvement in their foreign language and professional skills, as well as their ability to live alone abroad. After they are discharged from the military service and enter the workplace,

they often become outstanding employees in the area of foreign affairs in both the public and the private sectors.

To take the TaiwanICDF as an example, over 100 former servicemen are engaged in foreign assistance work as of the end of 2015 as TaiwanICDF technical specialists, demonstrating the program's concrete and sustainable contribution to the development of quality human resources in foreign affairs in Taiwan.



3

Special  
Reports



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## Innovation and change as the drivers of project implementation

All international cooperation projects implemented by the International Cooperation and Development Fund (TaiwanICDF) are planned according to the organization's vision, mission and strategy. To respond to this rapidly changing world, the TaiwanICDF constantly strives for innovation and change, and actively searches for more effective ways of implementing our projects.

In 2015, the TaiwanICDF effected major changes in various aspects of project execution. Overall, projects now cover each sector in greater depth, integrate both public and private resources, and focus on solving the core problems. The following describes the areas and the respective changes we have carried out:

- 1. Agriculture:** Efforts include promoting and increasing agricultural production, establishing healthy and robust local seedling production systems, as well as providing agriculture financial services. The TaiwanICDF does not merely focus on agricultural productivity, but also aims to help our partners establish comprehensive and healthy seedling production systems, thereby fostering sustainable agricultural development.
- 2. Public Health and Medicine:** For our healthcare service projects, we seek out professional resources and establish platforms to integrate the investment of medical resources from public and private sectors, working together to plan our public health and medical projects. We customize our training programs to cultivate local talent, and arrange and adjust the content according to the aspects of project implementation.
- 3. Information and Communication Technology (ICT):** By improving ICT utilization competences and employing ICT systems, we have strengthened government management efficiency. Through capacity building, we have trained ICT professionals and helped to set up ICT support systems. As well, we have assisted our partners in the use of system-based ICT operations to establish e-governments, and used Information Security Management Systems (ISMS) in line with International Organization for Standardization (ISO) standards so that our partner countries' government information systems are aligned with global standards, effectively improving their administrative efficiency.
- 4. Education:** From elite-centered capacity building to universal education through technical and vocational training. In the past, human resource training programs focused on "capacity building for elite" that targeted government officials, professionals or researchers. This approach has now transitioned and changed, with courses designed based on the "Education for All" initiative to implement this global movement led by the UN.

**5. Lending and Investment:** From traditional lending mechanisms to the new inclusive model that takes into account the needs of different target groups. The TaiwanICDF has partnered with diverse financial institutions to provide financial and loan services that meet current social, national and demographic trends, and the actual needs of the population.

**6. Cross-cutting Operations:** From conducting regular operations to coordinating with ongoing TaiwanICDF projects to increase project effectiveness. Taking the TaiwanICDF Overseas Volunteers Program as an example, the standard practice was to recruit and dispatch suitable volunteers according to the needs of our partner countries. New measures include internal review and selection of projects for overseas volunteers by the TaiwanICDF, and then identifying volunteers with matching competences who are then directly dispatched to offer their services.



One of the TaiwanICDF's educational reforms is transforming from an "elite-type framework" to "Education for All," an initiative advocated by the United Nations. (Photo shows youths working on electric and plumbing as part of the Taichung-Changhua-Nantou Regional Branch Vocational Training Project for Youth in the Pacific. )

## Change 1

### Improving cooperation on agriculture projects, projects focusing on value chain in mid- and upstream management

**W**orsening global climate change has led to increasing temperatures and extreme weather, which have exacerbated the risks of agricultural disasters resulting from diseases and pests, impacting food production and supply stability, and threatening food security around the world.

It therefore becomes critical to consider not only matters midstream, but upstream as well in the agricultural value chain, to improve farmers' agricultural techniques and better adapt crops to environmental changes. Seeds form the basis of agricultural activities. Using seeds of excellent quality and robust breeds are necessary to improve productivity and crop quality while strengthening resistance against adverse environments, diseases and pests. Agricultural projects carried out by the TaiwanICDF in recent years have not only focused on improving productivity, but have also paid attention to the development of midstream and upstream processes such as seed production and management. In this respect, the TaiwanICDF explored how to assist our partners in producing better seeds, breeding livestock and brood fish in order to solve the food issue at its very root.

#### Restoring seed varieties and cultivation techniques to improve quantity and quality of agricultural products

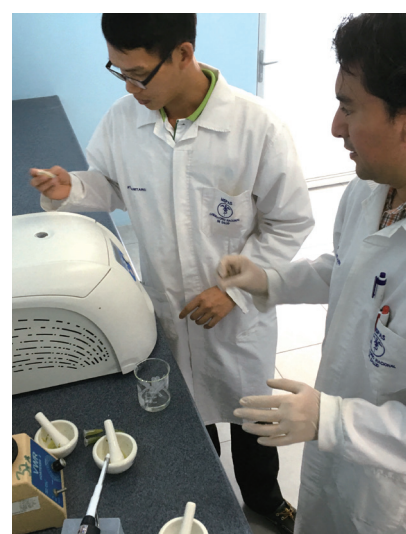
Recent TaiwanICDF projects in the Caribbean and Latin America have involved improvements to seed varieties in midstream and upstream sectors of agriculture, with the TaiwanICDF working with the agricultural departments of

partner countries to establish good quality seed breeding systems. For example, through the three-step or two-step systems for wet (dry) rice and potatoes, we jointly produced qualified and registered basic seeds, which were then provided to contract farmers to produce certified seeds. These certified seeds would then be marketed to ordinary farmers for commercial production. The Rice Seed Production Capacity Enhancement Project in Haiti and Healthy Seed Potato Production Project in Honduras are examples of such development projects. Tissue culture was used to produce high-quality and high-yield vegetables and flowers to supply farmers with virus- and disease-free seedlings and transplants. Examples of such projects include the Orchid Industry Development and Tissue Culture Plantlet Propagation Project in Paraguay, the Healthy Tropical Fruit and Vegetable Seedling Propagation Center Project in El Salvador, as well as the Fruit and Vegetable Demonstration and Extension Project in St. Lucia implemented by the technical mission stationed in St. Lucia.

Projects that focus on improving cultivation skills include the Healthy Tropical Fruit and Vegetable Seedling Propagation Center Project implemented in El Salvador. In addition to establishing a system for seedling health inspection, this project also assisted in improving field management capabilities as well as disease and pest prevention techniques. These covered diagnosis of diseases and pests affecting crops of plantains, papayas and potatoes, and techniques of tissue culture, rapid propagation and analysis

of plant parasitology. Training of operational and management staff for the production of healthy seeds was also provided.

Furthermore, the TaiwanICDF also placed great importance on developing breeding stocks for aquaculture. We cooperated with the government of El Salvador to implement two projects: Strengthening Aquaculture Development among Rural Families Project and Establishment of Mariculture Center Project, which are intended to increase the consumption of animal protein for the population living in rural and remote regions, and increase their income through the stable supply of high-quality tilapia fry and introduction of snapper to improve local production.



To strengthen pest prevention and control, Wu Ping-hu (first left), TaiwanICDF specialist, gives guidance on PCR detection of citrus greening disease in a laboratory of the Ministry of Agriculture, Livestock and Food, Guatemala.

Wang Yun-ping, Project Manager, Rice Seed Production Capacity Enhancement Project, Haiti

## Helping to revitalize rice cultivation and research capabilities and improve seed production capacity



The “three-step propagation system” used in Taiwan to produce rice seed classifies seeds in three categories: breeder seed, foundation seed and certified seed. This system generates excellent seeds that retain their high quality and genetic characteristics when contaminated by other species or weeds, or when affected by pests and diseases.

Haiti grows rice as its staple food, with over 60,000 hectares of land in the country devoted to rice cultivation. However, annual rice production yield amounts to only 600 tons, and local seed supply is only capable of satisfying 14 percent of country-wide rice cultivation demand as farmers are unable to obtain good quality rice seeds. To improve rice production capacity, the Haitian government proposed a cooperation project with Taiwan. After being commissioned by the Ministry of Foreign Affairs, the TaiwanICDF dispatched Project Manager Wang Yun-ping and professional technicians to offer technical support and capacity building to the Haitian Ministry of Agriculture in early 2014. The Organization for the Development of the Artibonite Valley (ODVA) and regional agricultural departments were included to jointly implement the Rice Seed Production Capacity Enhancement Project in Haiti.

By May 2014, the entire agreement for the project was completed and signed, and relevant personnel were dispatched. “We had very clear project objectives, which were to help Haiti improve their rice

growing industry, establish an R&D infrastructure, and improve rice seed production capabilities while safeguarding the quantity and quality of rice seeds produced.”

Yun-ping describes the project and its three primary directives, namely: “strengthen inspection systems for certified rice seed,” “upgrade the functionality and operational scope of state agencies,” and “improve rice seed breeding and post-harvest processing systems.” Tasks to be carried out include “establishing a national rice experimentation and research center,” “establishing a production system and supply chain for high-quality rice seed,” “maintaining and expanding the post-harvest processing center for rice seeds,” “establishing an agricultural machinery operations center,” and “providing a professional training program for the technical staff in Haiti” to ensure the sustainable development of the project.

### Establishing production inspection standards aligned to international standards

Budgeting was done in the first year of the project and work was carried out gradually in the following years, including repairs to hardware such as experimental farms and irrigation facilities, training of rice seed inspectors in Haiti, and establishment of a rice seed testing lab. Professionals were also dispatched on short-term trips, referencing Taiwanese laws to establish regulations governing rice

seed examination processes suitable for Haiti. Support was provided to Haitian National Seed Production Committee to draft regulations governing seed production, and to supply and establish a set of seed production and inspection standards that comply with the specifications of the International Seed Testing Association (ISTA).

According to Yun-ping, past projects emphasized commercial rice production, promotion and certified seeds, whereas this project focuses on seeds in the upstream as this is the key to maintaining the purity of the “breed” of rice used for cultivation. “We completed a rice seed examination laboratory in September 2015. This lab would be the base that allows the Ministry of Agriculture of Haiti to control production, examination and usage of rice seeds throughout the country, making it a crucial component of the project.”

Professional technicians from Taiwan served as consultants during this project to gradually improve the professional capabilities of their Haitian counterparts. Yvon Etienne, the Haitian manager of this Project, was extremely grateful for this collaborative program. Yvon, who once visited Taiwan to attend a professional workshop organized by the TaiwanICDF, says: “Strong support provided by Taiwan has allowed the Haitian people to achieve higher levels of development so that they can continue to lead better lives in the future.”

## Interview 2

Li Yi-long, Technician, Taiwan Technical Mission in Kiribati

### Innovative solutions maximize the value of agriculture and enable sustainable development



People of the South Pacific nation of Kiribati lack vegetables and fruits in their daily diet, which has led to a prevalence of chronic diseases and the highest incidence of diabetes-related deaths in the Pacific Islands. The TaiwanICDF has thus implemented the “Horticulture Project” since 2004, which aims to elevate the production techniques of fruits and vegetables and promote the consumption of fresh produce among the population.

In 2015, we continued to implement the six-year Horticulture and Nutrition Enhancement Project. In addition to creating new farms, producing composts using local materials, and using probiotics and other technologies to enhance production, the project also included other activities such as improvements to staff meal environment, menu design, and nutrition monitoring system, in expectation to enhance the nutrition of student meals in junior high schools. Concepts of balanced and nutritious diets were also promoted to further improve the health of the people in Kiribati.

Li Yi-long graduated from the Institute of Horticulture and Landscape Architecture of National Taiwan University and had previously served in the Taiwan Youth Overseas Service with the technical mission stationed in Guatemala. His first official posting with the TaiwanICDF was as an overseas horticulture technician in the Taiwan Technical Mission in Kiribati. Yi-long describes that there were many challenges in

conducting agricultural programs in Kiribati. The nation is composed of a series of atolls and its soil is primarily composed of coral sands, which contain few organic matter and micronutrients. Lack of water resources and groundwater salinization also make crop cultivation extremely difficult. Furthermore, since daily life is dependent on groundwater, the government has prohibited the use of chemical fertilizers and pesticides to prevent contamination. Crops are therefore easily ravaged by pests, leading to the prevalence of “blossom end rot” in cruciferous vegetables.

#### Natural farming techniques against diseases and pests

Yi-long remembers how he arrived in Kiribati many years ago and was taken aback by the harshness of the natural environment. Determined to protect the disappearing paradise, he started learning about natural farming methods. Pig feces, coconut peels, kitchen scraps, and other wastes were used to create composts, and the heat generated during the composting process kills the eggs of root-knot nematodes. Natural neem oil, soapberry extracts and ladybugs were also used to tackle a variety of pests in the field. Powdered oyster shells (biological calcium), guano (phosphorus) and seaweed powder (potassium and other micronutrients) were used as fertilizers to help improve the quality of produce and sweetness of watermelons and muskmelons.

Yi-long points out enthusiastically that in addition to demonstrating their achievements in the project, their efforts were also openly praised by Mr. Tiarite Kwong, Minister of Environment, Lands and Agriculture Development (MELAD). The agricultural technologies developed to meet the needs of the region helped improve the quality and yield of produce, organic farming helped protect and achieve sustainable farming, while improved dietary habits reduced the prevalence of non-communicable diseases, decreased the government’s public health and medical spending, and lengthened the people’s life expectancy.

“Over these years, I have come to deeply appreciate that we’re not here to educate local residents with our highly advanced farming techniques and culture. Instead, we are here to learn together how to better live in harmony with the land, how to make better use of resources around us, and how to use innovations to maximize the value of agriculture to achieve true sustainable development in this beautiful island country,” says Yi-long with sincerity.

## Change 2

# Integrating public and private resources to strengthen medical systems of partner countries

In an effort to meet the UN Sustainable Development Goals, in recent years the operations of the TaiwanICDF Public Health and Medicine division have been adjusted to respond to the needs of our partner countries. After actively reviewing their needs, we initiated projects based on the themes of “maternal and child healthcare,” “prevention and control of AIDS, tuberculosis and neglected tropical diseases,” “prevention and control of chronic diseases,” and “promotion of health information systems (HIS),” and introduced resources from Taiwan’s medical institutions to help partner countries strengthen their healthcare systems.

### Strengthening exchange projects through cooperation between governments and the private sector

In 2015, projects carried out in the African region include the ROC-Burkina Faso Medical Project, Control and Prevention Project for Intestinal Parasites in São Tomé and Príncipe, Strengthening the Management of HIV/AIDS, Tuberculosis and Hypertension among Mobile Populations in Southern Africa Project in collaboration with PingTung Christian Hospital, and the new project titled Maternal and Infant Health Care Improvement Project in the Kingdom of Swaziland in collaboration with Chiayi Christian Hospital. For the Pacific Islands, projects include the Mental Health Care System Enhancement Project in Fiji carried out in collaboration with Mackay Memorial Hospital. For Latin America and the Caribbean, projects include the Capacity Building Project for the Prevention and Control of



To improve the quality of medical services in Paraguay, the TaiwanICDF not only assists in the installation of IT infrastructures in hospitals, but also promotes e-learning courses and facilitates the establishment of medical management systems.

Chronic Renal Failure in Belize and Health Information Management Efficiency Enhancement Project in Paraguay carried out in collaboration with Far Eastern Memorial Hospital and Cathay General Hospital, respectively.

For example, the Mental Health Care System Enhancement Project in Fiji targets several issues, such as the lack of mental healthcare resources and epidemiological data. Patients of mental illness are also severely stigmatized, which further compounds the work load of medical institutions.

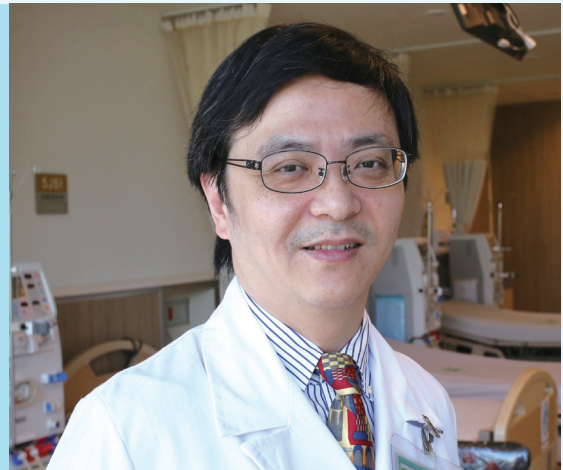
Hence, the TaiwanICDF worked with Mackay Memorial Hospital to propose this project with aims to build up the necessary competences of mental healthcare and nursing teams in Fiji, strengthen mental healthcare functions, and raise the awareness of medical personnel and the general public on mental health issues. The project is jointly developed by the Fiji government, Taiwan’s Ministry of Foreign Affairs, and Mackay Memorial Hospital. The TaiwanICDF will dispatch an overseas project

manager and rely on the expertise and experiences of Mackay Memorial Hospital to gradually improve Fiji’s mental healthcare profession through capacity building. Measures include training seed instructors needed to support the project and offering consultation services.

In addition to public health and medicine projects, the TaiwanICDF implemented a number of Healthcare Personnel Training Programs that integrated resources from public and private departments, arranging for project personnel to receive customized training programs and courses in Taiwan. To improve the effectiveness of the training programs, we also interacted with trainees and partnering hospitals to ensure that trainees gained the necessary benefits through training while providing the hospitals with relevant feedback and suggestions. In the future, the TaiwanICDF will continue to establish links to various resources in order to maximize the synergy of our assistance projects.

Dr. Peng Yu-sen, Director, Division of Nephrology,  
Far Eastern Memorial Hospital

## Spearheading chronic disease prevention in Central America



“This project was initiated in response to an increasing number of dialysis patients in Belize. The nation lacked resources, physicians specialized in nephrology, and the means to train new personnel. Without quantifiable data, it was difficult to identify the direction for nephrology in the country. Hence, the government of Belize sought support from Taiwan’s experiences and worked with the TaiwanICDF and Far Eastern Memorial Hospital to implement an overall plan and personnel training...” Dr. Peng Yu-sen, Director of the Division of Nephrology of Far Eastern Memorial Hospital and key person of the Capacity Building Project for the Prevention and Control of Chronic Renal Failure in Belize, thus illustrates the origins of this project.

The two countries began discussing these concepts in 2013. Following project approval, contractual negotiations were formally initiated in 2015 and the project is set to begin in 2016. Dr. Peng points out that this project can be divided into four parts, as listed below:

1. Strengthen chronic disease prevention and public health functions through education: Work with existing mobile medical services in Belize to provide health education on chronic and renal diseases. The involved parties will organize or attend symposiums and regional conferences on subjects relevant to prevention of chronic diseases to raise awareness of the private, public, academic and research sectors of

Belize.

2. Professional capacity building and improving capacity in renal healthcare: Arrange for chronic disease prevention healthcare personnel from Belize to undergo training in Taiwan and serve as seed instructors when they return to Belize. Taiwan will also dispatch IT experts and consultants to Belize to provide professional consultation and system development services.
3. Improving healthcare information systems to facilitate chronic disease tracking and management: To establish a case management system for the prevention of chronic diseases, Taiwan and Belize will work together to develop an information system in the first year and have the system online by the second year. By the third year, the chronic disease prevention case management system will be established and released for use at designated regional-, district- and primary-level healthcare institutions.
4. Establishing a screening system and database to facilitate analysis and policy making: Statistics of renal diseases will be compiled through screening community residents and patients seeking treatment at medical institutions (high risk individuals for renal diseases) and sorted into different populations (by ethnicity, patients of diabetes and hypertension). The statistics would then be used to determine the incidence and prevalence of chronic

diseases, facilitate the setup of a health database, and offer recommendations for projects or policies.

To achieve the goals and effect projected for the project, the TaiwanICDF and Far Eastern Memorial Hospital will take on different roles in the project. The TaiwanICDF will dispatch a project manager to Belize to implement and monitor the project, including tracking project progress, compiling and analyzing renal disease data from Belize, and arranging healthcare professional training in Taiwan. As a professional medical institution, the Far Eastern Memorial Hospital will dispatch healthcare and IT personnel to Belize to carry out clinical training and to monitor and review the results of personnel training.

Dr. Peng emphasizes that both the TaiwanICDF and Far Eastern Memorial Hospital have invested a great deal of effort and resources into supporting the basic preventive missions in Belize through sharing Taiwan’s successful experiences in renal disease prevention. “We treated this project as our spearhead for preventing chronic diseases in Central America. We hope to make full use of these three years to build up the infrastructure through instilling health concepts, building database and developing professionals. With this foundation, we can draw the blueprint for the next 10 years and pave the way for policymaking for other chronic diseases.”



Li Feng-kun, Vice President, Administration, Cathay General Hospital

## Helping to establish an independent health information system (HIS) to improve the quality of overall healthcare



“The first contact between Cathay General Hospital (CGH) and Paraguay took place in 2007 through the assistance of the TaiwanICDF. Paraguay was the first country that we helped through the dispatch of a Mobile Medical Mission. This was the beginning of our long-term relationship,” recalls Li Feng-kun, Vice President of Administration of Cathay General Hospital (CGH).

When Paraguay sent a request to the Embassy of Taiwan in Paraguay in 2013 for healthcare services, the Ministry of Foreign Affairs commissioned the TaiwanICDF to inquire CGH for potential partnership in this project. Vice President Li expresses with enthusiasm: “Given that CGH already had a relationship with Paraguay and had just established our own information system independently, we had ample expertise and professionals to help the country establish a hospital information systems (HIS), and were more than happy to take on this project.”

