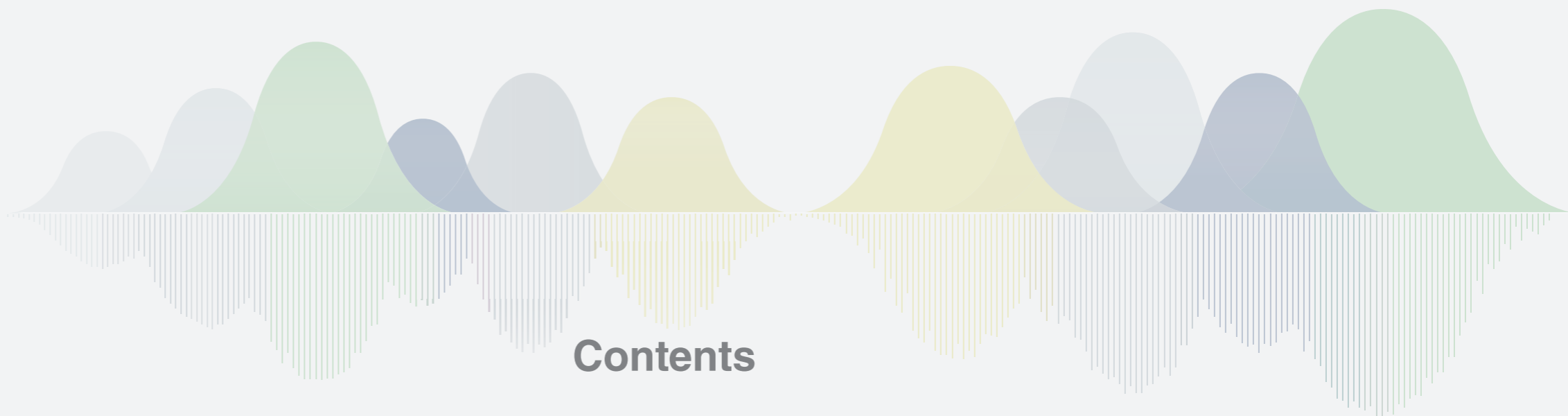




# 2019

International Cooperation and Development Fund

**Annual Report**



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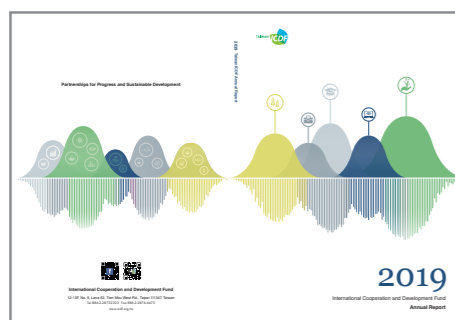
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## About the cover

This cover design draws on the meaning of "an undulating row of mountains." It symbolizes Taiwan's concept of supporting sustainable development and investing in international cooperation and development affairs; it also uses sound waves as a reflection of the mountains to represent the TaiwanICDF's adherence to international trends. The TaiwanICDF harnesses its five priority areas to implement and transmit Taiwan's successful experience and continues to contribute to the international community.

## 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 TaiwanICDF's mission is to provide humanitarian assistance for countries that suffer from natural disasters, or for international refugees.



### Vision

Partnerships for progress  
Sustainable development



### Mission

Strengthen international cooperation and enhance foreign relations to promote economic development, social progress, and the welfare of all mankind



### Strategy

- Respond to international development trends
- Draw on Taiwan's comparative advantages
- Integrate public and private sector resources
- Strengthen cooperative partnerships

## 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 designed to improve effectiveness and results by standardizing the way we carry out our assistance projects.

Implementing a Project-oriented Methodology

Replicating Successful Experiences

Considering Effectiveness and Efficiency

Coordinating the Use of Resources

Safeguarding Project Outcomes, Sustainable Development

## 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 Statute 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, on July 1. The following year, the CITC is incorporated into the TaiwanICDF.

## 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. As of December 31, 2019, the total balance of all funds was NT\$15.56 billion.

## Cooperating Partners

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

Partner Countries

23

154 Overseas Experts



104 Domestic Personnel



Accurate as of December 31, 2019

## Operations

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



Facilitating social and economic development in our partner countries.



Promoting better economic ties to partner countries.



Cooperating with international organizations, institutions, or governments to facilitate social and economic development in our partner countries.



Providing humanitarian assistance to international refugees or countries hit by natural disasters.



Providing technical and human resources training to partner countries, and providing technical assistance or services in order to foster industrial capacity.



Operating overseas missions to improve and develop agricultural, industrial, economic, medical, and education sectors in our partner countries.



Other initiatives designed to bolster international cooperation and development or foster good relations with other partner countries.