The consultant team of the TaiwanICDF and CGH visited Paraguay on many occasions over a period of two years. Information collected on the current status of healthcare systems in Paraguay and from interviews with the nation’s Ministry of Public Health and Social Welfare was referenced to modify the concept of healthcare for the rural areas into a project focusing on setting up HIS infrastructure to promote better management functions. There are three indicators

for this project, as listed below:

1. Health Information System (HIS): Currently, healthcare service in Paraguay still rely on manual systems, which often results in haphazard management of medical inventories and unstable quality in healthcare service. The primary objective of this project is to provide support for the establishment of a simple and practical information system that supports management of patient appointment, clinical services and prescription dispensing, and facilitate collection of clinical data and management of medical inventories.
2. E-learning: Paraguay is a sparsely populated country and does not have enough medical professionals to healthcare institutions in rural areas. The country also lacks continuing education or training opportunities. The e-learning system is expected to help solve this issue. Digital learning courses will be designed to provide training and generate learning materials customized to suit Paraguay.
3. Establishing a healthcare management system: Paraguay has a public healthcare system (government subsidized care). However, public hospitals in general lack proper management, which leads to poor performance and low efficiency. Since medical resources are limited, support must be provided to establish a healthcare management system and properly guide the medical

services to maximize synergistic effects.

“Taiwan has extensive experience in all three areas gained from implementing the National Health Insurance and hospital accreditation programs. Taiwan’s mature and efficient healthcare management system and HIS can be very helpful for the development of healthcare management systems in developing countries,” emphasizes Vice President Li.

He also points out that the TaiwanICDF dispatched an overseas project manager to Paraguay, while CGH was responsible for providing consultation services and personnel training for IT and medical management. The project targeted hospitals and health stations in three departments and was scheduled to be a four-year endeavor. Tasks in 2015 include project preparation and early-phase personnel training. Primary tasks will be carried out in 2016 to help Paraguay establish their systems, which are expected to be successively launched into service in the next three years. “We sincerely hope that we can use the experiences in the development of HIS from Taiwan and CGH to develop this project and help Paraguay establish their own independent HIS, improve overall healthcare quality, and provide the people with better healthcare services.”

## Change 3

# Promoting international information security certification to improve development of e-government

E-government, as defined by the United Nations (2003), refers to “the use of ICT by government agencies to improve its internal and external relations.” More specifically, it refers to “the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government.” (World Bank, 2005) The purpose is to use ICT applications to improve government administrative efficiency and effectiveness while strengthening the government’s external responsibilities towards its citizens, facilitating and promoting interaction and communication between government and the general public.

However, with the use of e-government systems on the rise, establishing a secure and reliable environment for these systems that can effectively prevent cybercrimes, ensure the smooth functioning of government agency operations, and protect the rights of citizens, has become a top priority in the implementation of e-government.

Since 2007, the TaiwanICDF has shared Taiwan’s experiences in the development of e-government systems with our partner countries by way of technical cooperation and helped them expand the scope of services offered by their own public agencies. At the same time, we introduced technologies and resources from the private sector in Taiwan to assist our partners in developing and applying ICT in different fields. Lately, the TaiwanICDF has placed more emphasis on information security management with the aim of improving partner

countries’ risk management and adaptive capacities, safeguard information from threats, and ensure service continuity of government agencies.

### Introducing international security standards in alignment with the international community

To promote information security management, the TaiwanICDF provided on-site support for internal diagnostics and reviews, information security management capacity training, formulation of information security policies, risk assessment, implementation of information security systems, and internal audit, based on the ISO 27001 information security standard (ISO/IEC 27001:2013 – Information Security Management Systems Certification) published by the International Organization for Standardization (ISO) in 2013. Through this process, we gradually assisted our partner countries to establish a common basis for information security

standard, strengthen the utilization of information security management measures, and improve mutual trust and self-confidence in government agency operations.

In 2015, the TaiwanICDF successively helped our partner countries of Belize, St. Lucia, and St. Vincent and the Grenadines to acquire ISO/IEC 27001:2013 information security certification, becoming the first case of helping partner countries achieve ISO certification in Taiwan international assistance projects.

In the future, these partner countries need only reference ISO international standards and continue to perform information security audits and risk reduction processes to ensure the reliability of their information security management measures. The success of these cooperation projects will also become the best examples of the TaiwanICDF concepts of ownership and alignment with international standards in our project implementation.



The TaiwanICDF assisted the ICT Center of Belize to pass the certification audit for ISO 27001 Information Security Management. Mr. Benjamin Ho (second right), ROC Ambassador to Belize, hands over the certification to Mr. Joseph Waight (second left), Belize Secretary of Finance.

## Interview 1

Michelle Longsworth, Director, Central Information Technology Office of Belize

### Joint cooperation between the two sides is the key to project success



The Central Information Technology Office (CITO) of Belize is the core government agency of Belize responsible for ICT functions. CITO started collaborating with the TaiwanICDF in 2013 to implement the ICT Technical Cooperation Project (Belize), becoming the main driver behind e-government in the country. Michelle Longsworth, the director of CITO and key person of this project, was a recipient of the ICDF International Higher Education Scholarship Program and completed a Master's degree in computer science from National Tsing Hua University (NTHU) of Taiwan.

Speaking of the ICT Technical Cooperation Project (Belize) and the implementation of corresponding e-government policies, Michelle points out that between 2014 and 2015, an import-export system based on the World Customs Organization (WCO) SAFE Framework of Standards to Secure and Facilitate Global Trade (SAFE Framework) was designed with the TaiwanICDF's assistance. Databases from six trade-related government departments (such as the Belize Bureau of Standards, the Fisheries Department and the Forestry Department) were integrated to establish Belize Electronic Licenses and Permits System (BELAPS), a comprehensive one-stop window for customs and trade services. In 2015, ISO 27001 standards for information security management system (ISMS) were introduced through a special project and training on information security was conducted. Support

and technical assistance provided by Taiwanese consultants helped to establish a common standard for information security, strengthen the utilization of information security management measures, and successfully achieve ISO 27001 certification.

#### Enhancing transparency of government and its agencies

Michelle believes that the success of the ISO 27001 project not only resulted in CITO now having in place properly documented policies, implementation procedures compliant with international standards, as well as a more efficient and secure network, but has also increased CITO's visibility around the country. Michelle further emphasizes: "After becoming an ISO 27001 certified institution, other government agencies and private entities now seek our services for guidance when implementing their own ICT projects to ensure that their internal audits and risk management activities are in line with ISO 27001 standards. These efforts achieved an extremely important benefit of enhancing the transparency of the government and its agencies."

Michelle further points out: "We have gained a lot from working with the TaiwanICDF over these years. In addition to sharing the capacity and experience in developing and implementing these complex systems, we also learned a lot about Taiwan's professionalism and culture in the IT sector. For

example, Taiwanese consultants and TaiwanICDF project managers made sure that support was available at all times. Any requests we raised were quickly answered with help and assistance, setting our minds at ease."

The Belizean government has great expectations for promoting e-government. Despite shouldering such heavy responsibilities, Michelle is filled with confidence: "Collaboration is the key to the success of all projects. The CITO staff cooperates closely with the Taiwanese team. With everyone's wholehearted input, I am confident that we will be able to provide better and more efficient services in the future, to build greater citizen trust, participation and capacity to engage in government processes. All these would help our country to achieve the government's Horizon 2030 Vision goals."

Philip Dalsou, Permanent Secretary, Ministry of Public Service, Information and Broadcasting of St. Lucia

## Ensure complete information security to encourage foreign investments and promote economic development



“The Electronic Document and Records Management System (EDRMS) can greatly improve the government’s operational efficiency, productivity and transparency while reducing costs and increasing the amount and scope of operations. However, protective measures become extremely important when official documents are digitalized and exchanged over the internet and the government’s intranet, and stored in digital formats,” describes Philip Dalsou, Permanent Secretary of the Ministry of Public Service, Information and Broadcasting of St. Lucia and key person in the promotion of ICT related projects in the country.

Under such considerations, the TaiwanICDF further deployed Taiwan’s information security management technologies and support to initiate the Information Security Management System (ISMS) project after establishing the EDRMS for the ICT Technical Cooperation Project in St. Lucia. The TaiwanICDF provided consulting services to St. Lucia in setting up its own ISMS, introduced international ISMS standards, and successfully helped St. Lucia in achieving the ISO 27001 International Standard Certification for Information Security Management Systems.

### Initiating information security dialogues and encouraging private companies to follow suit

Philip remembers the first time when the TaiwanICDF proposed

the ISMS project in early 2014. The Government Information Technology Services (GITS), which is in charge of managing the government data center and providing IT services to the government, was tasked with undertaking this initiative. The Ministry of Public Service, on the other hand, provided support for internal and external audits.

The process of introducing the relevant systems and standards took about one year. Training, analysis, assessment, and audits were performed and a number of operational policies and procedures were documented and developed, and continuous improvements to system processes made. As this was St. Lucia’s first attempt in implementing an ISMS, the process brought with it many challenges, from initial skepticism from team members on the viability of the project, to human resource constraints, overtime work for staff, and difficulties encountered during the setup process. Philip emphasizes: “Past cooperation in ICT projects have seen most of the development and design work handled externally. But in this project, our local team participated in the entire implementation from its inception to completion, allowing us to gain hands-on experience from the process.”

He further points out that while immediate benefits from the project are not readily apparent, the implementation and successful attainment of the ISO 27001 certificate has enabled St. Lucia to obtain a

set of standardized processes that can be adhered to. This in itself would allow for assessment and measurement of performance, and continued improvement of the government ICT environment, while strengthening the confidentiality, transparency, and reliability of the government’s information assets. Above all, this project has stimulated inter-departmental conversations on information security among government agencies and the necessary regulations for supporting related initiatives, and even encouraged a number of private companies and organizations to seek ISO certification.

Since ISO structures a continuous cycle for improvement, Philip expects the project to serve as a model for ICT, e-government and innovative industries in St. Lucia. Over the next five years, the ISMS and ISO certification are expected to help both the government and private sectors train personnel and implement the relevant standards, and achieve continuous improvements and optimization. Philip says in this regard: “In the future, we can design an optimal system that is suitable for the entire government, making our national and international partners see our dedicated efforts in safeguarding the security of information assets, thereby encouraging foreign investments and boosting national economic development.”

## Change 4

### From capacity building to Education for All

Echoing the UN Sustainable Development Goals (SDGs) agenda, the TaiwanICDF includes international education and training as one of its priority areas, implementing the International Higher Education Scholarship Program and the International Human Resources Development Workshop Program in order to meet the needs of developing countries for human resource development.

With regard to the International Higher Education Scholarship Program, the TaiwanICDF continued to work with 21 universities in Taiwan in 2015 to offer 34 undergraduate, graduate and doctoral programs covering five major fields: agriculture, science and engineering, public health and medicine, business management, and others. To date, a total of 1,536 foreign students have benefited from this project and a total of 525 students from 38 countries are currently studying in Taiwan.

In line with the objective of the SDGs to “substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship” by 2030, the TaiwanICDF also initiated non-degree technical and vocational training scholarship programs for our partner countries in the Pacific Islands, in addition to scholarship degree programs for international students. This includes the expanded Vocational Training Project for Youth in the Pacific in 2015, which offered technical and vocational training for four months in Taiwan to youths from the six Pacific Island countries of Nauru, Tuvalu, Palau, the Marshall Islands, Kiribati, and the Solomon Islands.

The project was designed to meet the needs of the labor markets of the Pacific Island countries. Training courses covered practical skills in the areas of electrical and electronic engineering, automotive mechanics and woodworking, effectively responding to the SDG objective to expand globally the number of scholarships available to developing countries by 2020.

Regarding the International Human Resource Development Workshop Program, we continued to organize seminars and workshops in 2015 in the sectors of agriculture, public health and medicine, ICT, SMEs, and environmental protection, with a total of 372 participants from 60 allied and friendly countries having received training in Taiwan. The program for 2015 was special because participants included not only officials of public agencies and departments, but also leaders of private enterprises and non-profit organizations (NPOs) from developing countries. This

design was made in response to SDG 17, which aims to “strengthen the means of implementation and revitalize the global partnership for sustainable development,” thus enhancing ownership and sustainability, and attaining the goal of strengthening coordination between the public and private sectors and the global partnership.

Looking back on 2015, the TaiwanICDF has re-oriented its work in human resource development. From the conventional “capacity building for elites” model that targeted government officials, professionals and researchers of our partner nations, we have now transitioned to using the “professional capacity building” approach to further include candidates such as directors of private enterprises or NPOs, as well as entry-level professionals and technicians. This new approach puts into practice “Education for All,” the global commitment proposed by the UN.



Photo shows automotive repair training, one of the activities of the Vocational Training Project for Youth in the Pacific held at the Taichung-Changhua-Nantou Regional Branch, Taichung Industrial Park.

## Interview 1

Jiang Yu-shan, Mandarin Language Teacher in Nicaragua

**I feel extremely accomplished when I see students practice writing of Chinese characters.**



“Students from Nicaragua have many reasons to learn Chinese. The most common reason is that they hope this knowledge can help them find a job in the future. Some people are also curious about this seemingly difficult language to learn, while others want to know more about the Chinese culture.” Jiang Yu-shan joined the Overseas Professional Mandarin Teacher Dispatching Project and traveled to Nicaragua in May 2014. In the one and a half years there, she has served as a Mandarin teacher in the National Autonomous University of Nicaragua (UNAN-Managua) and the National University of Engineering (UNI), introducing the world of the Mandarin language to a total of 180 students in seven classes.

Yu-shan, a graduate of the Department of Spanish Language and Culture of Fu Jen Catholic University, attended Mandarin language teacher training classes during her spare time and was successfully certified as a Mandarin language instructor. After graduation, Yu-shan traveled to Spain where she taught Mandarin for a year. With this experience under her belt, she felt comfortable coming to Spanish-speaking Latin America countries to teach Mandarin. Nevertheless, she still encountered challenges in adapting to a new culture and people.

Yu-shan points out that in hot tropical countries, the pace of life is much slower than in Taiwan, and it was common for students to be late for class. Attendance became worse

especially during the midterm and final exam period. Students gave all sorts of excuses for being late, including everything from falling sick, having a water shortage or power outage at home, to other far-fetched reasons. “I was very surprised when I heard these excuses for the first time, but now I am capable of responding to these requests without losing my cool and simply remind them to be punctual next time.” Since it is difficult to demand students to arrive on time to every class, Yu-shan figured it would be easier to instead adjust how the courses are taught, and attempted to simplify the course content to make it easier for students to understand and learn. For students who are punctual, Yu-shan would revise materials from previous lessons and have them practice conversation.

### **Mandarin language class uniform to boost morale for learning**

To make learning fun for the students, Yu-shan created Mandarin language class uniforms for her students: on the front of a white T-shirt, the three Chinese characters for “Mandarin language class” was depicted in Chinese calligraphy, with a Chinese idiom in regular script printed below: “There’s nothing hard if you put your heart to it.” The back of the T-shirt, on the other hand, is printed with a line that reads: “Chinese is fun.” For the first part of any class, Yu-shan would start with a video about Chinese characters to help

students understand the evolution of Chinese characters and related fun anecdotes. “Although Chinese characters remain difficult, students were motivated to practice writing after knowing the story behind them. I feel extremely proud whenever I see students practicing writing stroke by stroke, even if they often make mistakes.” Yu-shan also designed teaching activities in correlation to Chinese festivals, helping the students to memorize key words and phrases associated with Chinese celebratory atmospheres.

How effective are these approaches to learning Mandarin? The answers from students are the best testimonies: “We are so glad that Taiwan can provide Mandarin language lessons. Our teacher uses various methods to help us learn traditional Chinese characters. In the future when I travel to Taiwan or Hong Kong, I will be able to read the characters, and even easily switch to learning simplified Chinese characters. I know Chinese is a difficult language to master, but I’m interested and confident I can learn it well!”

## Interview 2

Milron Belo, Student from the Vocational Training Project for Youth in the Pacific

### Bringing Taiwanese technologies home to provide a better life for family members



Milron Belo, a 24 year-old from our partner country the Solomon Islands, was among the 30 students who came to Taiwan to participate in the 2015 Vocational Training Project for Youth in the Pacific. These young trainees from South Pacific Islands such as Kiribati, the Marshall Islands, Nauru, and Palau attended three-month training courses and received professional instruction in three disciplines: electrical and electronic engineering, automotive mechanics and woodwork.

Milron, who is majoring in carpentry, is currently a college student from Solomon Islands National University. Passionate about carpentry and dreaming of a career in this sector, Milron used his spare time to set up a workshop selling handcrafted wooden items in his community back home. When asked how he came to know about this project, Milron recalls hearing about scholarship and agricultural technology projects initiated by the TaiwanICDF in the Solomon Islands back when he was still a junior high school student in 2008. “Every junior high school student has heard about the TaiwanICDF. I signed up immediately when I knew there was a project subsidizing students to learn carpentry in Taiwan,” exclaims Milron.

#### Theoretical and practical learning

The Vocational Training Project for Youth in the Pacific was commissioned by the Ministry of Foreign Affairs and implemented

jointly with the Taichung-Changhua-Nantou Regional Branch of the Ministry of Labor’s Workforce Development Agency. Class lectures and group discussions were arranged in the morning, and hands-on practice sessions in workshops were conducted in the afternoon. Experienced instructors provided on-site instruction, skillfully using a five-step teaching model involving preparation, instruction, demonstration, practical training, and assessment to train students in the techniques. Lessons were adapted to the level and cultural background of individual students, thus providing all participants with customized courses that were both practical and challenging.

Despite having years of experience, Milron realized that he still had great room for improvement. For example, despite producing simple sketches on paper prior to any project, Milron did not know how to use rulers or other professional tools to transfer these designs onto the actual wood materials. Many of his completed works were misaligned as a result. Having now undergone professional training, Milron has gained valuable experience in carpentry tools and construction techniques, as well as sophisticated ideas for product marketing and various innovative business models.

“I will bring back the techniques I’ve learned in Taiwan to help provide a better life for my family,” says Milron with sparkling eyes. One can feel the passion for woodwork from Milron.

This transfer of experience into the heart of the Pacific has ignited a life and future for a fellow youth and helped foster a professional talent for the country’s future.

## Change 5

# Strengthen financial intermediaries to provide diverse loan services

Financial markets in developing countries are limited by the lack of national savings and inability to acquire external financing or uncertain government policies. These problems are reflected in economic activities, with private sector companies unable to secure funding resources from formal financial services, which severely hamper their ability to conduct business.

Since its establishment, the TaiwanICDF has carried out microcredit and small- and medium-size enterprises (SMEs) relending projects, offering support and financial resources for financial intermediaries to build their capacity to provide high-quality and continuous financial services, and introduce innovative financial products that correspond to local development requirements, providing micro- and small businesses with improved access to financing.

### Innovative mechanisms and designs

To stimulate the growth of micro, small and medium enterprises (MSMEs), reduce the risks perceived by financial institutions and provide incentives for them to grant loans to MSMEs, the TaiwanICDF took into account different societal and cultural surroundings of partner countries to design the loan projects. For example, the group lending model was applied in the African region, where collective penalties and social conventions were used to bind the relevant parties and reduce the possibility of loan default.

In Asia-Pacific and Latin America, these loans were supplemented with technical assistance, where SMEs or small farmers applying for loans

were given consultation to help boost their productivity. Smartphone technologies enabled microcredit to be provided on demand, whereby loans from financial institutions are made in connection with goods purchasing in rural areas and product delivery by wholesalers, benefiting all parties involved.

In terms of the diversification of financial institutions, the TaiwanICDF has cooperated with various participating institutions such as NGOs (semi-formal financial institutions), non-bank financial institutions, cooperatives, commercial banks, and factoring companies.

To link resource deployment to the specified goals of development, in recent years the TaiwanICDF has worked with regional multilateral development banks to launch innovative financing mechanisms and designs. In the Student Loan Fund, for example, innovative loan services were introduced and promoted to technical training institutions, schools and commercial banks of Central America, allowing youths access to affordable student loans and quality technical and vocational training. As for the Green Energy Special Fund, reduction in carbon dioxide emission was linked with loan interest rate subsidy to encourage the adoption of the best available technologies for municipal infrastructure projects.

Difficulties were encountered when these two projects were first implemented. In the first case, we had to explain in detail to the local commercial banks in order to increase their willingness to participate in the loan program. In the second case, it was necessary to provide municipal governments with cost analyses of green technology



The TaiwanICDF, working with the Central American Bank of Economic Integration (CABEI), offers student loans through local financial institutions, so that students can continue their studies.

and demonstrate the benefits of using renewable energy products. Thus, it was possible to stimulate interest and promote these projects.

The TaiwanICDF received positive feedback in 2015 for the innovative methods applied in these projects. This feedback encouraged us to design new financial projects in response to the national development strategies and needs of our partner countries. Recent examples include the “Home Energy Efficiency and Renewable Energy Project in the Republic of the Marshall Islands” and a collaborative agriculture loan program aimed at the agriculture value chain with the European Bank for Reconstruction and Development (EBRD).

Looking ahead, the TaiwanICDF will continue to pay close attention to the trend of financial innovations in development assistance to enhance the quantity and quality of development assistance provided.



## Interview 1

Silvio Conrado Gómez, Director for Nicaragua, Central American Bank for Economic Integration (CABEI)

### Education is a country's best investment and offers unparalleled long-term benefits



Education and human resource development are the foundations for national growth and key elements for economic development. It is not difficult to access higher education in Taiwan. Students coming from disadvantaged economic backgrounds can still apply for student loans for education. However, higher education remains a dream beyond the reach of many youths in Central American countries, who are forced to enter the workforce at an early age as they are unable to pay for tuition.

To help our partner countries in Central America develop high-quality human capital and improve learning environment, the TaiwanICDF brought for the first time in 2008 the “educational credit system” to Central America. This system had been implemented in Taiwan for many years with great success. The TaiwanICDF worked with the Central American Bank for Economic Integration (CABEI) to jointly implement the CABEI Technological and Vocational Education and Training Student Loan Fund and the TaiwanICDF Central America Technological and Vocational Education Development Fund.

#### Promoting education to benefit national development

CABEI is an important financial institution supporting development assistance in Central America; its primary mission is to promote the economic integration and the balanced economic and social

development of its member countries, and strengthen the financial basis for regional economic integration. To CABEI Director Silvio Conrado Gómez of Nicaragua, a member country of CABEI, the most important TaiwanICDF-CABEI collaboration is the education project.

“Education is the prerequisite condition for national development. Development would be limited without good educational infrastructure,” emphasizes Director Conrado. To implement this project, CABEI and the TaiwanICDF each provided 50 percent of the project’s financial resources; CABEI was responsible for project implementation and monitoring, while the TaiwanICDF acted as a consultant. It was expected that financial intermediaries participating in the project could provide student loans with competitive interest rates, repayment plans and grace periods. Such education loans could help students with good academic performance but inadequate financial resources to continue their academic pursuit with dignity.

Improvements to education development funds as well as innovative curriculum plans for college and graduate programs make up the two-pronged approach to raise the quality of education and overall competitiveness in the region.

All participants in this project, from the Taiwanese government, the TaiwanICDF and CABEI, to the cooperating universities, expect the project to bring positive and long-

term impacts and benefits to Central America. As Director Conrado says: “I have a particular preference for the student loan project because education is the best investment a country can make, because it offers unparalleled long-term benefits. Education helps the nation to achieve development and builds the foundation for improving the quality of life.”

Alan Rousso, Managing Director, External Relations and Partnerships, European Bank for Reconstruction and Development (EBRD)

## Inclusion as the key to economic transition



“We believe that economic inclusion is a vital component of transition and this is an area the EBRD will continue to pursue vigorously with donor support.” This was the key message delivered by Alan Rousso, Managing Director of External Relations and Partnerships of the EBRD, when speaking about the recent development in the EBRD’s banking operations.

Following the financial crisis and subsequent European debt crisis, countries, local companies and small businesses in the EBRD’s region became more hesitant to long-term borrowing. At the same time, tighter financial sector regulation made banks more reticent to lend, which disproportionately affected small and startup businesses.

Facing these challenges, the EBRD has responded with a range of tools and approaches to prepare financial institutions and businesses, small or large, for a return to growth. Many of the EBRD’s activities involve the banking sector as a means to help companies acquire the financing they require.

Mr. Rousso expresses that the EBRD’s private sector focus sets it apart from most other international financial institutions. As an institution, the EBRD has to be flexible, dynamic, and constantly innovate along with the market in order to accomplish its mission.

### Bilateral partnership in new sectors

Mr. Rousso points out that the

TaiwanICDF has cooperated with the EBRD in financial institution projects and has recently extended its scope to green energy and agribusiness sectors.

In the area of green energy, the TaiwanICDF, through contributing to the Green Energy Special Fund, co-finances with the EBRD to the Almaty Kala Zharyk Company, which manages municipal street lighting in the city of Almaty in Kazakhstan. Loan proceeds are used to renovate public LED street lighting and the street lighting control center, addressing the issues of rising electric costs and tightening municipal budgets.

In the area of agribusiness, the development of the SME sector is fundamental to promoting healthy economies and sustainable and inclusive growth of markets across the region where the EBRD invests.

Access to finance remains a key growth constraint for agricultural enterprises in the countries where the EBRD invests. Increased access to financing will enable small businesses to improve efficiency, increase productivity, expand and create new jobs.

At the same time, the assistance from the TaiwanICDF has allowed private sectors across the region where the EBRD invests to learn the innovative agricultural and food production technologies developed in Taiwan, while facilitating the exchange on knowledge and international best practices in the region.

Mr. Rousso stresses that with

nearly 20 years of cooperative relationship, the TaiwanICDF has been a great partner of the EBRD in assisting the transition of developing countries. He has high expectations for future projects and deeply appreciates the TaiwanICDF’s efforts over the years.

## Change 6

# Overseas volunteers dispatched to a diverse selection of cultures

In the 19 years since its implementation, the TaiwanICDF Overseas Volunteers Program has dispatched a total of 654 volunteers to provide their services in 37 countries.

In 2015, a total of 35 long-term and project-based volunteers (statistics by dispatch date and service category) were dispatched, and a total of 64 individuals offered overseas assistance during the same period. In addition to youths between 20 to 30 years old, recent volunteers include individuals with extensive experience in their respective professions or retirees looking to get out of their comfort zone to join the TaiwanICDF as an overseas volunteer. The gap year concept is no longer exclusive to the younger generation; indeed, many of our volunteers are people with years of work experience who have opted for a year off to pursue their dreams and take a temporary break from their career and family. With their life experiences, these

volunteers are better able to handle the challenges and setbacks encountered when overseas with a more mature and well-rounded mindset, and help partner countries resolve problems.

In their free time, the volunteers would constantly try to establish links with local resources and engage in cultural exchange, inviting other fellow volunteers to join in and building rapport with the local people. For example, TaiwanICDF volunteers stationed in St. Lucia, Chen Dailing and Zheng Zhu-jun, made use of Taiwan's experience to initiate a St. Lucia Maternity Health Manual Promotion Project while working with nurses in the local community, and designed a health manual exclusively for expecting mothers in St. Lucia. Zhu Wen-ling, stationed in Nicaragua, took reference of the local culture to plan a Taiwan Film Festival in an effort to showcase the beauty of Taiwanese culture and landscape.

Furthermore, in recent years, the TaiwanICDF has combined recruitment of internal and project-based volunteers for international humanitarian assistance programs. This has provided Taiwanese people with the opportunity of being at the frontline of international humanitarian assistance work. On-site observations made by these volunteers have helped the TaiwanICDF assess project implementation outcome, support project monitoring and control, and foster talent in international assistance in Taiwan.

Over the course of 2013, the TaiwanICDF dispatched a total of 21 project-based volunteers. In December 2014, we worked with World Vision on the Addressing Health and Hygiene needs of those affected by the Solomon Islands Flooding in Weathercoast, Guadalcanal project, and dispatched one public health volunteer to the Weathercoast region of Guadalcanal in 2015 to provide health training. These efforts not only promoted the global visibility of Taiwan as a project participant and strengthened the cooperative relationship between the TaiwanICDF and World Vision; they also enabled the volunteer to learn about the operations of the international humanitarian system, build interactive relationships with the people of the Solomon Islands, thereby helping to promote cultural exchange.

Overseas volunteers in 2015 were more diverse than ever, and projects more compliant with the principle of ownership and fully integrated with the local community, thus serving as a positive display of the spirit of volunteerism.



Weber V. B. Shih (front left), Secretary General of the TaiwanICDF, presents a flag to representatives of the 2015 Long-term Overseas Volunteers Service and project volunteers.

## Interview 1

Huang Yi-zhong, Project-based Volunteer,  
Addressing Health and Hygiene needs of those  
affected by the Solomon Islands Flooding in  
Weathercoast, Guadalcanal

### We must help them survive and live on with dignity



“If you have thought about becoming an overseas volunteer more than once, then you should definitely give it a shot!” Huang Yi-zhong, originally a specialist in the Research, Development and Evaluation Office of the TaiwanICDF, was dispatched to our partner country the Solomon Islands near the end of July 2015 to support the Addressing Health and Hygiene needs of those affected by the Solomon Islands Flooding in Weathercoast, Guadalcanal project and returned to Taiwan in early November.

Yi-zhong was a member of a social service group during college and worked as a serviceman in the Diplomatic Alternative Military Service Project where he was dispatched to Haiti in the Caribbean, an area devastated by a major earthquake. This experience kindled Yi-zhong’s passion for humanitarian work. “Although I’m currently responsible for conducting research, development and evaluation tasks, I submitted my application without delay when I heard that the Humanitarian Assistance Department was accepting applications from colleagues within the TaiwanICDF.” The TaiwanICDF initiated the leave without pay policy for the organization’s personnel in November 2013 so that they may sign up as overseas volunteers. This provided many passionate young volunteers with great opportunities to fulfill their wishes of gaining frontline experience in humanitarian work.

The Addressing Health and Hygiene needs of those affected by the Solomon Islands Flooding in Weathercoast, Guadalcanal project was established in response to the serious flood disaster in the Solomon Islands in April 2014. Flood waters destroyed public infrastructure, including bridges and public water supply systems, resulting in spread of diarrhea, acute respiratory infections and other diseases. To help improve local hygiene and health conditions, the TaiwanICDF cooperated with World Vision on this project, which runs from December 2014 to May 2016. Tasks include promoting hygiene awareness, repairing water supply systems, and setting up fences for animals. The TaiwanICDF also dispatched a volunteer to help affected communities acquire relevant capabilities and resources needed to tackle hygiene and environmental issues.

#### Learning to listen, integrate and communicate

During this three-month long volunteer service, Yi-zhong made many visits to local communities, supported efforts in health education, arranged promotional skits on health and hygiene, designed promotional posters, and took part in designing community pig pens. The Solomon Islands is a country composed of nearly a thousand islands, and the disaster left the country destitute of supplies and ravaged hygiene conditions. Aid workers

were transported by ships across tumultuous waves. These journeys were most uncomfortable for Yi-zhong. However, he learned many lessons from his partner and the local residents, such as how to listen to and discuss with local residents to identify the most suitable plan instead of sticking to cookie cutter approaches.

Yi-zhong gives the pig pen design as an example. In Taiwan, pigs are reared under centralized management, using feed formulas. In the Solomon Islands, pig farming tends to be in small scale and subsistence-based; no feed formulas are available. It seems quite impossible to simply duplicate Taiwan’s experiences. Hence, discussions were held with local residents and the conclusion was to build small, wooden pig pens, a decision which was supported by the residents.

If asked what has been most rewarding about this journey, Yi-zhong earnestly answers: “Besides learning about how the international humanitarian assistance system works from global NGOs, the most important experience was to see statistics transformed into human faces. In addition to becoming more empathetic and gaining a better understanding of the actual plight faced by these people, I also became more aware of the victims’ needs to better help them live on with dignity.”

Chu Wen-ling, English Teaching Volunteer, Nicaragua

## Pick up my backpack and camera, continue on my journey of learning



“Most people harbor a stereotypical image of life after retirement. They think that it’s all about traveling around the world and enjoying the good life. I like traveling myself, but I prefer experiencing different cultures, making contact with the society and its people.” This was the retirement plan pictured in the mind of Wen-ling, who signed up as a volunteer English language instructor in Nicaragua. After becoming a certified English-language tour guide and tour leader, Wen-ling worked as a volunteer guide at Cihu Park before applying to graduate school. She then learned about the TaiwanICDF and signed up as an overseas volunteer. “I have the spirit of a wanderer and the yearning surges every once in a while. My husband and I respect each other’s interests, and this allows me the freedom to pursue a unique life after retirement,” exclaims Wen-ling.

“It started with an interest to learn Spanish, which later turned into a love of Latin music and salsa dance...” Wen-ling smiles as she describes the reasons behind her choice to volunteer in Nicaragua, a Spanish-speaking country, despite having taught English to junior high school students for 30 years. She observes that Nicaragua lacks English teachers and few English courses are offered; internet is not prevalent while books and magazines are rare and expensive. Students who wish to improve their English must either enroll in private schools or attend language learning institutes, which

cost a lot and deterred many people.

Therefore, in order to properly teach English, Wen-ling started learning Spanish to understand why students encounter problems in English grammar or pronunciation and to identify potential solutions. Teaching materials she designed herself and the “flash mob” concept were used to host English singing events on the school campus to encourage student motivation for learning English.

### Passion, physical health and mental adaptability are necessary

During her one-year overseas volunteer experience, Wen-ling has been stricken by grave illness, felt disappointed with the students’ poor attendance rate, and could not effectively cope with the local lifestyle due to her poor level in Spanish. However, she remained optimistic and eager, and everything eventually improved as she got back on track. Wen-ling reminds us that overseas volunteers are, after all, outsiders to the local community; you cannot simply rely on passion alone. Other key requirements for volunteers include physical health and mental and emotional adaptability. Most importantly, Wen-ling says: “You must learn how to live with yourself. It may be helpful to develop a few hobbies to entertain yourself or other people as well.”

Wen-ling has some advice based on her own experiences for those who intend to pursue a career in

overseas volunteering. It is important to first acquire approval from family members to ensure that your volunteer experience is free from unnecessary troubles. Your family should be well aware of the places you intend to go, the things that you want to do, and what the experience could provide for yourself and the country. Doing so will allow your family to understand your motivations and ease their concerns, and may even make them feel proud of your actions.

Secondly, you must evaluate yourself on your ability to live independently and whether you possess problem solving skills. It is also essential to be able to respect and accept different cultures. This outlook will help you quickly adapt to local life and better enjoy life in different countries.

“My experience in Nicaragua has given me many stories that I can share. Perhaps I will write a book, or start a salsa club where everyone can dance salsa or bachata, or try out Nicaraguan cuisine. Of course, I will continue to hold onto my backpack and camera, and pursue my journey of self-education.” Wen-ling remains active and optimistic for the future.

4

Administration



## Financial Management

In financial planning, this year our investment was guided by an actively defensive asset management strategy, allocating to primarily fixed-income assets and supplemented by risk-bearing assets. Balanced asset allocation ensures the sufficient liquidity of the Fund and the security of the Fund principals.

Any financial investment plan not related to our main operations must be set with the priority to secure the funds needed by the TaiwanICDF for our foreign aid development projects, adhere to the past principle of appropriate asset allocation, and precise control the maximum investment ratio for the risk-bearing asset portion. In 2014, this ratio ceiling was 2.55 percent of the Fund's net worth. Subsequently, with the Board's resolution, this ratio ceiling was raised to the current 6.37 percent in 2015 with a view to using uncommitted funds to acquire stable, mid-to-long term fixed income from investment. This income is expected to help the TaiwanICDF achieve the goal of sustainable development in our operations.

### Fund Utilization

The TaiwanICDF's fund balances (the Fund) are derived predominantly from two sources: the founding fund and donated fund; and accumulated earnings.

The Fund is used for reimbursable international cooperation and development projects, such as long-term investment and lending development projects. To enhance the effectiveness of fund utilization, a portion of the uncommitted Fund is set aside and invested in a portfolio of financial instruments. Such investments take the form of fixed-income instruments, such as bonds, bank deposits and short-term investments, supplemented by risk-bearing instruments in the form of exchange-traded funds (ETF).

Annual earnings are mainly derived from interests and revenues from long-term capital investments or lending

development projects, as well as from investments in a portfolio of financial instruments. These are used to finance international projects on a non-reimbursable basis and operational expenses. As of December 31, 2015, the total outstanding amount of long-term investment and lending development projects comprised 34 percent of the Fund, while 66 percent was allocated to a portfolio of financial instruments. Accounting for commitments made but not yet fulfilled, the value comes to 59 percent of total fund balances, while financial instruments accounted for 41 percent.

In 2015, the overall rate of return for the Fund was 1.84 percent excluding foreign exchange gains (losses) and other income (expenses), and 2.37 percent when accounting for foreign exchange gains (losses) and other income (expenses). Of this, the rate of return for long-term investment and lending development projects was 2.03 percent and financial investments 1.74 percent. Annual revenue (excluding foreign exchange gains (losses) and other income (expenses)) was around NT\$290.37 million. Accounting for foreign exchange gains (losses) and other income (expenses), annual revenue comes to around NT\$374.21 million.

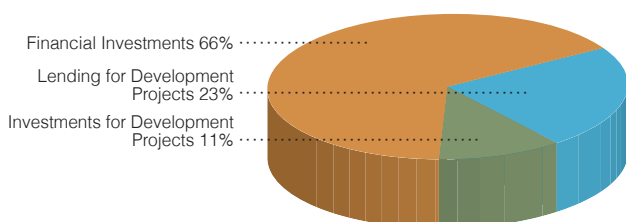
In 2014, the TaiwanICDF had a gain of NT\$44.89 million through the disposal of exchange-traded fund investments so that annual revenue in 2014 was NT\$381 million. Although there was a drop in annual revenue of around NT\$6.79 million in 2015 excluding the income from ETF, the difference was 1.78 percent. Compared to an annual income of NT\$274.5 million in 2013, this represented an increase of NT\$99.71 million or 36.3 percent. Financial investment revenue distribution from 2013 to 2015 is shown in Figure 2.

### Management of Long-term Lending and Investments

As of December 31, 2015, the TaiwanICDF was committed to 14 long-term investment projects, for which the balance of investments stood at US\$46.99 million and NT\$124 million. There were also 85 lending development projects with approved loans of US\$522.45 million, €56.55 million, and other currencies equivalent to US\$18.1 million. Accumulated loan disbursements stood at US\$447.65 million, €20.84 million and in other currencies equal to US\$8.5 million, equivalent to 83.18 percent of all commitments, while total loan principal repayments stood at US\$387.79 million, equivalent to 75.13 percent of all funds extended.

As for revenue derived from reimbursable long-term investment and lending development projects, interest

Figure 1 Fund Utilization (2015)



earned in 2015 from lending development projects stood at NT\$ 91.9 million, for a rate of return of 2.53 percent (compared to 2.71 percent in 2014, a fall of 0.18 percent). In 2015, two investment projects contributed to a profit of NT\$17.36 million for a return rate of 0.99 percent. Total aggregated return on long-term investment and lending development projects was NT\$192.5 million with a combined return rate of 2.03 percent. Compared to a total aggregated income in 2014 of NT\$99.64 million, this represents an increase of around NT\$9.61 million (aggregated return rate in 2014 was 1.73 percent, an increase of 0.30 percent), while compared to NT\$112.35 million in 2013, a reduction of NT\$3.1 million. In terms of asset quality, as of December 31, 2015, there were no bad debts or delayed payments, and in compliance with the organization's provisions on long-term loans, receivables, and overdue payments, these were recorded as a reserve for allowances for bad debts to provide a fair and objective picture of asset quality.

### Management of Uncommitted Funds

The financial investment of the uncommitted portion of the Fund is designed to increase the efficiency with which funds are used and to increase the TaiwanICDF's revenues. Currently these investments focus on fixed-income financial instruments, supplemented by risk-bearing assets in the form of exchange-traded funds by way of long-term holdings of equities.

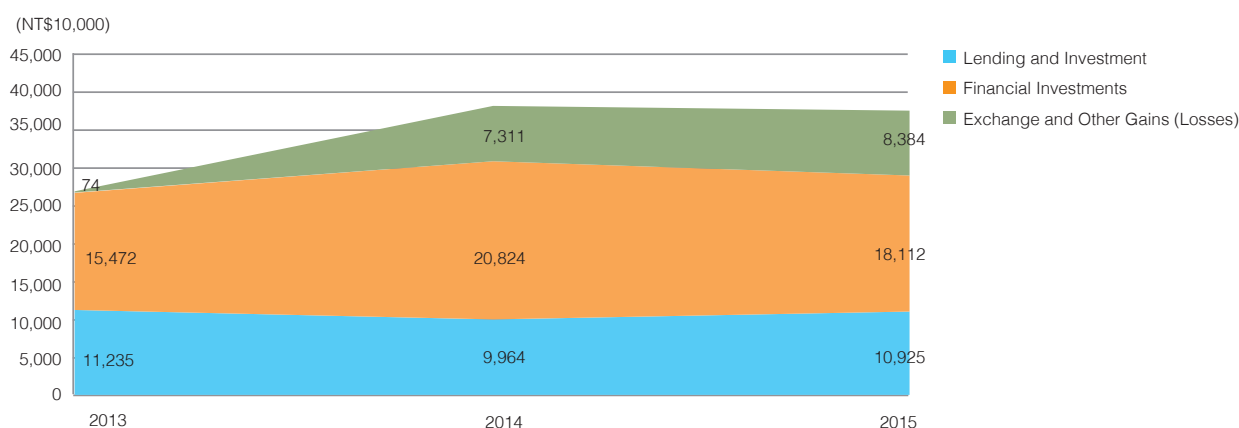
Fixed-income assets are primarily invested in bonds, time deposits and short-term commercial paper

denominated in NT dollars and foreign currencies that are held to maturity. With the delay in raising interest rates by the U.S. government, the overall performance of interest rates was sluggish. In 2015, we increased our bond holding position, and the average rate of return gradually rose from 2.34 percent in 2013 and 2.45 percent in 2014, to 2.57 percent in 2015. In addition, the bond position as a percentage of Fund net worth rose from 14 to 16 percent. As for risk-bearing assets, with acceptable financial risks in 2015, the Board of Directors agreed to increase the upper limit for investment in risk-bearing assets. Thus, risk-bearing assets rose from 2.55 percent of Fund net worth in 2014 to 6.37 percent, with exchange-traded fund holdings increasing by 28 percent over the previous year and dividend income increasing by 65 percent.