## Global Engagement Raising Taiwan's Visibility



In 2019, the United Nations High-level Political Forum on Sustainable Development responded to the international community's continuing calls for positive action. Through its theme of "empowering people and ensuring inclusiveness and equality," the forum explored how to strengthen the role of civil society and other key groups. It also initiated regional exchanges and emphasized that global problems must be solved through the combined efforts of all. All of this highlighted how important it is for the private sector and civil groups to participate in international cooperation.

The TaiwanICDF has been acting on the United Nations Sustainable Development Goals (SDGs) since 2016. We continue to strengthen international cooperation and advance Taiwan's foreign relations, and promote a range of international cooperation programs in the spirit of fostering economic and social development. Since 2019, we have played a more active role as a platform for the public and private sectors at home and abroad, integrating resources and expanding our operational and executive capacity. This has raised Taiwan's international visibility, and highlighted the TaiwanICDF's valuable role as a professional foreign aid agency.

### Partnering with like-minded countries, displaying common values

Organisation for Economic Co-operation and Development (OECD) statistics show that in 2018, Development Assistance Committee (DAC) members' average official development assistance (ODA) stood at 0.31 percent of gross national income (GNI), falling short of the UN target of 0.7 percent. Taiwan's ODA accounted for 0.051 percent of its GNI. Working within the constraints of limited resources, our highest priority has been to integrate the resources of all of the parties we work with, and expand assistance through a wide variety of channels. As Taiwan's professional foreign aid agency, the TaiwanICDF works in accordance with Taiwan's foreign policy. This has meant combining resources with like-minded international agencies to jointly invest in international development assistance programs, expanding the effectiveness of such endeavors.

In Latin America, the TaiwanICDF and the US International Development Finance Corporation (DFC) have collaborated to promote small and medium enterprises and women's financing cooperation projects in Paraguay. We have also actively employed project resources by signing

cooperation agreements with such organizations as the Pan American Development Foundation (PADF), the Inter-American Institute for Cooperation on Agriculture (IICA), Columbia University's Center for Sustainable Development (CSD), and the International Research Institute for Climate and Society (IRI), combining resources to expand the benefits of various programs.

In the Asia-Pacific region, a TaiwanICDF delegation visited the Japan International Cooperation Agency (JICA) to exchange ideas about international education and training methods. We also held discussions with the Sasakawa Peace Foundation's Ocean Policy Research Institute (SPF-OPRI) regarding the joint promotion of ocean affairs training in the Pacific. Elsewhere, we signed a memorandum of cooperation with the Lowy Institute, pledging to provide information about Taiwan's assistance in the Pacific so that the world can better see what we contribute to the region.

### Combining public and private sector resources, building consensus on development assistance

In terms of integrating Taiwan's cooperative international development resources, the TaiwanICDF has worked with the Ministry of Economic Affairs' Water Resources Agency to conduct a Water Resources Management Workshop, and coorganized the 2019 Quanta International Cultural Ambassador Program with the Quanta Culture & Education Foundation. In cooperation with local governments, initiatives such as these reflect the effort and effectiveness with which we have actively integrated domestic public and private sector resources in international development and cooperation.

To combine academic resources and deepen people's understanding of international cooperation, the TaiwanICDF has collaborated with National Chengchi University's Graduate Institute of Development Studies, Taipei Medical University, and other key institutions to launch a series of development assistance and international development courses. We have also carried out a number of promotional meet-the-TaiwanICDF activities on senior high, junior high, and primary school campuses. All of these activities have allowed Taiwan's foreign aid work to take root, improving the public's overall understanding of international development and foreign aid, and gaining young people's support and securing their participation in the years ahead.

### Substantive participation in key international conferences

In 2019, the TaiwanICDF drew on its work on the SDGs, the Paris Agreement, and other important topics to demonstrate Taiwan's contribution to the international community. Our active commitment to sharing Taiwan's foreign aid achievements throughout key international arenas helped highlight the efforts and outcomes of Taiwan's international cooperation.

At a global level, Saint Vincent and the Grenadines, Saint Kitts and Nevis, and Belize all coorganized side events with us during the 72nd World Health Assembly (WHA). We used these events to share Taiwan's assistance in promoting public health programs, and highlight the effectiveness with which the TaiwanICDF had implemented associated projects. During the United Nations General Assembly (UNGA), the TaiwanICDF also shared Taiwan's best practices and contributions to regional cooperation at a seminar hosted by the US Center for Strategic and International Studies (CSIS). Elsewhere, we also worked with like-minded organizations to coorganize side events during the United Nations Framework Convention on Climate Change (UNFCCC) Conference of the Parties (COP25), sharing examples of successful projects that had promoted climate adaptation in our partner countries.