With our strategy in 2015 of raising the average return of bond investments and expanding exchange-traded fund investment to increase dividend income, financial investment income, excluding foreign exchange gains (losses) and other income (expenses), was NT\$181.12 million, representing an increase of NT\$17.77 million over the NT\$163.35 million (excluding disposed exchange-traded funds capital gains of NT\$44.89 million) of 2014, registering an increase of 11 percent. Compared to NT\$154.72 million in 2013, this means an increase of NT\$26.4 million or 17 percent. In addition, compared to an annual budget income target of NT\$ 129.67 million, this means an increase of NT\$51.45 million, or 40 percent.

The rate of return for financial investments in 2015 was 1.74 percent whereas the previous year it was 2.11 percent

Figure 2 Fund Revenue (2013-2015)





(including disposed exchange-traded funds capital gains of NT\$44.89 million). In 2013 it was 1.58 percent. The revenue from financial investment plus foreign exchange and other gains (losses) stood at NT\$264.96 million; which represented an increase of NT\$168.09 million, or 174 percent, compared with the budget target. Financial investment utilization in 2015 is shown in Figure 3.

## Accounting Management

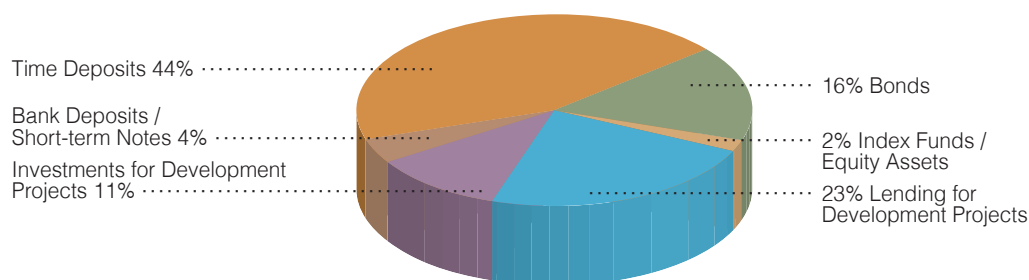
The TaiwanICDF's revenues are derived predominantly from interest accrued on the Fund and interest from lending operations and funding for MOFA-commissioned projects. Interest accrued on the Fund and interest from lending operations mainly support routine operations, including technical cooperation projects, humanitarian assistance, scholarship programs, as well as the TaiwanICDF's administrative and management expenses. Income from MOFA-commissioned projects mainly supports the operation of overseas technical and medical missions, and specially commissioned projects.

In 2015, operating revenues and non-operating income and gains amounted to NT\$1.58 billion, of which NT\$ 1.23 billion was allocated for commissioned projects, an increase of 21.49 percent from 2014. Revenue generated through the use of the Fund was NT 374.7 million, a decrease of 1.95 percent from 2014, of which revenues from lending and investment operations comprised 29 percent, interest on fund investments 47 percent and cash

dividends 2 percent, with other revenues representing the remaining share of 22 percent.

Expenditures for 2015 were NT\$ 1.52 billion, of which NT\$ 1.23 billion was used for commissioned projects, an increase of 21.49 percent from 2014. Expenditures through the use of the Fund were NT\$ 315.38 million, a decrease of 15.93 percent from 2014. In 2015, revenue exceeded expenditures by NT\$59.32 million compared to the NT\$ 7.02 million excess of expenditures over revenue in 2014, an increase of NT\$52.3 million. This increase in annual dividend income was mainly due to the implementation of cost-saving and revenue generating measures to balance income and expenses, including raising the proportion of exchange-traded fund holdings; as well, the natural hedge approach adopted in response to the U.S. Federal Reserve's plan to raise interest rates produced a foreign exchange gain of NT\$ 71.75 million. In terms of cutting down on expenses, to make maximum use of commissioned funds and improve foreign aid efficiency, part of the operating expenses were borne by the funds entrusted. At the same time, the integration of TaiwanICDF and MOFA resources provided for better synergy of foreign aid and MOFA injected funds in the amount of US\$ 0.25 million to help the TaiwanICDF in promoting technical assistance. In addition, Nepal earthquake relief funds were used in the implementation of two humanitarian aid projects in the country, indirectly generating savings of US\$ 0.4 million in the budget for humanitarian assistance.

Figure 3 Investment Management (2015)



For 2011 – 2015 TaiwanICDF Fund income and expenditure structure and figures, please refer to Figures 4 to 6.

### Fund Utilization and Balance

As of December 31, 2015, the net balance of the Fund was NT\$ 15.78 billion (including founding and donated funds of NT\$ 12.47 billion, accumulated earnings of NT\$3.32 billion and unrealized gains on financial instruments of NT\$4.87 million). This represents an increase of NT\$ 54.15 million, or 0.34 percent, from 2014.

As of December 31, 2015, total assets stood at NT\$ 16.35 billion, of which current assets comprised 52.78 percent, long-term investments and loans 46.97 percent, fixed assets 0.15 percent and other assets 0.10 percent. The organization's total liabilities were NT\$ 563.24 million and the total balance of all funds (the Fund plus accumulated earnings) was NT\$15.78 billion.

### Budget Execution

In 2015, the MOFA contracted the TaiwanICDF to carry out overseas operations worth NT\$ 1.26 billion. Overall, the total budget for MOFA-commissioned projects was NT\$ 1.23 billion and the implementation rate was 95.29 percent.

Operating expenses (excluding expenses for contracted projects) amounted to NT\$ 314.89 million. This compares with a budgeted plan of NT\$ 477.22 million, equal to a utilization rate of 65.98 percent. This result was due to the implementation of cost-saving measures this year (2015) to achieve a balance between the organization's revenues and expenditures.

Figure 4 Fund Revenue (2015)

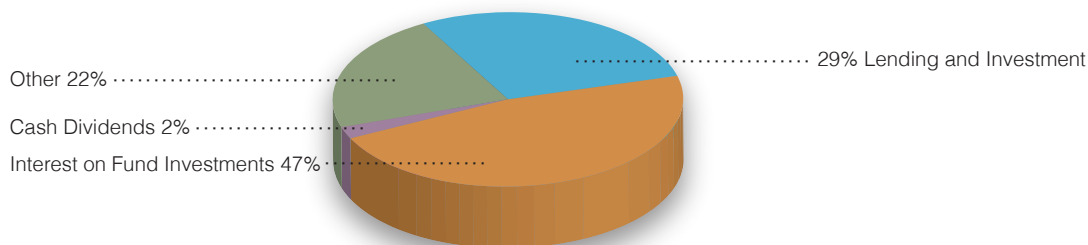


Figure 5 Fund Expenditure (2015)

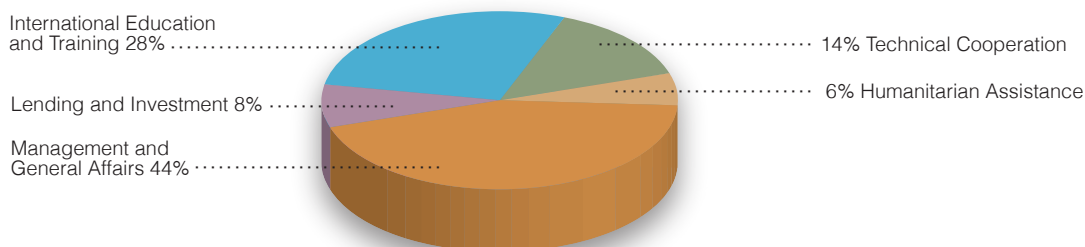


Figure 6 Revenue and Expenditure (2011-2015)

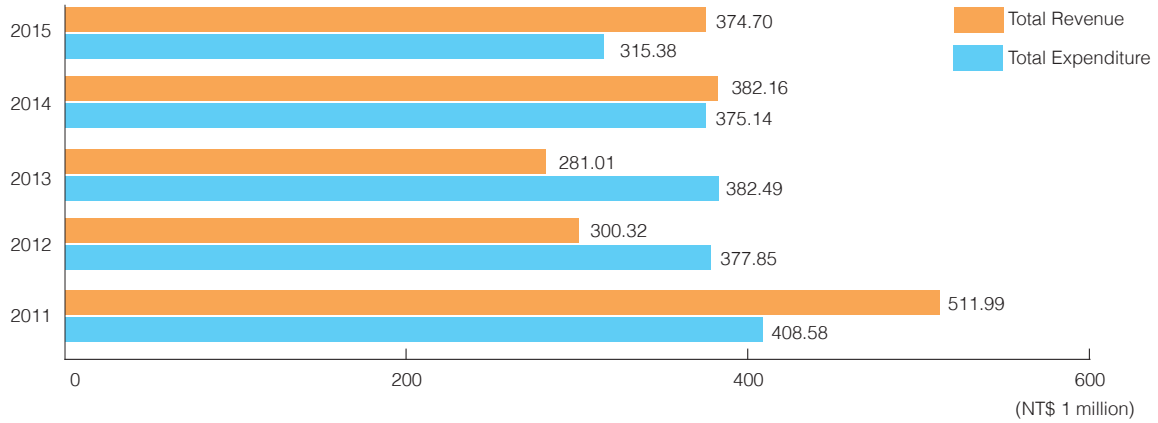


Figure 7 Fund and Fund Balances (Since 1997)

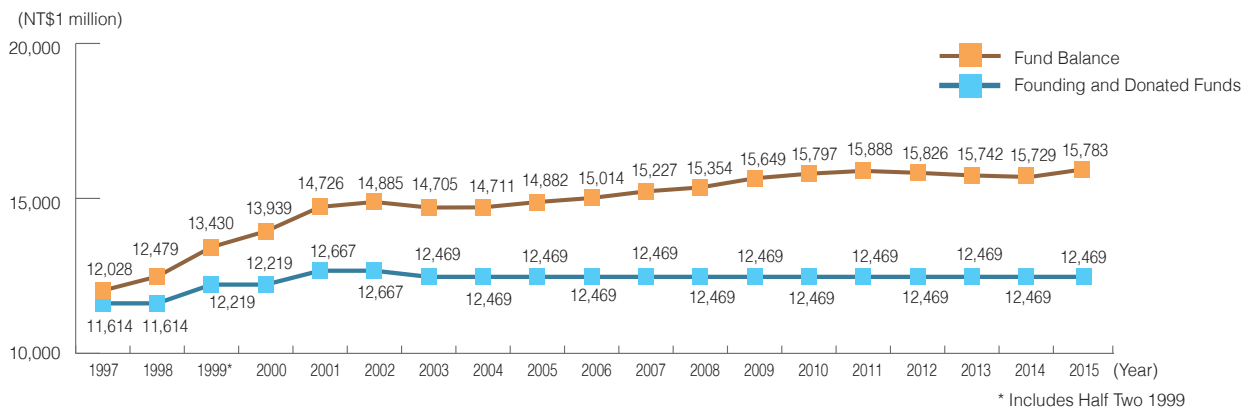
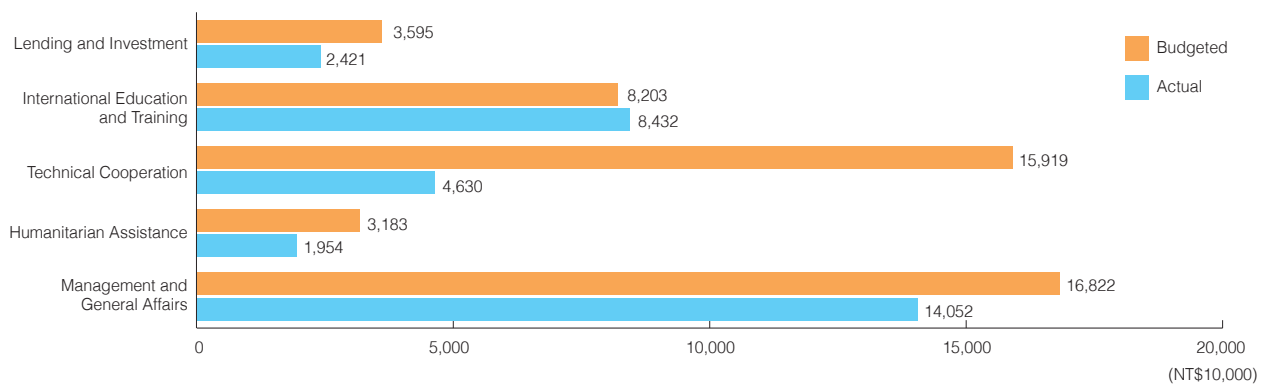


Figure 8 Budgeted and Actual Expenditure (2015)



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## Human Resources

In response to trends in international development assistance and the needs of partner countries, in 2015 the TaiwanICDF maintained its rigorous process in recruiting the right people to join our team. Considering that talents are the most important asset of any organization, the following key human resource management programs were carried out so that knowledge and experiences relating to foreign assistance could be passed on and top talent retained:

### **Fostering Outstanding Senior Personnel, Passing Down Foreign Aid Experience**

The training of specialized personnel in international development assistance is not easy, and neither is acquiring experience in the field. As a result, we have trained outstanding senior staff in their capacity as lecturers through our internal instructor training courses so that they may transfer their accumulated experience and knowledge in foreign assistance to a new generation, creating an outstanding work team representative of the TaiwanICDF organizational culture.

### **Refining Personnel Capacity, Diversifying Our Talent**

We actively assist TaiwanICDF personnel in developing their professional skills in our priority areas so that promotion and implementation of our operations will keep pace with the times, conform to international development aid trends and meet our partner countries' needs. In addition, staffs are guided to develop a second specialty, nurturing their core competences and assisting them in career planning, to achieve the goal of the organization, as well as personal growth and development.

### **Strengthen Employee Relations, Promote Employee Retention Program**

With a continuing concern for employee welfare, in 2015 we promoted a program that assists employees in dealing with the challenges of daily life. Through the services of a professional consulting team, staffs receive support and assistance in connection with problems of work, health, family and everyday life. Further, we used e-learning to improve directors' sensitivity to employee needs and how to address them, and conducted classes that include physical training and art gallery visits, putting our concern for employee welfare into actual practice, creating a welcoming, mutually supportive organizational culture and raising the overall work efficiency of the TaiwanICDF.

## Auditing

Auditing assists the Board of Directors to examine and appraise the effectiveness of internal controls, to measure and appraise the effectiveness of operations management, and to identify actual or potential risks. Audits also provide timely suggestions for improvement, and follow-up measures are implemented accordingly so as to safeguard the effectiveness of fund management and to ensure that operations are conducted transparently and systematically.

### **Key Auditing Operations**

Key auditing operations at the TaiwanICDF include:

1. Examining the accuracy of financial and operational information, and the security of the management of capital, data and various securities.
2. Examining internal operations and determining whether procedures have followed relevant policies, regulations and procedural guidelines.
3. Examining whether assets at the TaiwanICDF, overseas missions and those allocated to projects are being utilized effectively and are correctly itemized.
4. Examining whether completed operations and projects met their intended objectives and achieved the results anticipated.
5. Investigating projects and making onsite visits to overseas missions to examine the status of internal controls, as well as the performance of projects under implementation.
6. Appraising operations relating to the TaiwanICDF's key reforms in recent years and examining the progress and performance of the organization's annual work plan to ensure that its objectives are realized efficiently and effectively.

### **Implementation of Internal Controls**

Asides from carrying out an examination in accordance with the annual audit plan put forward and approved by the Board of Directors, the Auditing Office must also implement and ensure sustainable effectiveness of the organization's internal control system. To this end, it has since 2013 performed annual assessments of the TaiwanICDF's internal controls, Taiwan Technical Missions and part of the individual projects. Internal control assessments are divided into overall operations and specific levels of operations. Components of the overall operations include: control environment, risk assessment, control activities, information and communication, and monitoring. Mechanisms for specific levels of operations cover eight

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cycles: planning management, investment and lending, operations, procurement, salaries, assets, accounting, and service management. TaiwanICDF senior executives and directors of departments and offices first conduct self-assessments of the effectiveness and reliability of their operations. The Auditing Office then reviews these results and presents them to the Board of Directors in order to maintain sustainable effectiveness in the planning and implementation of the internal control system.

## ICT: Digitizing Our Organization

The objective of setting up and planning an information service is to support the development of operations, reduce operational costs and manage operational risks. To ensure that this service can keep pace with the times in quality, the main IT projects for 2015 were as follows.

### Development of operations

In keeping with the medium-term planning and recommendations of TaiwanICDF core ICT development projects, we formulated standards for the development of mobile tools, created an electronic form (e-form) E-Form version 2.0, introduced the latest information technologies, and unified services with common features. In addition, we continued to upgrade the cloud-based email system to increase speed and stability and effectively overcome browser compatibility issues.

### Raising Efficiency

In response to extensive changes in ICT system storage data capacity and format, and taking into account file transmission and response speed, we specifically upgraded our system with high-speed network storage devices – Storage Area Network (SAN) and Network Attached Storage (NAS). Applying data downloading will expand the virtual environment of the server room and capacity for storing files, thereby maintaining stable operation of our ICT systems. Also, we expanded virtual computers to 50 units to increase device management efficiency and extend service life.

### Information Security

To improve information security, we drafted measures based on two aspects: location and time. In terms of location, we extended the existing network information security from the TaiwanICDF local headquarters to areas where users of TaiwanICDF information services

are present. At the same time, we responded to remote connection needs by introducing the One Time Password (OTP) system to ensure information security. In terms of time, we set up a long-term monitoring system such as the Advanced Persistent Threat (APT) defense system, to lower the risk of security breaches.

With the rapid and increasingly diversified development of TaiwanICDF operations, the scope involved and challenges facing IT services have greatly increased as well. In the future, we will continue to improve and refine our IT systems, integrating the use of new technologies and maximizing the efficiency of our IT services.

# Looking Ahead

## Toward 2030: Partnerships for Progress and Sustainable Development

In recent years, the international community has poured vast resources into development aid work. Though significant results have been achieved, people in many countries remain trapped in poverty, famine, disease and persecution, urgently awaiting the international community to lend a unified helping hand.

Years ago, the Republic of China (Taiwan) was able to create an “economic miracle” thanks to aids from the international society and the combined efforts of Taiwan’s citizenry. This economic feat not only transformed our country from an aid recipient to an aid provider; the “Taiwan experience” is now an important model of success in the international community. Since its founding in 1996 as Taiwan’s official development assistance organization, the International Cooperation and Development Fund (TaiwanICDF) has been dedicated to international cooperation and development work, using Taiwan’s strengths and experience in economic development to implement various cooperation projects. In response to global development trends, we have been working to meet the United Nations Millennium Development Goals (MDGs) since 2000 and devoted ourselves to reducing extreme poverty, hunger and child mortality, improving maternal health, and ensuring environmental sustainability. As the international cooperation and development paradigm transitions from the MDGs toward the new Sustainable Development Goals (SDGs), I am pleased to see that the TaiwanICDF continued to ride international trends in 2015 and achieved important results in its strategic planning, operational priorities and administrative management. Looking ahead to 2016, the organization will remain committed to its vision of partnerships for progress and sustainable development in foreign aid work, and continue along this thread as we open up a new chapter on the 2030 Agenda for Sustainable Development.

### **Responding to international development trends, continuously improving organizational efficiency**

With regards to strategic planning, the TaiwanICDF continues to refine our organizational structure and performance management. By closely examining important international agendas such as the UN SDGs and the United Nations Framework Convention on Climate Change (UNFCCC), we incorporated important goals and indicators of international development into our strategic planning and internalized them into a system of three-tier performance indicators: “core strategy,” “development results” and “operational effectiveness and organizational efficiency.”

These measures will ensure that the projects we undertake respond to international trends and integrate seamlessly with the international cooperation and development framework.

### **Implementing the Sustainable Development Goals using Taiwan’s comparative advantages**

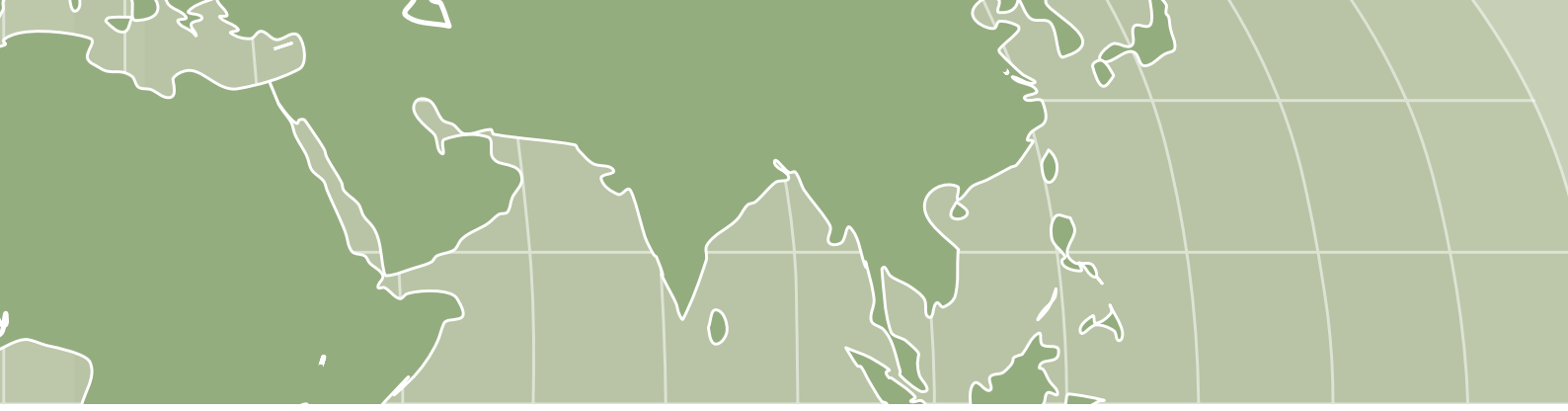
In 2015, the TaiwanICDF planned and carried out a total of 118 projects, covering areas such as agriculture, public health and medicine, information and communications technology, education, environmental protection, and interdisciplinary work. In methodology of implementation, we focused on deepening the content of these projects to ensure sustainable development and applied quantitative methods and qualitative analysis to evaluate the project results. We customized the designs of the projects in response to the needs of the specific regions or countries, making every effort to ensure that all projects met the five guidelines for action: ownership, alignment, harmonization, managing for results, and mutual accountability throughout the project cycle, from identification to post-evaluation.

### **Integrating public and private resources to maximize project synergy**

Financing for development has long been an important issue in international cooperation and development, and integration of domestic and international, as well as public and private, resources is generally recognized as one of the most effective solutions. Therefore, in addition to strengthening effective use of existing funds, the TaiwanICDF has also been actively seeking opportunities for bilateral and multilateral cooperation with the governments of our partner countries, international organizations, non-governmental organizations, and the private sector in aim to expand the available resources. In 2015, the financial resources provided by such partners accounted for one quarter of the total funds allocated to technical cooperation projects implemented by the TaiwanICDF.

### **Strengthening cooperative partnerships, leveraging resources for maximum effect**

Over the past year, the TaiwanICDF has adhered to its vision of partnerships for progress and sustainable development, working with the European Bank for Reconstruction and Development (EBRD) and with the Central American Bank for Economic Integration (CABEI). Such partnerships brought us to implement the Financial Intermediary and Private Enterprises Investment Special



Fund-Agribusines Account (with EBRD) and the Regional Lending Program for Coffee Rust in Central America Project (with CABI). And through tripartite cooperation with partner countries and international development banks, the projects brought expanded impacts and strengthened transparency in project implementation, allowing the comprehensive use of resources to create maximum synergy.

In the use of humanitarian aid resources, in 2015, the TaiwanICDF partnered with international humanitarian organizations to launch six humanitarian assistance projects. Through participation in the work of International Non-Governmental Organization Humanitarian Country Teams, we channeled the project results into the international community's main humanitarian aid response mechanisms to effectively prevent overlapping investment of resources, while reinforcing cooperative relationships with important partners from different regions and countries.

### **Implementing a management system to meet the operational needs of the TaiwanICDF**

In 2015, the TaiwanICDF continued to develop our human resources, improve our financial health, and strengthen our project management capabilities. We are committed to building an administrative management system that evolves to adapt to the organization's operational needs.

In the development of human resources, we appointed chief project managers to reinforce communication and coordination between the TaiwanICDF's projects in the partner countries. In addition, we sent staffs both from our headquarters and overseas offices to participate in courses and seminars in technology, project evaluation and humanitarian aid offered by the International Rice Research Institute (IRRI), the International Program for Development Evaluation Training (IPDET) and the Harvard Humanitarian Initiative, to bolster the human resources needed for the development of our operations.

We also worked to bolster our financial health so we can meet the needs brought by growing operations with limited resources and ensure the sustainability of operations. To this end, we reinforced monitoring on the effectiveness of budget execution and conducted fund management and financial operations based on the principles of security, stability, profitability, and flexibility.

For strengthening our project management capabilities, we completed research reports and work manuals for international cooperation and development trends, bilateral cooperation and best practices to build a resource pool for accumulated experience and knowledge in the planning and execution of our operations. We improved our project management tools for systems and procedures by optimizing our project review system, establishing mechanisms for project amendments and project closure (termination).

### **Planning foreign aid targets to create a sustainable future**

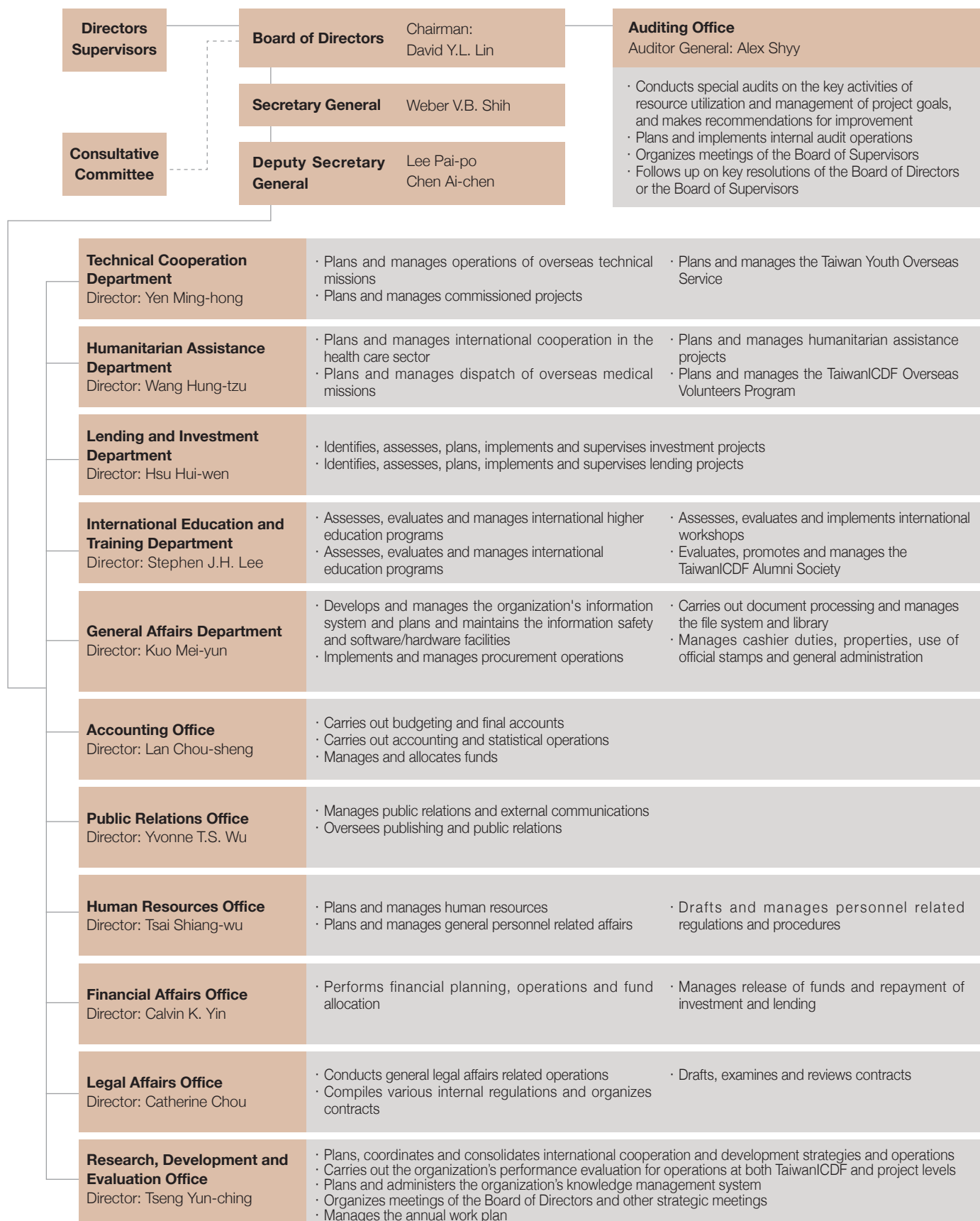
Transforming Our World: The 2030 Agenda for Sustainable Development, approved by the UN in September 2015, stresses five essential elements for delivering on the SDGs: People, Prosperity, Planet, Justice and Partnership. These are also important components of the TaiwanICDF's mid-to-long term work. Looking ahead to 2016, the TaiwanICDF will continue to pursue our vision of partnerships for progress and sustainable development and the 2030 Agenda for Sustainable Development, incorporating the sustainable development goals into our strategies and regional development focuses, and working alongside our international development aid partners with a common language to create a sustainable future.

Amb. Weber V.B. Shih  
Secretary General  
TaiwanICDF

施文斌



# Organizational Chart\*



\* Accurate as of December 31, 2015



# Board of Directors; Supervisors and Consultative Committee\*

## Directors and Supervisors

The statutes of the TaiwanICDF provide for a Board of Directors of 11 - 15 persons and a Board of Supervisors of 3 - 5 persons. The Executive Yuan appoints these board members. The Board comprises senior government ministers, heads of other government agencies, distinguished scholars and leading industrialists. One third of the Board must come from the latter two categories. The duties of the Board include shaping policy, approving specific projects and lending operations, overseeing annual budget allocations, appointing and dismissing senior management and attending to other important affairs relevant to the operation of the organization.

## Membership of the seventh Board of Directors appointed to the end of June 2017

Chairman	David Y.L. Lin	Minister of Foreign Affairs
Directors	Lin Junq-tzer	Minister without Portfolio, Executive Yuan
	Deng Chen-chung	Minister, Ministry of Economic Affairs
	Chiang Been-huang	Minister, Ministry of Health and Welfare
	Peng Fai-nan	Governor, Central Bank of the Republic of China (Taiwan)
	Chen Bao-ji	Minister, Council of Agriculture, Executive Yuan
	Simon S.Y. Ko	Deputy Minister of Foreign Affairs
	Ho Mei-shang	Research Fellow, Institute of Biomedical Sciences, Academia Sinica
	Liu Bih-jane	Professor, Department of Economics, National Taiwan University
	Twu Mia	Professor, Department of Finance, National Chengchi University
	Lin Yeh-yun	Professor, Department of Business Administration, National Chengchi University; Director, NCU Center for Creativity and Innovation Studies
	Wang Ju-hsuan	Attorney in Charge, Evergreen International Law Firm
	Cheng Yung-chuan	Manager, SRAM Taiwan & Project Manager, World Bicycle Relief
	Chang Hang	Chair Professor, Health Policy, Taipei Medical University
Hsu Shih-hsun	Professor, Department of Agricultural Economics, National Taiwan University	
Standing Supervisor	Lee Guo-shin	Director, Department of General Fund Budget, DGBAS, Executive Yuan
Supervisors	Chu Mei-lie	Professor, Department of Economics, National Chengchi University
	Wu Chung-shu	President, Chung-Hua Institution for Economic Research

## Consultative Committee

Article Twelve of the Statute of the Establishment of the TaiwanICDF provides for the formation of the Consultative Committee. The Committee provides consultation and information services related to the operations of the Fund. Committee members include government officials, experts, scholars and persons with specialist knowledge from various sectors. The Board approves and appoints new members of the Consultative Committee.

## Members of the Consultative Committee

Chiou Hung-yi	Vice President, Taipei Medical University; Director, School of Public Health, Taipei Medical University
Eddie M. Chen	Senior Risk Management Specialist, Office of Risk Management, Asian Development Bank
Lee Chien-ming	Associate Professor and Head, Institute of Natural Resources Management, National Taipei University
Louis C.J. Lee	Associate Professor, Department of Business Administration, College of Management, Shih Chien University; Director, Microlife Learning Foundation
Chen Junne-jih	Director, Taiwan Agricultural Research Institute, Council of Agriculture, Executive Yuan
Emma Yang	Former Senior Manager, Asian Development Bank; Former Chief Financial Officer, Radioshack International Procurement, Inc. Taipei Branch (USA)
Lei Chung-dar	Assistant Professor, Department of Banking and Finance, Chinese Culture University
Ted S.T. Tsai	Director, College of Management, Hungkuang University

\* Accurate as of December 31, 2015

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## TaiwanICDF 2015 Board of Directors Conferences

### **The 73rd Board Conference (3rd meeting of the 7th Board of Directors; March 18, 2015) approved the following:**

- Work report and final accounts for 2014 (including an inventory of assets).
- Proposal to amend the job titles and ranks of the executives of the Auditing Office.
- Amendments relating to internal control systems.

### **The 74th Board Conference (4th meeting of the 7th Board of Directors; June 17, 2015) approved the following:**

- Proposal to accept new projects commissioned by the MOFA and to re-allocate the budget of part of TaiwanICDF-funded projects into MOFA-commissioned projects.
- Work plan and budget for 2016.
- Proposal to continue cooperation with the EBRD for the Financial Intermediary and Private Enterprises Investment Special Fund-Agribusiness Account within the budget of US\$ 15 million.
- Draft amendments to Organizational Regulations and Personnel Management Regulations.
- Amendments relating to the internal control systems.

### **The 75th Board Conference (5th meeting of the 7th Board of Directors; September 23, 2015) approved the following:**

- Amendments relating to internal control systems.
- Adjustments to roles and responsibilities of the TaiwanICDF and renaming of the General Management Department to the General Affairs Department.

### **The 76th Board Conference (6th meeting of the 7th Board of Directors; December 9, 2015) approved the following:**

- Proposal to provide a loan to the government of the Republic of the Marshall Islands within the limit of US\$4 million for the Home Energy Efficiency and Renewable Energy Project in the Republic of the Marshall Islands.
- Auditing work plan for 2016.
- Amendments relating to the internal control systems.
- Work plan for 2016 projects commissioned by the MOFA.

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# Report of Independent Accountants

PwCR15000190

## To the International Cooperation and Development Fund (TaiwanICDF)

We have audited the accompanying balance sheets of the International Cooperation and Development Fund (TaiwanICDF) as of December 31, 2015 and 2014, and the related statements of revenues and expenses, of changes in fund balances and of cash flows for the years then ended. These financial statements are the responsibility of the TaiwanICDF's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with the "Regulations Governing Auditing and Attestation of Financial Statements by Certified Public Accountants" and generally accepted auditing standards in the Republic of China. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the TaiwanICDF as of December 31, 2015 and 2014, and the results of its operations and its cash flows for the years then ended, in conformity with the accounting policies described in Note 2.

As described in Note 19 to the financial statements, certain assets were placed under the custodianship of the TaiwanICDF at the request of the owners and these assets are not reflected in the financial statements. The details of these assets are disclosed for reference purposes only.

*PricewaterhouseCoopers, Taiwan*

March 23, 2016

The accompanying financial statements are not intended to present the financial position and results of operations and cash flows in accordance with accounting principles generally accepted in countries and jurisdictions other than the Republic of China. The standards, procedures and practices in the Republic of China governing the audit of such financial statements may differ from those generally accepted in countries and jurisdictions other than the Republic of China. Accordingly, the accompanying financial statements and report of independent accountants are not intended for use by those who are not informed about the accounting principles or auditing standards generally accepted in the Republic of China, and their applications in practice.

As the financial statements are the responsibility of the management, PricewaterhouseCoopers, Taiwan cannot accept any liability for the use of, or reliance on, the English translation or for any errors or misunderstandings that may derive from the translation.

## International Cooperation and Development Fund Balance Sheets

December 31

(Expressed in NT\$)

ASSETS	NOTES	2015		2014	
		Amount	%	Amount	%
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	4	\$ 7,631,214,015	47	\$ 7,664,486,792	48
Held-to-maturity financial assets - current	5	91,540,422	-	506,482,483	3
Other receivables	6	317,431,992	2	208,975,865	1
Prepayments		111,608,368	1	72,442,403	-
Other current assets		92,735,958	1	92,258,987	1
Current portion of long-term loans receivable	7, 18	383,820,455	2	415,963,528	3
		8,628,351,210	53	8,960,610,058	56
<b>LONG-TERM LOANS AND INVESTMENTS</b>					
Long-term loans receivable	7, 18	3,231,700,233	20	3,269,846,544	20
Available-for-sale financial assets - noncurrent		287,104,500	2	22,862,700	-
Held-to-maturity financial assets - noncurrent	5	2,603,016,065	16	1,945,655,981	12
Financial assets carried at cost - noncurrent	8, 18	1,555,234,162	9	1,891,845,795	12
		7,677,054,960	47	7,130,211,020	44
<b>FIXED ASSETS</b>					
	9				
Cost		51,017,810	-	43,484,576	-
Less: Accumulated depreciation		( 26,859,785 )	-	( 25,477,782 )	-
		24,158,025	-	18,006,794	-
<b>OTHER ASSETS</b>					
Deposits-out		313,476	-	334,588	-
Deferred expenses		16,687,330	-	1,128,539	-
		17,000,806	-	1,463,127	-
<b>TOTAL ASSETS</b>		\$ 16,346,565,001	100	\$ 16,110,290,999	100
<b>LIABILITIES AND FUND BALANCES</b>					
<b>CURRENT LIABILITIES</b>					
Payables	10	\$ 556,618,358	3	\$ 365,702,036	2
Unearned receipts		69,600	-	67,200	-
Collections payable		1,717,185	-	2,356,914	-
Other current liabilities		443,113	-	4,839,546	-
		558,848,256	3	372,965,696	2
<b>OTHER LIABILITIES</b>					
Deposits-in		4,186,000	-	7,944,000	-
Other liabilities		202,026	-	200,026	-
		4,388,026	-	8,144,026	-
<b>TOTAL LIABILITIES</b>		563,236,282	3	381,109,722	2
<b>FUND BALANCES</b>					
Funds	13	12,468,838,072	76	12,468,838,072	78
Accumulated earnings	14	3,319,361,670	21	3,260,037,902	20
<b>ADJUSTMENT FOR OTHER FUND BALANCES</b>					
Unrealized loss (gain) on financial instruments		( 4,871,023 )	-	305,303	-
<b>TOTAL FUND BALANCES</b>		15,783,328,719	97	15,729,181,277	98
<b>Commitments and contingencies</b>	18				
<b>Properties under custodianship</b>	19				
<b>TOTAL LIABILITIES AND FUND BALANCES</b>		\$ 16,346,565,001	100	\$ 16,110,290,999	100

The accompanying notes are an integral part of these financial statements. See report of independent accountants dated March 23, 2016.

**International Cooperation and Development Fund  
Statements of Revenues and Expenses**

For the Years Ended December 31

(Expressed in NT\$)

ASSETS	NOTES	2015		2014	
		Amount	%	Amount	%
<b>OPERATING REVENUES</b>					
Revenues from contracted projects		\$ 1,203,386,217	92	\$ 990,540,241	91
Revenues from banking and finance operations		109,253,397	8	99,642,322	9
		1,312,639,614	100	1,090,182,563	100
<b>OPERATING EXPENSES</b>					
	17				
Contracted project expenses	11	( 1,203,386,217 )	( 92 )	( 990,540,241 )	( 91 )
Humanitarian assistance expenses		( 19,541,329 )	( 1 )	( 20,646,696 )	( 2 )
International human resources development expenses		( 84,317,343 )	( 6 )	( 72,200,025 )	( 6 )
Banking and finance operations expenses	8	( 24,209,295 )	( 2 )	( 51,331,513 )	( 5 )
Technical cooperation expenses		( 46,299,401 )	( 3 )	( 80,116,581 )	( 7 )
General and administrative expenses		( 140,523,422 )	( 11 )	( 149,682,846 )	( 14 )
		( 1,518,277,007 )	( 115 )	( 1,364,517,902 )	( 125 )
<b>NET OPERATING LOSSES</b>					
		( 205,637,393 )	( 15 )	( 274,335,339 )	( 25 )
<b>NON-OPERATING INCOME AND GAINS</b>					
Interest on fund investments		171,667,992	13	157,623,045	14
Dividend income		9,452,000	1	5,727,250	1
Gain on disposal of investments		-	-	44,892,134	4
Foreign exchange gain		71,747,424	5	52,728,019	5
Other revenues	15	12,572,688	1	21,543,700	2
		265,440,104	20	282,514,148	26
<b>NON-OPERATING EXPENSES AND LOSSES</b>					
Loss on disposal of fixed assets		( 368,528 )	-	( 1,055,807 )	-
Other expenses		( 120,036 )	-	( 101,010 )	-
		( 488,564 )	-	( 1,156,817 )	-
Income tax benefit	12	9,621	-	-	-
<b>EXCESS OF REVENUES OVER EXPENSES</b>					
		\$ 59,323,768	5	\$ 7,021,992	1

The accompanying notes are an integral part of these financial statements. See report of independent accountants dated March 23, 2016.

**International Cooperation and Development Fund  
Statements of Changes in Fund Balances**

For the Years Ended December 31

(Expressed in NT\$)

	FUNDS	ACCUMULATED EARNINGS	UNREALIZED LOSS (GAIN) ON FINANCIAL INSTRUMENTS	TOTAL
<b>2014</b>				
Balance, January 1, 2014	\$ 12,468,838,072	\$ 3,253,015,910	\$ 20,363,624	\$ 15,742,217,606
Excess of revenues over expenses for 2014	-	7,021,992	-	7,021,992
Unrealized loss on financial instruments	-	-	( 20,058,321 )	( 20,058,321 )
Balance, December 31, 2014	\$ 12,468,838,072	\$ 3,260,037,902	\$ 305,303	\$ 15,729,181,277
<b>2015</b>				
Balance, January 1, 2015	\$ 12,468,838,072	\$ 3,260,037,902	\$ 305,303	\$ 15,729,181,277
Excess of revenues over expenses for 2015	-	59,323,768	-	59,323,768
Unrealized loss on financial instruments	-	-	( 5,176,326 )	( 5,176,326 )
Balance, December 31, 2015	\$ 12,468,838,072	\$ 3,319,361,670	( \$ 4,871,023 )	\$ 15,783,328,719

The accompanying notes are an integral part of these financial statements. See report of independent accountants dated March 23, 2016.

**International Cooperation and Development Fund**  
**Statements of Cash Flows**

For the Years Ended December 31

(Expressed in NT\$)

	2015	2014
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Excess of revenues over expenses	\$ 59,323,768	\$ 7,021,992
Adjustments to reconcile excess of revenues over expenses to net cash provided by (used in) operating activities:		
Depreciation	3,458,495	3,892,215
Amortization	2,196,408	778,405
Reversal of allowance for bad debts	( 4,550,445 )	( 4,839,579 )
Held-to-maturity financial assets - interest amortization	7,221,485	8,109,359
Impairment loss on financial assets carried at cost	12,616,040	25,743,735
Gain on disposal of investments	-	( 44,892,134 )
Loss on disposal of fixed assets	368,528	1,055,807
Changes in assets and liabilities:		
Receivables	13,927,209	( 4,145,540 )
Prepayments	( 3,888,241 )	5,603,309
Other financial assets	-	932,897
Other current assets	( 476,971 )	( 27,777,129 )
Accrued expenses	( 12,658,914 )	9,091,454
Retained money payable on completed projects	-	( 2,635,002 )
Other payables	49,437,564	( 33,479,314 )
Unearned revenue	2,400	67,200
Collections payable	( 639,729 )	( 633,969 )
Other current liabilities	( 4,396,433 )	3,971,346
Other liabilities	2,000	( 80,749 )
Net cash provided by (used in) operating activities	121,943,164	( 52,215,697 )
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Increase in long-term lending	( 388,926,789 )	( 186,101,333 )
Proceeds from long-term loans receivable	463,621,074	711,420,930
Purchases of available-for-sale financial assets	( 269,418,126 )	( 22,557,397 )
Proceeds from disposal of available-for-sale financial assets	-	241,425,010
Purchases of held-to-maturity financial assets	( 758,787,176 )	( 650,165,051 )
Proceeds upon maturity of held-to-maturity financial assets	505,769,824	400,000,000
Purchases of financial assets carried at cost	( 1,004,407 )	( 181,982,202 )
Withdrawal of financial assets carried at cost	325,000,000	1,527,501
Acquisition of fixed assets	( 10,044,824 )	( 8,972,613 )
Proceeds from disposal of fixed assets	66,570	15,775
Decrease in deposits-out	21,112	90,994
Increase in deferred expenses	( 17,755,199 )	( 850,968 )
Net cash (used in) provided by investing activities	( 151,457,941 )	303,850,646
<b>CASH FLOWS FROM FINANCING ACTIVITY</b>		
(Decrease) increase in deposits-in	( 3,758,000 )	2,605,000
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	( 33,272,777 )	254,239,949
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	7,664,486,792	7,410,246,843
CASH AND CASH EQUIVALENTS AT END OF YEAR	\$ 7,631,214,015	\$ 7,664,486,792

The accompanying notes are an integral part of these financial statements. See report of independent accountants dated March 23, 2016.

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## International Cooperation and Development Fund Notes to Financial Statements

December 31, 2015 and 2014

Expressed in NT\$, except as otherwise indicated

### 1. ORGANIZATION AND HISTORY

- 1) In accordance with the Statute for the Establishment of the International Cooperation and Development Fund, promulgated by the President of the Republic of China, the International Cooperation and Development Fund (TaiwanICDF) was formed and approved by the Ministry of Foreign Affairs (MOFA) on June 29, 1996. The TaiwanICDF was formed to succeed the International Economic Cooperation Development Fund (IECDF) management committee on June 30, 1996.

The mission of the TaiwanICDF is to provide assistance to developing countries to promote economic growth, strengthening international cooperation, developing foreign relations with allies and friendly countries, and advancing social progress.

- 2) As of December 31, 2015, the TaiwanICDF had 138 employees.

### 2. SIGNIFICANT ACCOUNTING POLICIES

The accompanying financial statements of the TaiwanICDF are prepared in accordance with the TaiwanICDF's accounting policies and accounting principles generally accepted in the Republic of China. The significant accounting policies are summarized below:

- 1) Accounting Basis

The financial statements are prepared on an accrual basis.

- 2) Foreign Currency Transactions

The TaiwanICDF maintains its accounts in New Taiwan (NT) dollars. Transactions denominated in foreign currencies are converted into NT dollars at the spot exchange rates prevailing on the transaction dates. Deposits, receivables and the unreimbursed balance of reserves payable by the Central Bank of the Republic of China due to engaged programmes denominated in foreign currencies are translated at the spot exchange rates prevailing on the balance sheet date. Exchange gains or losses are recognized in profit or loss. The other assets denominated in foreign currencies are measured at the historical exchange rate at the date of the transaction.

- 3) Classification of Current and Non-current Items

A. Assets that meet one of the following criteria are classified as current assets; otherwise they are classified as non-current assets:

- a) Assets arising from operating activities that are expected to be realized or consumed, or are intended to be sold within the normal operating cycle;
- b) Assets held mainly for trading purposes;
- c) Assets that are expected to be realized within twelve months from the balance sheet date;
- d) Cash and cash equivalents, excluding restricted cash and cash equivalents and those that are to be exchanged or used to pay off liabilities more than twelve months after the balance sheet date.

B. Liabilities that meet one of the following criteria are classified as current liabilities; otherwise they are classified as non-current liabilities:

- a) Liabilities arising from operating activities that are expected to be paid off within the normal operating cycle;
- b) Liabilities arising mainly from trading activities;
- c) Liabilities that are to be paid off within twelve months from the balance sheet date;
- d) Liabilities for which the repayment date cannot be extended unconditionally to more than twelve months after the balance sheet date.

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4) Cash Equivalents

Cash and cash equivalents include cash on hand and in banks, and other short-term highly liquid investments, which are readily convertible to a fixed amount of cash and which are subject to insignificant risk of changes in value resulting from fluctuations in interest rates.

5) Allowance for Uncollectible Accounts

The provision of reserve for bad debts is made based on their risk levels in accordance with the Regulation for the TaiwanICDF Dealings with Past Due/Non-Performing Loans and Bad Debts.

6) Financial Assets and Financial Liabilities at Fair Value through Profit or Loss

A. Investments in equity instruments are accounted for using trade date accounting. Investments in debt instruments are accounted for using settlement date accounting, and are measured initially at the fair value of the debt instruments.

B. Listed stocks and exchange traded funds are measured at their fair value, and the changes in the fair value are included in profit or loss. The fair value of the listed stocks and exchange traded funds is their closing price at the balance sheet date.

7) Available-for-Sale Financial Assets

A. Investments in equity instruments are accounted for using trade date accounting. Investments in debt instruments are accounted for using settlement date accounting, and are measured initially at the fair value of the debt instruments. Market value of available-for-sale financial assets is the fair value plus increasing price.

B. Available-for-sale financial assets are evaluated by fair value. Moreover, value changes are recognized into the adjusted net value. The accumulated gain or loss is recognized in net income or loss when the financial assets are sold. Index stock fund is evaluated by fair value based on the closing prices at the balance sheet date.

C. If there is objective evidence of impairment, the accumulated loss previously recognized in net value is reclassified to profit or loss. If the fair value of equity instrument subsequently increases, the impairment loss is reversed to net value.

8) Held-to-maturity Financial Assets

A. Held-to-maturity financial assets are recorded using settlement date accounting and are stated initially at its fair value plus transaction costs that are directly attributable to the acquisition of the financial asset.

B. Held-to-maturity financial assets are recorded at amortized cost.

C. If there is any objective evidence that the financial asset is impaired, the impairment loss is recognized in profit or loss. If the fair value of the financial asset subsequently increases and the increase can be objectively related to an event occurring after the impairment loss was recognized in profit or loss, the impairment loss shall be reversed to the extent of the loss previously recognized in profit or loss.

9) Financial Assets Carried at Cost

Financial assets carried at cost are recorded at cost. If there is any objective evidence that the financial asset is impaired, the impairment loss is recognized in profit or loss and is no longer recoverable.

10) Long-term Loans Receivable

Foreign currency loans are stated at historical exchange rates.

11) Fixed Assets

A. Fixed assets are stated at cost. Depreciation is provided under the straight-line method based on the assets' estimated economic service lives. The service lives of the major fixed assets are 3 to 10 years. When assets are disposed of, the cost and related accumulated depreciation are removed from the accounts and any gain or loss is credited or charged to income.

B. Major improvements and renewals are capitalized and depreciated accordingly. Maintenance and repairs are expensed as incurred.



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#### 12) Impairment of Non-financial Assets

The TaiwanICDF recognizes impairment loss when there is indication that the recoverable amount of an asset is less than its book value. The recoverable amount is the higher of the fair value less costs to sell and value in use. The fair value less costs to sell is the amount obtainable from the sale of the asset in an arm's length transaction after deducting any direct incremental disposal costs. The value in use is the present value of estimated future cash flows to be derived from continuing use of the asset and from its disposal at the end of its useful life. When the impairment no longer exists, the impairment loss recognized in prior years may be recovered.

#### 13) Retirement Plan

A. The TaiwanICDF had a non-contributory pension plan originally, covering all regular employees, which was defined by the Fund. The TaiwanICDF contributed monthly an amount based on 7% of the employees' monthly salaries and wages to the retirement fund deposited with a financial institution. This fund balance was not reflected in the financial statements. Effective September 1, 2009, the TaiwanICDF has established a funded defined contribution pension plan (the "New Plan") under the Labor Pension Act. Under the New Plan, the TaiwanICDF contributes monthly an amount based on 7% of the payroll grades corresponding to the employees' monthly salaries and wages to the employees' individual pension accounts at the Bureau of Labor Insurance. No further contributions are made to the TaiwanICDF's retirement fund.

B. Under the defined contribution pension plan, net periodic pension costs are recognized as incurred.

#### 14) Income Tax

Income tax is accounted in accordance with the Standard for Non-profit Organizations Exempt from Income Tax promulgated by the Executive Yuan, and ROC Statement of Financial Accounting Standards No. 22 ("Accounting for Income Taxes"). Under- or over-provision of income tax in the previous year is accounted for as an adjustment of income tax expense in the current year.

#### 15) Reserve for Contingencies of Guarantee Loss

The TaiwanICDF issues guarantees for private enterprises to secure loans in compliance with the Regulation for the TaiwanICDF in Providing Guarantee for Credit Facilities Extended to Private Enterprises Which Invest in Countries with Formal Diplomatic Relationships promulgated by the MOFA. The reserve is accrued in accordance with the Regulation for the TaiwanICDF Dealings with Past-Due/Non-Performing Loans and Bad Debts.

#### 16) Revenues, Costs and Expenses

Revenues (including government donations) are recognized when the earning process is substantially completed and is realized or realizable. Costs and expenses are recognized as incurred.

#### 17) Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the amounts of assets and liabilities and the disclosures of contingent assets and liabilities at the date of the financial statements and the amounts of revenues and expenses during the reporting period. Actual results could differ from those assumptions and estimates.

#### 18) Settlement Date Accounting

The TaiwanICDF adopted settlement date accounting for the financial assets. For financial asset or financial liability classified as at fair value through profit or loss, the change in fair value is recognized in profit or loss.

### 3. CHANGES IN ACCOUNTING PRINCIPLES

None.

#### 4. CASH AND CASH EQUIVALENTS

	December 31, 2015	December 31, 2014
Petty cash	\$ 110,000	\$ 110,000
Demand deposits	815,500,032	443,583,315
Checking deposits	511,656	515,256
Time deposits	6,664,928,238	7,120,268,577
	7,481,049,926	7,564,477,148
Cash equivalents		
- Bonds purchased under resale agreements	150,164,089	100,009,644
<b>Total</b>	<b>\$ 7,631,214,015</b>	<b>\$ 7,664,486,792</b>

#### 5. HELD-TO-MATURITY FINANCIAL ASSETS

	December 31, 2015	December 31, 2014
Current items		
Corporate bonds	\$ 91,540,422	\$ 506,482,483
Non-current items		
Corporate bonds	\$ 2,508,942,147	\$ 1,850,967,274
Government bonds	94,073,918	94,688,707
	\$ 2,603,016,065	\$ 1,945,655,981

#### 6. OTHER RECEIVABLES

	December 31, 2015	December 31, 2014
Interest receivable	\$ 106,557,729	\$ 117,107,094
Retained money receivable on completed projects	211,623,037	92,763,089
<b>Total</b>	<b>318,180,766</b>	<b>209,870,183</b>
Less: Allowance for doubtful accounts	( 748,774 )	( 894,318 )
<b>Net</b>	<b>\$ 317,431,992</b>	<b>\$ 208,975,865</b>

#### 7. LONG-TERM LOANS RECEIVABLE

	December 31, 2015	December 31, 2014
Current items		
Current portion of long-term loans receivable	\$ 393,589,042	\$ 426,329,752
Less: Allowance for doubtful accounts	( 9,768,587 )	( 10,366,224 )
<b>Net</b>	<b>\$ 383,820,455</b>	<b>\$ 415,963,528</b>
Non-current items		
Long-term loans receivable	\$ 3,323,475,568	\$ 3,365,429,143
Less: Allowance for doubtful accounts	( 91,775,335 )	( 95,582,599 )
<b>Net</b>	<b>\$ 3,231,700,233</b>	<b>\$ 3,269,846,544</b>
<b>Total</b>	<b>\$ 3,615,520,688</b>	<b>\$ 3,685,810,072</b>

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- 1) The TaiwanICDF provides long-term loans in accordance with the Regulations for Loans by the International Cooperation and Development Fund as approved by the Executive Yuan. As of December 31, 2015 and 2014, the total outstanding loans denominated in U.S. dollars, Australia dollars and Euro dollars amounted to US\$83,253,293.22, AU\$8,728,952.74, €20,837,674.52 and US\$89,928,616.51, AU\$3,068,404.07 and €20,837,674.52, respectively.
  - 2) Allowances for doubtful accounts were based on the Regulation for the TaiwanICDF Dealings with Past Due/Non-Performing Loans and Bad Debts.
  - 3) As Parque Industrial Oriente S.A. (PIO) defaulted on the loan extended for the Industrial Park Development Project in Paraguay amounting to US\$11,003,488.32, the TaiwanICDF filed a legal claim against PIO on September 1, 2003. The court in Ciudad del Este ruled in favor of the TaiwanICDF in the first trial on March 26, 2004. PIO filed an appeal, which was rejected. Accordingly, it was proposed that the Industrial Park be auctioned off. Under TaiwanICDF's 51st board resolution, TaiwanICDF has agreed, under a term of 20 years, for MOFA to repay the remaining loan balance. Although the MOFA agreed to pay off the remaining balance annually for 3 years beginning 2012 on December 13, 2012, payments of only US\$3,293,162.77 and US\$400,000 were made in years 2012 and 2013, respectively. There were no payments made by MOFA for year 2014. The MOFA stated in a letter dated on April 16, 2014 that installments would resume starting from 2015 through annual budgets, and a payment of US\$500,000 was made in year 2015. As of December 31, 2015, the MOFA had repaid US\$6,293,162.77 and the remaining balance was US\$4,710,325.55.
  - 4) In order to acquire the right to operate the Industrial Park, the MOFA issued the Letter No. Wai-Jing-Mao 09333002180 requesting the TaiwanICDF to establish the private Paraguay Synthetic Corporation, which has a registered share capital of US\$10,000 in Panama on its behalf. The TaiwanICDF assisted Paraguay Synthetic Corporation to submit a bid of US\$7,100,000 and acquired the title to the land of the Industrial Park.
  - 5) There was no significant past due loan as of December 31, 2015 and 2014.
  - 6) See Appendix 1 for the statement of changes in long-term loans for the year ended December 31, 2015.

## 8. FINANCIAL ASSETS CARRIED AT COST

	December 31, 2015		December 31, 2014	
	Carrying Amount (NT\$)	Ownership	Carrying Amount (NT\$)	Ownership
<b>Equity investments accounted for using cost method:</b>				
Overseas Investment & Development Corporation	\$ 130,000,000	14.44%	\$ 130,000,000	14.44%
Less: Accumulated Impairment	( 6,000,000 )		( 6,000,000 )	
	124,000,000		124,000,000	
BTS India Private Equity Fund Limited	124,583,261	6.80%	123,578,854	6.80%
	( =US\$ 3,992,153 )		( =US\$ 3,959,840 )	
Less: Accumulated Impairment	( 91,859,099 )		( 79,243,059 )	
	( =US\$ 2,995,225 )		( =US\$ 2,559,025 )	
	32,724,162		44,335,795	
	156,724,162		168,335,795	
<b>International institution investment fund:</b>				
FISF-Small Business Account	-		325,000,000	
			( =US\$ 10,000,000 )	
FISF-Small Business Account II	330,660,000		330,660,000	
	( =US\$ 10,000,000 )		( =US\$ 10,000,000 )	
FISF-Small Business Account III	591,550,000		591,550,000	
	( =US\$ 20,000,000 )		( =US\$ 20,000,000 )	
MIF-Specialized Financial Intermediary Development Fund	476,300,000		476,300,000	
	( =US\$ 15,000,000 )		( =US\$ 15,000,000 )	
	1,398,510,000		1,723,510,000	
<b>Total</b>	<b>\$ 1,555,234,162</b>		<b>\$ 1,891,845,795</b>	

- 1) The TaiwanICDF engaged the European Bank for Reconstruction and Development (EBRD) to manage the Financial Intermediary Investment Special Fund (FIISF)-Small Business Account and to jointly provide funds for loans in small businesses. Under the agreement, the total investment amount was US\$10,000,000, and the TaiwanICDF's accumulated contribution amounted to US\$10,000,000 as of December 31, 2014. However, the programme was closed in June 2015 and the total contribution amount was withdrawn.
- 2) The TaiwanICDF engaged the Multilateral Investment Fund (MIF), which belongs to the Inter-American Development Bank Group, to manage the Specialized Financial Intermediary Development Fund, a financing vehicle co-established by the said two parties. MIF uses its own resources and the fund's resources on a pari-passu basis to directly or indirectly invest in, or make loans to well-performing microfinance institutions in Taiwan's partner countries in Central and South America. As of December 31, 2015 and 2014, the TaiwanICDF's accumulated contribution to the fund amounted to US\$15,000,000.
- 3) The TaiwanICDF engaged the EBRD to manage the FIISF-Small Business Account II and to jointly provide funds for investments and loans in small businesses. Under the agreement, the total investment amount was US\$10,000,000, and the TaiwanICDF's accumulated contribution amounted to US\$10,000,000 as of December 31, 2015 and 2014.
- 4) The TaiwanICDF engaged the EBRD to manage the FIISF-Small Business Account III and to jointly provide funds for investments and loans in small businesses. Under the agreement, the total investment amount was US\$20,000,000, and the TaiwanICDF's accumulated contribution amounted to US\$20,000,000 as of December 31, 2015 and 2014.
- 5) The above listed foreign currency investments projects are stated using the historical exchange rate.

- 6) After evaluating the investment in BTS India Private Equity Fund Limited, the TaiwanICDF recognized the impairment losses of NT\$12,616,040 and NT\$25,743,735 in 2015 and 2014, respectively, based on conservatism principle.
- 7) See Appendix 2 for the statement of changes in financial assets carried at cost for the year ended December 31, 2015.

## 9. FIXED ASSETS

	December 31, 2015		
	Cost	Accumulated Depreciation	Net Book Value
Mechanical equipment	\$ 37,481,735	\$ 20,656,514	\$ 16,825,221
Communication & transportation equipment	4,278,050	1,496,254	2,781,796
Miscellaneous equipment	5,400,971	2,639,811	2,761,160
Leasehold improvements	3,857,054	2,067,206	1,789,848
	\$ 51,017,810	\$ 26,859,785	\$ 24,158,025

	December 31, 2014		
	Cost	Accumulated Depreciation	Net Book Value
Mechanical equipment	\$ 33,530,680	\$ 19,209,578	\$ 14,321,102
Communication & transportation equipment	2,827,915	1,764,935	1,062,980
Miscellaneous equipment	3,836,515	2,665,017	1,171,498
Leasehold improvements	3,289,466	1,838,252	1,451,214
	\$ 43,484,576	\$ 25,477,782	\$ 18,006,794

See Appendix 3 for the statement of changes in fixed assets for the year ended December 31, 2015.

## 10. PAYABLES

	December 31, 2015	December 31, 2014
Accrued expenses	\$ 37,055,565	\$ 49,714,479
Retained money payable on completed projects	308,004,828	153,867,156
Other payables	211,557,965	162,120,401
	\$ 556,618,358	\$ 365,702,036

## 11. CONTRACTED PROJECT EXPENSES

	For the years ended December 31, 2015	For the years ended December 31, 2014
Personnel expenses	\$ 445,195,588	\$ 453,287,274
Operating expenses	550,021,871	420,512,632
Travel and transportation expense	63,381,686	56,374,809
Equipment investment expense	144,787,072	60,365,526
Total	\$ 1,203,386,217	\$ 990,540,241

## 12. INCOME TAX

Activities and related expenses of the TaiwanICDF are in compliance with “Standard for Non-profit Organizations Exempt from Income Tax”. Accordingly, the TaiwanICDF is exempt from income tax. The income tax returns through 2013 have been assessed and approved by the Tax Authority.

## 13. FUNDS

	December 31, 2015	December 31, 2014
Founding Fund	\$ 11,614,338,576	\$ 11,614,338,576
Donated Fund	854,499,496	854,499,496
Total	\$ 12,468,838,072	\$ 12,468,838,072

- 1) The founding fund balance (NT\$11,614,338,576) was derived from the closure of the IECDF management committee on June 30, 1996. In the official registration with the court, the total property value filed was based on the closing balance of assets of the IECDF management committee. As of March 23, 2015, the total amount of the assets registered with TaiwanICDF was NT\$15,729,181,277.
- 2) The donated fund (NT\$854,499,496) of TaiwanICDF consisted of the following items:
  - A. The amount of NT\$4,423,541 from MOFA's Committee of International Technical Cooperation (CITC) was consolidated in TaiwanICDF on July 1, 1997.
  - B. The amount of NT\$600,000,000 was donated by the MOFA on January 16, 1999.
  - C. The MOFA provided the amount of NT\$250,075,955 on December 31, 2001 under the Regulation for the TaiwanICDF in Providing Guarantee for Credit Facilities Extended to Private Enterprises Which Invest in Countries with Formal Diplomatic Relationships. The TaiwanICDF had fulfilled the obligations of the guarantee amounting to NT\$152,665,834 as of December 31, 2015.

## 14. ACCUMULATED EARNINGS

The TaiwanICDF is registered as a consortium juridical person with the aim of 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. As the TaiwanICDF is a non-profit organization, distribution of income is not permitted in accordance with its Articles of Association.

## 15. OTHER REVENUES

	For the years ended December 31, 2015	For the years ended December 31, 2014
Reversal of allowance for doubtful accounts	\$ 4,550,445	\$ 4,839,579
Others	8,022,243	16,704,121
Total	\$ 12,572,688	\$ 21,543,700

## 16. RETIREMENT FUNDS

- 1) The TaiwanICDF contributes monthly an amount based on seven percent of the employees' remuneration and deposits it with a financial institution. This fund balance is not reflected in the financial statements. The fund balance with financial institution were NT\$99,438,022 and NT\$87,378,901 as of December 31, 2015 and 2014, respectively.
- 2) The account for employees' retirement funds allocated by the TaiwanICDF was detailed as follows:

	For the years ended December 31, 2015	For the years ended December 31, 2014
Balance at the beginning of the year	\$ 87,378,901	\$ 86,393,838
Interest income	1,112,852	1,041,320
Contribution during the year	10,946,269	4,000,000
Payments during the year	-	( 4,056,257 )
Balance at the end of the year	\$ 99,438,022	\$ 87,378,901

- 3) Effective September 1, 2009, TaiwanICDF has been the entity covered by the Labor Standards Law and has adopted the following two schemes:  
Scheme A: the pension and severance obligation are settled and the settled amounts are transferred to TaiwanICDF's retirement fund deposited with the financial institution. The employees may claim pension benefits when they retire or reach 55 years old or upon their death.  
Scheme B: the pension and severance obligation are not settled and the old pension plan is extended. Accordingly, the TaiwanICDF recognized an accrued pension reserve of \$16,014,156 for the excess of present value of pension benefits for the past and future service years under the old pension plan over the fair value of the pension fund at the measurement date, September 1, 2009 and contributed the amount to the account in 2010.
- 4) Effective September 1, 2009, the TaiwanICDF has established a funded defined contribution pension plan (the "New Plan") under the Labor Pension Act. Under the New Plan, the TaiwanICDF contributes monthly depending on the contribution grades an amount based on 7% of the payroll grades corresponding to the employees' monthly salaries and wages to the employees' individual pension accounts at the Bureau of Labor Insurance. The benefits accrued in the employees' individual pension accounts could be received in full or in monthly installments when the employees retire. The pension costs under the New Plan for the years ended December 31, 2015 and 2014 amounted to \$17,806,629 and \$10,769,383, respectively.

## 17. PERSONNEL EXPENSES, DEPRECIATION AND AMORTIZATION

Personnel expenses, depreciation and amortization are all classified under operating expenses. Details are as follows:

	December 31, 2015	December 31, 2014
Personnel expenses		
Salaries	\$ 125,021,680	\$ 130,746,288
Labor and health insurance	11,257,742	11,179,002
Pension	17,806,629	10,769,383
Others	3,132,617	3,651,338
	\$ 157,218,668	\$ 156,346,011
Depreciation	\$ 3,458,495	\$ 3,892,215
Amortization	\$ 2,196,408	\$ 778,405

## 18. COMMITMENTS AND CONTINGENCIES

- 1) Pursuant to the Regulations for Loans by the International Cooperation and Development Fund, the loan amount in U.S. dollars under the loan agreements entered into by the TaiwanICDF amounted to US\$222,439,063.81 and US\$192,839,063.81 as of December 31, 2015 and 2014, respectively. The total amount of loans drawn down amounted to US\$177,639,063.81 and US\$180,151,084.23, and the undisbursed committed balance amounted to US\$44,800,000.00 and US\$12,687,979.58 as of December 31, 2015 and 2014, respectively. Additionally, the loan amount in Euro dollars amounted to €56,553,755.54 as of December 31, 2015 and 2014. The total amount of loans drawn down amounted to €20,837,674.52, and the undisbursed committed balance amounted to €35,716,081.02 as of December 31, 2015 and 2014. Moreover, the loan amount in Australia dollars amounted to AU\$20,227,983 as of December 31, 2015 and 2014. The total amount of loans drawn down amounted to AU\$8,728,952.74 and AU\$3,068,404.07, and the undisbursed committed balance amounted to AU\$11,499,030.26 and AU\$17,159,578.93.
- 2) Pursuant to the Regulations for Investments by the International Cooperation and Development Fund, the committed amounts denominated in U.S. dollars under the outstanding contracts entered into by the TaiwanICDF amounted to US\$65,000,000 and US\$60,000,000, of which US\$49,200,679 and US\$59,168,366 had been invested as of December 31, 2015 and 2014, respectively. The amount committed but not yet disbursed was US\$15,799,321 and US\$831,634 as of December 31, 2015 and 2014, respectively. Additionally, the committed amounts denominated in NT dollars under the outstanding investment agreement entered into by the TaiwanICDF has been fully disbursed, with the balance of NT\$130,000,000 as of December 31, 2015 and 2014.
- 3) The TaiwanICDF had entered into a lease agreement with the MOFA to lease state-owned real estate properties. As per the lease agreement, the lease period is from October 1, 2015 to September 30, 2020 with the rents charged on a monthly basis. The rents are calculated as follows:
  - A. Land: 3% of the most recent official land price per square meter multiplied by the rental area and divided by 12.
  - B. Building: 10% of the current taxable building value divided by 12.



## 19. PROPERTIES UNDER CUSTODIANSHIP

- 1) The government has placed certain assets under the TaiwanICDF's custodianship and management. These properties are entered into memo accounts: "Properties under Custodianship" and "Custodianship Property Payable". The properties under custodianship were accounted for at cost. Expenditures for major procurement, renewals and improvements were debited to "Properties under Custodianship" and credited to "Custodianship Property Payable". Moreover, the repairs and maintenance expenditures shall be treated as revenues and expenditures of these projects. Upon disposal, the cost was deducted from the book amount. As of December 31, 2015 and 2014, the book value of fixed assets under custodianship was NT\$268,447,640 and NT\$274,876,043, respectively. The amount of MOFA's stock certificate of Paraguay Synthetic Corporation placed under the TaiwanICDF's custodianship amounted to US\$10,000 as of December 31, 2015 and 2014, as described in Note 7(4). In addition, as of December 31, 2015 and 2014, the reserve for severance pay for personnel stationed abroad in charge of the government's assignments, which were administered by the TaiwanICDF on behalf of government and for contracted assistants of the TaiwanICDF amounted to NT\$44,832,324 and NT\$48,631,084, respectively.
- 2) The MOFA has engaged the TaiwanICDF to manage the Central American Economic Development Fund (ROC-CAEDF). As of December 31, 2015 and 2014, the total amount of the ROC-CAEDF was NT\$8,398,455,437 and NT\$8,117,925,132, respectively, and the details of the financial assets of the ROC-CAEDF are as follows:

	December 31, 2015		December 31, 2014	
	US\$	NT\$	US\$	NT\$
Demand deposits	\$ 1,085,854	\$ 35,643,154	\$ 858,289	\$ 27,164,844
Time deposits	253,328,793	8,315,517,623	253,502,327	8,023,348,634
Interest receivable	1,382,835	45,391,567	2,078,684	65,790,350
Prepaid expenses	58,044	1,903,093	51,226	1,621,304
Total	\$ 255,855,526	\$ 8,398,455,437	\$ 256,490,526	\$ 8,117,925,132

The balances are not reflected in the financial statements.

**International Cooperation and Development Fund**  
**Statement of Changes in Long-term Loans**

For the Year Ended December 31, 2015

(Expressed in NT\$)

Item	Beginning Balance	Increase in long-term loans	Collection of long-term loans	Ending Balance	Collection Term
Industrial Park Development Project in Paraguay, reimbursed by the guarantor, MOFA	\$ 175,620,243	\$ -	\$ 16,354,066	\$ 159,266,177	May. 2010~May. 2029 (Note)
Highway Construction Loan Project in Costa Rica	340,549,869	-	97,299,962	243,249,907	Nov. 2006 ~ May. 2018
Quimistan Valley Irrigation Project in Honduras	129,013,016	-	18,986,308	110,026,708	Nov. 2005 ~ Nov. 2021
Housing Solidarity Reconstruction Program in Honduras	83,160,000	-	9,240,000	73,920,000	May. 2004 ~ Nov. 2023
Phase I Housing Solidarity Reconstruction Program in Nicaragua	93,878,205	-	9,920,790	83,957,415	Jul. 2004 ~ Jan. 2024
Phase II Housing Solidarity Reconstruction Program in Nicaragua	89,575,941	-	8,082,670	81,493,271	Mar. 2006 ~ Sep. 2025
Guatemala Rio Polochic Region Recovery Program	62,410,266	-	6,882,360	55,527,906	Jul. 2004 ~ Jan. 2024
Technical Education Project in Guatemala	131,914,008	-	17,776,446	114,137,562	Aug. 2007 ~ Feb. 2022
Housing Solidarity Reconstruction Program in El Salvador	62,999,082	-	6,672,460	56,326,622	Nov. 2004 ~ May. 2024
Program for Environmental Pollution Control in Critical Areas in El Salvador	108,593,149	-	17,297,776	91,295,373	Nov. 2006 ~ May. 2021
Belize Tourism Development Project / Caracol road	48,654,528	-	4,284,138	44,370,390	Nov. 2005 ~ May. 2026
Belize Southern Highway Rehabilitation Project	96,255,738	-	22,021,376	74,234,362	Aug. 2003 ~ Feb. 2019
CABEI SMME Re-lending Project	43,471,430	-	43,471,430	-	May. 2009 ~ Nov. 2015
Program for Modernizing the National Congress and the Office of the Comptroller General in Dominican Republic	75,354,632	-	6,782,426	68,572,206	Nov. 2004 ~May. 2026
Drinking Water Distribution Project in Petion-Ville-Lot I in Haiti	29,621,760	-	1,912,297	27,709,463	May. 2007 ~ Nov. 2029
Third Urban Water-Supply Project in Papua New Guinea	45,527,830	-	11,311,496	34,216,334	Nov. 2000 ~ Nov. 2018
Two International Roads Project	29,369,127	-	11,013,420	18,355,707	Nov. 2003 ~ May. 2018
Rural Credit Project in Burkina Faso	43,191,346	-	7,169,124	36,022,222	Nov. 2005 ~ May. 2023
Microfinancing and Capacity Building Project in the Gambia	11,210,496	-	1,601,499	9,608,997	Mar. 2010 ~ Sep. 2024
Agricultural Production Reactivation Phase II in Nicaragua	121,118,366	-	8,818,283	112,300,083	Mar. 2011 ~ Sep. 2028
Lower Usuthu Smallholder Irrigation Project in Swaziland	102,315,600	-	8,897,010	93,418,590	Jul. 2009 ~ Jan. 2026

Item	Beginning Balance	Increase in long-term loans	Collection of long-term loans	Ending Balance	Collection Term
Information Technology School Project	118,902,071	-	7,671,940	111,230,131	Sep. 2014 ~ Mar. 2031
Microcredit project in St. Vincent and the Grenadines Second Phase	3,667,500	-	2,445,000	1,222,500	Nov. 2012~May. 2016
Microcredit project in St. Kitts & Nevis Second Phase	4,855,500	-	4,855,500	-	Sep. 2012~Jan. 2015
Technical and Vocational Education and Training project in the Gambia	58,552,716	-	-	58,552,716	Jan. 2016~Jul. 2031
Small Farmholders Loan Project in Belize for Export Papaya Production	6,751,950	-	-	6,751,950	Jan. 2016
CABEI's Special Fund for the Social Transformation of Central America	151,325,676	-	10,088,378	141,237,298	May. 2012~Nov. 2029
CABEI SMME Re-lending Project--Phase II	249,916,849	-	41,881,136	208,035,713	Jan. 2014~Jul. 2020
CABEI's Special Fund for the Social Transformation of Central America Phase II	95,622,212	218,884,437	5,464,126	309,042,523	Nov. 2014~May. 2032
TaiwanICDF-CABEI Technological and Vocational Education and Training Student Loan Fund	39,584,091	20,663,967	4,980,657	55,267,401	Jan. 2015~Jul. 2024
FINCORP MSME Re-lending Project	196,407,000	-	50,439,000	145,968,000	Jul. 2014~Jan. 2019
Repair and Upgrade of Bonriki International Airport (Kiribati)	79,272,219	133,683,385	-	212,955,604	Sep. 2021~Mar.2044
Belize city house of culture and the downtown rejuvenation project	-	15,695,000	-	15,695,000	Mar. 2018 ~ Sep. 2032
The Green Energy Special Fund	863,096,479	-	-	863,096,479	The period depends on the sub-projects.
	\$ 3,791,758,895	\$ 388,926,789	\$ 463,621,074	\$ 3,717,064,610	
Less: Allowance for doubtful accounts	( 105,948,823 )			( 101,543,922)	
	\$ 3,685,810,072			\$3,615,520,6882	

Note : Although the MOFA agreed to pay off the remaining balance annually for 3 years beginning 2012 on December 13, 2012, payments of only US\$3,293,162.77 and US\$400,000 were made in years 2012 and 2013, respectively. There were no payments made by MOFA for year 2014. The MOFA stated in a letter dated on April 16, 2014 that installments would resume starting from 2015 through annual budgets, and a payment of US\$500,000 was made in year 2015. As of December 31, 2015, the MOFA had repaid US\$6,293,162.77 and the remaining balance was US\$4,710,325.55.

**International Cooperation and Development Fund**  
**Statement of Changes in Financial Assets Carried at Cost**

For the Year Ended December 31, 2015

(Expressed in NT\$)

	Beginning Balance		Acquisition of Long-term Investments		Decrease in Long-term Investments		Ending Balance		Note
	Owner-ship	Carrying Amount	Owner-ship	Carrying Amount	Owner-ship	Carrying Amount	Owner-ship	Carrying Amount	
<b>Equity investments accounted for using cost method:</b>									
Overseas Investment & Development Corporation	14.44%	\$ 130,000,000	-	\$ -	-	\$ -	14.44%	\$ 130,000,000	None
Less: Accumulated impairment		( 6,000,000 )		-		-		( 6,000,000 )	
		124,000,000		-		-		124,000,000	
BTS Private Equity Fund in India	6.8%	123,578,854	-	1,004,407	-	-	6.8%	124,583,261	None
Less: Accumulated impairment		( 79,243,059 )		( 12,616,040 )		-		( 91,859,099 )	
		44,335,795		( 11,611,633 )		-		32,724,162	
		168,335,795		( 11,611,633 )		-		156,724,162	
<b>International Institution Investment Fund:</b>									
FISF-Small Business Account		325,000,000		-		( 325,000,000 )		-	None
FISF-Small Business Account-Phase II		330,660,000		-		-		330,660,000	None
FISF-Small Business Account-Phase III		591,550,000		-		-		591,550,000	None
MIF-Specialized Financial Intermediary Development Fund		476,300,000		-		-		476,300,000	None
		1,723,510,000		-		( 325,000,000 )		1,398,510,000	
		\$ 1,891,845,795		( \$ 11,611,633 )		( \$ 325,000,000 )		\$ 1,555,234,162	

**International Cooperation and Development Fund**  
**Statement of Changes in Fixed Assets**

For the Year Ended December 31, 2015

(Expressed in NT\$)

	Beginning Balance	Acquisition	Disposal	Ending Balance	Note
<b>Cost</b>					
Mechanical equipment	\$ 33,530,680	\$ 5,587,733	( \$ 1,636,678 )	\$ 37,481,735	None
Communication & transportation equipment	2,827,915	2,074,535	( 624,400 )	4,278,050	None
Miscellaneous equipment	3,836,515	1,814,968	( 250,512 )	5,400,971	None
Leasehold improvements	3,289,466	567,588	-	3,857,054	None
	\$ 43,484,576	\$ 10,044,824	( \$ 2,511,590 )	51,017,810	
<b>Accumulated depreciation</b>					
Mechanical equipment	\$ 19,209,578	\$ 2,790,604	( \$ 1,343,668 )	\$ 20,656,514	
Communication & transportation equipment	1,764,935	251,653	( 520,334 )	1,496,254	
Miscellaneous equipment	2,665,017	187,284	( 212,490 )	2,639,811	
Leasehold improvements	1,838,252	228,954	-	2,067,206	
	25,477,782	\$ 3,458,495	( \$ 2,076,492 )	26,859,785	
Net book value	\$ 18,006,794			\$ 24,158,025	

# Cooperation Projects in 2015

## Central America

Country	Project	Sector	Type of Assistance
Guatemala	Papaya Export Project in Petén	Production (Agriculture)	Technical Assistance
	SME Development Project	Production (Industry)	Technical Assistance
	Bamboo Industries Project	Production (Agriculture)	Technical Assistance
	Institutional Enforcement Project for Agribusiness in Guatemala	Production (Agriculture)	Technical Assistance
	Overseas Professional Mandarin Teacher Dispatching Project	Social Infrastructure and Services (Education)	Technical Assistance
El Salvador	One Town, One Product Project	Social Infrastructure and Services/ Other Social Infrastructure and Services	Technical Assistance
	Strengthening Aquaculture Development among Rural Families Project	Production (Agriculture)	Technical Assistance
	Specialized Financial Intermediary Development Fund—Extending Financial Services for Small Enterprises in El Salvador through Factoring	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	Technical Assistance Project – Extending Financial Services for Small Enterprises in El Salvador through Factoring	Economic Infrastructure and Services (Banking and Financial Services)	Technical Assistance
	Establishment of Mariculture Center Project	Production	Technical Assistance
	Overseas Professional Mandarin Teacher Dispatching Project	Social Infrastructure and Services (Education)	Technical Assistance
	Healthy Tropical Fruit and Vegetable Seedling Propagation Center Project	Production	Technical Assistance
	Farmers' Organizational Marketing Capacity Enhancement Project	Production	Technical Assistance
Belize	Aquaculture Project	Production (Agriculture)	Technical Assistance
	Genetic Improvement in Sheep and Goat Project	Production	Technical Assistance
	ICT Technical Cooperation Project	Economic Infrastructure and Services (ICT)	Technical Assistance
	Small Farmholders' Financing Scheme—Export Papaya Production	Production (Agriculture)	Lending
	Belize City House of Culture and Downtown Rejuvenation Project	Multisector/ Cross-cutting (Environmental Protection)	Lending
Honduras	Healthy Seed Potato Production Project	Production (Agriculture)	Technical Assistance
	One Town, One Product Project	Social Infrastructure and Services/ Other Social Infrastructure and Services	Technical Assistance
	Healthy Avocado Seedling Production Project in Honduras	Production (Agriculture)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
Nicaragua	Rice Seed Research, Development and Production Extension Project	Production (Agriculture)	Technical Assistance
	Specialized Financial Intermediary Development Fund—Support for Access to Financial Services for Mini-markets (Pulperías), Microenterprises and Small Businesses in Nicaragua	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	CABEI-TaiwanICDF Fund for Consulting Services—Nueva Segovia Department Hospital Replacement Project	Social Infrastructure and Services (Health)	Technical Assistance
	Overseas Professional Mandarin Teacher Dispatching Project	Social Infrastructure and Services (Education)	Technical Assistance
	TaiwanICDF Overseas Volunteers Program	Production Sectors/Social Infrastructure and Services/ Multisector/Cross-cutting/ Economic Infrastructure and Services (Agriculture/Education/ Health/ Environmental Protection/ICT)	Technical Assistance (Volunteer)

Country	Project	Sector	Type of Assistance
Panama	Overseas Professional Mandarin Teacher Dispatching Project	Social Infrastructure and Services (Education)	Technical Assistance
	TaiwanICDF Overseas Volunteers Program	Production Sectors/Social Infrastructure and Services/ Economic Infrastructure and Services/ Multisector/ Cross-cutting (Tourism/Education/Health/ICT/ Environmental Protection/ Other)	Technical Assistance (Volunteer)
Regional Cooperation Projects	IDB/MIF—Specialized Financial Intermediary Development Fund	Economic Infrastructure and Services (Banking and Financial Services)	Investment
	CABEI Special Fund for the Social Transformation of Central America—Social Infrastructure Project—FETS II	Social Infrastructure and Services (Other Social Infrastructure and Services)	Lending
	CABEI Technological and Vocational Education and Training Student Loan Fund	Social Infrastructure and Services (Education)	Lending
	CABEI-TaiwanICDF Fund for Consulting Services	Multisector/ Cross-cutting (Other Multisector)	Technical Assistance
	TaiwanICDF TVET Technical Assistance Fund	Social Infrastructure and Services (Education)	Technical Assistance
	Strengthening the Control of Huanglongbing (HLB) and the Implementation of Integrated Pest Management (IPM) in Citrus Project	Production Sectors (Agriculture)	Technical Assistance
	Capability Enhancement in Using Geographic Information Systems in Central America	Multisector/ Cross-cutting (Environmental Protection)	Technical Assistance
	Regional Lending Program for Coffee Rust in Central America	Production Sectors (Agriculture)	Lending
	Specialized Financial Intermediary Development Fund— Próspero Microfinanzas Fund	Economic Infrastructure and Services (Banking and Financial Services)	Investment

## South America

Country	Project	Sector	Type of Assistance
Paraguay	Feed Production Project	Production (Agriculture)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Overseas Professional Mandarin Teacher Dispatching Project	Social Infrastructure and Services (Education)	Technical Assistance
	Orchid Industry Development and Tissue Culture Plantlet Propagation Project	Production (Agriculture)	Technical Assistance
	Pacu Fingerling Breeding and Cultivation Project	Production (Agriculture)	Technical Assistance
Ecuador	Santa Elena Province Bamboo Industry Development Project	Production (Agriculture)	Technical Assistance

## Caribbean

Country	Project	Sector	Type of Assistance
Haiti	Les Cayes Cereal Crops Development Project	Production Sectors (Agriculture)	Technical Assistance
	Rice Seed Production Capacity Enhancement Project	Production Sectors (Agriculture)	Technical Assistance
	Overseas Professional Mandarin Teacher Dispatching Project	Social Infrastructure and Services (Education)	Technical Assistance
Dominican Republic	Mandarin Scholarship Program for the Dominican Republic	Social Infrastructure and Services (Education)	Technical Assistance
	Overseas Professional Mandarin Teacher Dispatching Project	Social Infrastructure and Services (Education)	Technical Assistance
	Bamboo Industry Development Project in the Dominican Republic	Production (Agriculture)	Technical Assistance
	Health Management of Greenhouse Vegetables and Product Safety Inspection Project in the Dominican Republic	Production (Agriculture)	Technical Assistance
St. Kitts and Nevis	Agro-tourism Demonstration Farm Cooperation Project—Phase II	Production (Agriculture)	Technical Assistance
	Vegetable, Fruit and Upland Crop Quality and Safety Improvement Project	Production (Agriculture)	Technical Assistance
	ICT Technical Cooperation Project	Economic Infrastructure and Services (ICT)	Technical Assistance
	Renewable Energy Policy Consultant-dispatching Project Project	Economic Infrastructure and Services (Energy Generation and Supply)	Technical Assistance
	TaiwanICDF Overseas Volunteers Program	Production Sectors/ Multisector/ Cross-cutting (Tourism/ Other)	Technical Assistance (Volunteer)
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
St. Vincent and the Grenadines	ICT Technical Cooperation Project	Economic Infrastructure and Services (ICT)	Technical Assistance
	Project for Strengthening Farmers' Organizations and Improving Fruit and Vegetable Production Technology in Saint Vincent and the Grenadine	Production (Agriculture)	Technical Assistance
	Overseas Professional Mandarin Teacher Dispatching Project	Social Infrastructure and Services (Education)	Technical Assistance
	Microcredit Project—Phase II	Economic Infrastructure and Services (Banking and Financial Services)	Lending
St. Lucia	Fruit and Vegetable Demonstration and Extension Project	Production (Agriculture)	Technical Assistance
	ICT Technical Cooperation Project	Economic Infrastructure and Services (ICT)	Technical Assistance
	Aquaculture Project	Production (Agriculture)	Technical Assistance
	Banana Black Sigatoka Disease Prevention and Treatment Project	Production (Agriculture)	Technical Assistance
	TaiwanICDF Overseas Volunteers Program	Production Sectors/ Social Infrastructure and Services/ Economic Infrastructure and Services/ Multisector/ Cross-cutting (Agriculture/ Health/ ICT/ Environmental Protection/ Table tennis/Other)	Technical Assistance (Volunteer)
	Government Island Wide Network Project	Economic Infrastructure and Services (ICT)	Technical Assistance



## Africa

Country	Project	Sector	Type of Assistance
Burkina Faso	ROC-Burkina Faso Medical Project	Social Infrastructure and Services (Health)	Technical Assistance
	Consultancy Project for the Management of Hydraulic Systems and Rice Production in the Bagré Reclamation Area—Phase II	Production Sectors (Agriculture)	Technical Assistance
	Vocational Training Technical Assistance Project	Social Infrastructure and Services (Education)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
Tunisia	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III—Tunisia Leasing S.A. MSME Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending
São Tomé and Príncipe	Pig Development Project	Production (Agriculture)	Technical Assistance
	Food Crops Development Project	Production (Agriculture)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)
	Control and Prevention Program for Intestinal Parasites in São Tomé and Príncipe	Social Infrastructure and Services (Health)	Technical Assistance
South Africa	Strengthening the Management of HIV/AIDS, Tuberculosis and Hypertension among Mobile Populations in Southern Africa Project	Social Infrastructure and Services (Health)	Technical Assistance
Malawi	Strengthening the Management of HIV/AIDS, Tuberculosis and Hypertension among Mobile	Social Infrastructure and Services (Health)	Technical Assistance
Swaziland	Sweet Potato Production and Marketing Project	Production (Agriculture)	Technical Assistance
	King's Dairy Farm—Royal Corporation Assistance Project	Production (Agriculture)	Technical Assistance
	Vocational Training Project	Social Infrastructure and Services (Education)	Technical Assistance
	Seed Potato Production Project	Production (Agriculture)	Technical Assistance
	FINCORP MSME Re-lending Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)
	Fruit Tree Production and Marketing Project	Production (Agriculture)	Technical Assistance
Nigeria	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance

## Europe, Central Asia and the Middle East

Country	Project	Sector	Type of Assistance
Romania	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III—ProCredit Bank	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	Green Energy Special Fund—EU Cohesion Fund Water Co-Financing Framework (R2CF) Sub-Project—Valcea	Economic Infrastructure and Services (Energy Generation and Supply)	Lending
Moldova	Green Energy Special Fund—Chisinau Urban Road Sector Project	Multisector/ Cross-cutting (Other Multisector, including Urban and Rural Development Projects)	Lending
Turkey	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase II—Garanti Bank Syndication Loan	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Deniz Bank SME Club Deal Loan	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	Overseas Professional Mandarin Teacher Dispatching Project	Social Infrastructure and Services (Education)	Technical Assistance
Jordan	Overseas Professional Mandarin Teacher Dispatching Project	Social Infrastructure and Services (Education)	Technical Assistance
	Well Rehabilitation in Host Communities Project (Northern Jordan)	Humanitarian Aid (Reconstruction)	Technical Assistance
	Green Energy Special Fund—GAM Solid Waste Project	Social Infrastructure and Services (Water Supply and Sanitation)	Technical Assistance
Saudi Arabia	Agriculture and Fisheries Project	Production (Agriculture)	Technical Assistance
	Transport Technical Cooperation Project	Economic Infrastructure and Services (Transport and Storage)	Technical Assistance
Azerbaijan	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III—TBC Kredit Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III—Demirbank Syndicated A/B Loan	Economic Infrastructure and Services (Banking and Financial Services)	Lending
Bahrain	Assisting Bahrain in Horticulture Crops Development Project	Production (Agriculture)	Technical Assistance
	Urban Landscaping Design and Beautification Cooperative Project	Multisector/ Cross-cutting (Other Multisector, including Urban and Rural Development Projects)	Technical Assistance
Kazakhstan	Green Energy Special Fund—Almaty LED Project	Multisector/ Cross-cutting (Other Multisector, including Urban and Rural Development Projects)	Lending
Mongolia	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III—Xacbank	Economic Infrastructure and Services (Banking and Financial Services)	Lending
Regional Cooperation Projects	EBRD Financial Intermediary Investment Special Fund—Small Business Account	Economic Infrastructure and Services (Banking and Financial Services)	Investment
	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase II	Economic Infrastructure and Services (Banking and Financial Services)	Investment
	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III	Economic Infrastructure and Services (Banking and Financial Services)	Investment
	Green Energy Special Fund	Multisector/ Cross-cutting (Environmental Protection)	Lending
	EBRD Financial Intermediary Investment Special Fund—Agriculture Account	Production (Agriculture)	Investment

## Asia-Pacific

Country	Project	Sector	Type of Assistance
India	BTS India Private Equity Fund	Production (Industry)	Investment
Thailand	Royal Project Foundation Pathology Prevention and Control of Citrus and Passion Fruit Project	Production (Agriculture)	Technical Assistance
	Royal Project Foundation Mushroom and Astringent Persimmon Production Project	Production (Agriculture)	Technical Assistance
	Overseas Volunteers Program	Social Infrastructure and Services (Education)	Technical Assistance (Volunteer)
Indonesia	Strengthening Incubator Agribusiness with Human Resources Development in Bandung	Production (Agriculture)	Technical Assistance
	One Village, One Product Agribusiness Project	Production (Agriculture)	Technical Assistance
Philippines	Assisting the Recovery of Typhoon Haiyan-affected Health Centers, Leyte Province	Humanitarian Aid (Reconstruction)	Technical Assistance
Palau	Horticulture Project	Production (Agriculture)	Technical Assistance
	Vocational Training Project for Youth in the Pacific	Social Infrastructure and Services (Education)	Technical Assistance
	Overseas Professional Mandarin Teacher Dispatching Project	Social Infrastructure and Services (Education)	Technical Assistance
	Taiwan/CDF Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)
Papua New Guinea	Farmers Training Cooperation Project	Production (Agriculture)	Technical Assistance
Myanmar	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
Nepal	Assisting the Recovery of Nepal Earthquake Affected Health Posts Project	Humanitarian Aid (Reconstruction)	Technical Assistance
	Gorkha Food Security and Livelihoods Support Program	Humanitarian Aid (Reconstruction)	Technical Assistance
Solomon Islands	Horticulture Project	Production (Agriculture)	Technical Assistance
	Integrated Hog-raising Project	Production (Agriculture)	Technical Assistance
	Agriculture Integrated Development Project	Production (Agriculture)	Technical Assistance
	Census and Classification of Plant Resources in the Solomon Islands	Multisector/ Cross-cutting (Environmental Protection)	Technical Assistance
	Vocational Training Project for Youth in the Pacific	Social Infrastructure and Services (Education)	Technical Assistance
	Overseas Professional Mandarin Teacher Dispatching Project	Social Infrastructure and Services (Education)	Technical Assistance
	Addressing Health and Hygiene Needs of Those Affected by the Solomon Islands Flooding in Weathercoast, Guadalcanal	Humanitarian Aid (Reconstruction)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
Taiwan/CDF Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)	

Country	Project	Sector	Type of Assistance
Nauru	Vegetable Production and Nutrition Enhancement Project	Production (Agriculture)	Technical Assistance
	Egg Production Project	Production (Agriculture)	Technical Assistance
	Microfinance Development Fund—Pilot Project	Economic Infrastructure and Services (Banking and Financial Services)	Technical Assistance
	Vocational Training Project for Youth in the Pacific	Social Infrastructure and Services (Education)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
Marshall Islands	Horticulture Project	Production (Agriculture)	Technical Assistance
	Livestock Project	Production (Agriculture)	Technical Assistance
	Micro Credit Fund	Economic Infrastructure and Services (Banking and Financial Services)	Technical Assistance
	Vocational Training Project for Youth in the Pacific	Social Infrastructure and Services (Education)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)
Tuvalu	Horticulture Expansion Project	Production (Agriculture)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Education/Health)	Technical Assistance (Volunteer)
	Post Tropical Cyclone Pam—Restoration of Water Security throughout Tuvalu	Humanitarian Aid (Reconstruction)	Technical Assistance
	Vocational Training Project for Youth in the Pacific	Social Infrastructure and Services (Education)	Technical Assistance
Kiribati	Repair and Upgrade of Bonriki International Airport	Economic Infrastructure and Services (Transport and Storage)	Lending
	Aquaculture Project	Production (Agriculture)	Technical Assistance
	Nutrition Enhancement Project	Production (Agriculture)	Technical Assistance
	Livestock Project	Production (Agriculture)	Technical Assistance
	Vocational Training Project for Youth in the Pacific	Social Infrastructure and Services (Education)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	TaiwanICDF Overseas Volunteers Program	Economic Infrastructure and Services (ICT)	Technical Assistance (Volunteer)
Fiji	Vegetable Production, Marketing Extension and Capacity Building Project	Production (Agriculture)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance

## Inter-regional Projects

Country	Project	Sector	Type of Assistance
Inter-regional Projects	Overseas Investment & Development Corp.	Production (Construction)	Investment
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	International Human Resources Development Workshop Program	Social Infrastructure and Services (Education)	Technical Assistance (Workshop)
	International Higher Education Scholarship Program	Social Infrastructure and Services (Education) Social Infrastructure and Services/ Economic Infrastructure and Services/Production (Substitute Military Service)	Technical Assistance (Scholarship)
	Taiwan Youth Overseas Service	Social Infrastructure and Services/ Economic Infrastructure and Services/ Production Sectors (Overseas Service)	Technical Assistance (Health/ Communications/ ICT/ Agriculture, Forestry and Fishing)
	Taiwan/CDF Overseas Volunteers Program	Production Sectors /Social Infrastructure and Services / Economic Infrastructure and Services/ Multisector/ Cross-cutting (Agriculture/ Education/ ICT/ Health/ Environmental Protection/ Tourism/ Other)	Technical Assistance (Volunteer)
	Strengthening the Management of HIV/ AIDS, Tuberculosis and Hypertension among Mobile Populations in Southern Africa Project	Social Infrastructure and Services (Health)	Technical Assistance

# Cooperative Projects with International Organizations, NGOs and Bilateral Development Organizations

	Organization	Project	Sector	Type of Assistance
International Organizations	European Bank for Reconstruction and Development (EBRD)	EBRD Financial Intermediary Investment Special Fund—Small Business Account	Economic Infrastructure and Services (Banking and Financial Services)	Investment
		EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase II	Economic Infrastructure and Services (Banking and Financial Services)	Investment
		EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III	Economic Infrastructure and Services (Banking and Financial Services)	Investment
		Green Energy Special Fund	Multisector/ Cross-cutting (Environmental Protection)	Lending
		International Human Resources Development Workshop Program	Social Infrastructure and Services (Education)	Technical Assistance (Workshop)
		EBRD Financial Intermediary and Private Enterprises Investment Special Fund—Agribusiness Account	Production (Agriculture)	Investment
	Central American Bank for Economic Integration (CABEI)	CABEI SMME Re-lending Project—Phase II	Economic Infrastructure and Services (Banking and Financial Services)	Lending
		CABEI Technological and Vocational Education and Training Student Loan Fund	Social Infrastructure and Services (Education)	Lending
		Taiwan ICDF TVET Technical Assistance Fund	Social Infrastructure and Services (Education)	Technical Assistance
		CABEI-Taiwan ICDF Fund for Consulting Services	Economic/ Social Infrastructure and Services (Other Multisector)	Technical Assistance
		Regional Lending Program for Coffee Rust in Central America	Production (Agriculture)	Lending
	Inter-American Development Bank (IDB)	IDB/MIF—Specialized Financial Intermediary Development Fund	Economic Infrastructure and Services (Banking and Financial Services)	Investment
	Asian Development Bank (ADB)	BTS India Private Equity Fund	Production (Industry)	Investment
	Organization of American States (OAS)/ Youth America Business Trust (YABT)	International Human Resources Development Workshop Program	Social Infrastructure and Services (Education)	Technical Assistance (Workshop)
	International Regional Organisation for Plant and Animal Health (OIRSA)	Strengthening the Control of Huanglongbing (HLB) and the Implementation of Integrated Pest Management (IPM) in Citrus Project	Production (Agriculture)	Technical Assistance
		Strengthening the Control and Area-wide Management of Coffee Rust and Other Diseases Project	Production (Agriculture)	Technical Assistance
Afro-Asian Rural Development Organization (AARDO)	International Human Resources Development Workshop Program	Social Infrastructure and Services (Education)	Technical Assistance (Workshop)	

	Organization	Project	Sector	Type of Assistance
NGOs	Mercy Corps	Well Rehabilitation in Host Communities Project (Northern Jordan)	Humanitarian Aid (Reconstruction)	Technical Assistance
	World Vision	Assisting the Recovery of Typhoon Haiyan-affected Health Centers, Leyte Province	Humanitarian Aid (Reconstruction)	Technical Assistance (Volunteer)
		Addressing Health and Hygiene Needs of Those Affected by the Solomon Islands Flooding in Weathercoast, Guadalcanal	Humanitarian Aid (Reconstruction)	Technical Assistance
		TaiwanICDF Overseas Volunteers Program	Humanitarian Aid (Reconstruction)	Technical Assistance
		Assisting the Recovery of Nepal Earthquake Affected Health Posts Project	Humanitarian Aid (Reconstruction)	Technical Assistance
	CARE Nepal	Gorkha Food Security and Livelihoods Support Program	Humanitarian Aid (Reconstruction)	Technical Assistance
	Luke International	Strengthening the Management of HIV/AIDS, Tuberculosis and Hypertension among Mobile Populations in Southern Africa Project	Social Infrastructure and Services (Health)	Technical Assistance
	Chung Shan Medical University Hospital	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Kaohsiung Medical University	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Chung-Ho Memorial Hospital	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Taipei Medical University Shuang Ho Hospital	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Fooyin University	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Taichung Veterans General Hospital	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Taipei Medical University	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Taipei Tzu Chi Hospital	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Taipei Veterans General Hospital	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Kaohsiung Veterans General Hospital	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Cathay General Hospital	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	MacKay Memorial Hospital	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Pingtung Christian Hospital	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
Bilateral Development Organizations	Swiss Investment for Emerging Markets (SIFEM)	BTS India Private Equity Fund	Production (Industry)	Investment
	Belgian Investment Company for Developing Countries (BIO)	BTS India Private Equity Fund	Production (Industry)	Investment
	Commonwealth Development Corporation (CDC)	BTS India Private Equity Fund	Production (Industry)	Investment

# Overview of performance indicators

Stage	Concrete goals	Performance indicators
Strategy	1. Respond to international development trends	1. Projects all conform with international development trends
	2. Draw on Taiwan's comparative advantages	2. Ratio of project resources targeted at priority areas
	3. Integrate public and private sector resources	3. Ratio of project funding allocated by cooperative partners
	4. Strengthen cooperative partnerships	4. All projects conform with partner countries' development policy
Work results	1. Help ensure food safety (agriculture)	5. Total output of grain crops for the year
		6. Total output of fruits and vegetables for the year
		7. Total output of meat products for the year
	2. Improve farmers' lives by increasing added value of agricultural activity (agriculture)	8. Increase in agricultural output value
		9. Increase in the number of paid aid projects for agricultural output value
	3. Strengthen healthcare and hygiene systems (public health)	10. Increase in the number of public health programs and healthcare institution functions
		11. Increase in the number of public health program medical personnel with disease prevention skills
	4. Help build human resources needed for development and post-disaster reconstruction (education)	12. Ratio of scholarship recipients who apply what they have learned after returning home
		13. Number of seed personnel who have built capacity through projects
	5. Help improve government management effectiveness (ICT)	14. Availability of ICT systems built for projects
	6. Promote environmental sustainable development (environment)	15. Monitoring and/or management of specific environmentally sensitive areas, forests and other special ecologies
		16. Number of native or endemic plant varieties of cooperative countries being preserved
17. Number of projects using environmentally friendly technologies		
Operational results and organizational effectiveness	1. Project management implementation	18. Proportion of projects whose preparation period fits with previously set schedules
		19. Proportion of project implementation rate that conform to the year's schedule
		20. Proportion of completed projects (including normal work) that meet expected targets
		21. Proportion of project completion reports whose results achieve expected standards
	2. Increase the effectiveness of aid	22. Proportion of stakeholders who are satisfied with project results
		23. Amount of obtained experience adopted as a basis for project design
	3. Increase the synergy of project implementation	24. Number of projects carried out with comprehensive use of aid tools
		25. Degree to which information systems are used
	4. Staying up-to-date on foreign aid trends and deepen knowledge management	26. Output quantity of specialized research reports and task management tools
		27. Number of times referring to or citing the experience of external organizations for use by the TaiwanICDF
		28. Degree of knowledge management being applied
	5. Effective communication	29. Number of times volunteers share local experience
		30. Degree of satisfaction with official website responses to external questions or requests for information
		31. Annual total click-through of TaiwanICDF-issued videos on each online platform
		32. Number of positive and neutral reports of the TaiwanICDF's work in domestic and overseas media
	6. Increase the professionalism of TaiwanICDF personnel	33. Satisfaction with the use of strategic meetings to reinforce internal communication
34. Success rate of TaiwanICDF-planned education and training programs for personnel		
7. Increase the efficiency of administrative expenses	35. Percentage occupied by administrative expenses out of annual budget	
8. Boost the efficiency of budget implementation	36. Budget implementation rate for the year	





## International Cooperation and Development Fund

The Taiwan ICDF's organization identity system emphasizes the core values of co-prosperity and professionalism. The use of the image of sprouting leaves illustrates the central areas of our work. Green reflects our focus on agriculture to eradicate poverty and hunger, and our growing attention to environmental sustainability; and blue represents our use of technology and innovative management to bridge the digital divide and enhance industrial growth. Finally, the white of the lettering stands for our efforts to ease the shortage of medical resources in partner countries. As Taiwan's dedicated development assistance body, we are determined to work as part of the international community to do our utmost to ensure a better world and a brighter future.

### International Cooperation and Development Fund Annual Report 2015

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## Partnerships for Progress and Sustainable Development



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