At a regional level, the TaiwanICDF participated in the annual meeting of the Regional Committee in Asia-Pacific (RCAP) for the first time. Organized by the Conference of Non-Governmental Organizations in Consultative Relationship with the UN (CoNGO), the event allowed us to share our experience of running educational programs. In another first, we also participated in the annual conference of the Confederation of Asia-Pacific Chambers of Commerce and Industry (CACCI) in Bangladesh, sharing specific practices on fair and sustainable development, and on food and food product safety with 200 delegates from 15 countries. This encouraged enterprises to jointly invest in international development assistance.

In terms of expanding opportunities for international participation, the TaiwanICDF joined the International Partnership for the Satoyama Initiative (IPSI), subsequently participating as an IPSI member in the affairs of such important development organizations as the United Nations Development Programme (UNDP), the United Nations Environment Programme (UNEP), the United Nations University (UNU), and JICA. Similarly, since major groups

and other stakeholders (MGoS) have a right to speak and play a crucial role at important UN-level meetings, our dynamic cooperation as a technology partner in the global initiatives of the World Farmers' Organisation (WFO) led to us presenting our conclusions alongside the WFO at COP25.

### Global engagement makes Taiwan seen and heard

As President Tsai Ing-wen has said, Taiwan is keen to contribute to the international community, and to this end, cooperation is our overriding principle. In 2019, the TaiwanICDF took the initiative and transcended the status quo: We brought domestic and overseas industries, government agencies, and academic partners together; we joined hands with like-minded countries; and we shared Taiwan's foreign aid experience at the UN and in other important global and regional arenas. In this way, the TaiwanICDF has lived up to its valuable role as Taiwan's professional foreign aid agency, and created space for Taiwan's international participation.

Advancing Taiwan's foreign relations remains the TaiwanICDF's primary mission. Looking ahead, we will continue to expand cooperative opportunities with like-minded countries and institutions throughout the world, strategically selecting our project partners so as to widen the scope and results of our initiatives, and thus raise the visibility of Taiwan's foreign aid work. With expanded international presence, Taiwan will be seen and heard around the world.

Jaushieh Joseph Wu  
Minister of Foreign Affairs  
Chairman, the TaiwanICDF



## Strategic Planning and Direction

In working towards meeting the United Nations Sustainable Development Goals (SDGs), every country is currently facing many challenges. The TaiwanICDF serves as a platform for communication between Taiwan and the international community, actively breaking down diplomatic barriers in order to respond to the needs of the international community. This year, we will further deepen our cooperation in multiple fields, continuing to assist developing nations with Taiwan's technologies and sharing success stories with them. The TaiwanICDF is also increasing the impact and reach of Taiwan's foreign aid programs by engaging in a wide range of cooperation and development projects, and by connecting like-minded communities with the resources of international organizations. Through strengthening international participation and aligned actions, the TaiwanICDF and the international development aid community are jointly tackling the challenges of sustainable development. Allow Taiwan to face the world, and let the world see Taiwan.

## Combining Partner Resources and Action to Promote International Participation

While the dynamics of international relations have changed over the last few years, the TaiwanICDF, the organization responsible for promoting Taiwan's development aid work, continues to follow national foreign policy and promote projects that match the development policies of Taiwan's partners. In 2019, the TaiwanICDF actively promoted international engagement and partnerships to highlight the active role we play on the world stage. In our aim to achieve the Sustainable Development Goals (SDGs), we have been combining resources with international organizations as well as closely monitoring how the SDGs are being promoted, in order to guarantee that Taiwan's actions follow the global governance framework and align with the international development aid community.

### Immense challenges remain in the promotion of the SDGs

In order to ensure that the SDGs are achieved by 2030, the UN Economic and Social Council (ECOSOC) and the High-level Political Forum on Sustainable Development (HLPF) are responsible for monitoring and evaluating all developments related to the SDGs. In 2019, the UN fully reviewed the progress of all 17 SDGs for the first time since they were initially adopted in 2016. ECOSOC's Progress towards the Sustainable Development Goals report, published in May 2019, and The Sustainable Development Goals Report 2019 described the successes and difficulties of achieving the SDGs. Despite the progress being made by each country in certain aspects, there are still considerable barriers to overcome. For example, how can high quality and reliable data be quickly gathered? Overcoming this challenge requires each country's assistance in providing scientific evidence and systematically gathering data.

Regarding food security, hunger is on the rise again globally and there are 49 million children under five affected by wasting. Government spending on agriculture compared to agriculture's contribution to the total economy has declined by 37 percent. The UN is calling for increased investment in infrastructure and technology for sustainable agriculture and much greater support for small-scale food producers and family farmers.

In terms of health, major progress has been made in improving the health of millions of people, increasing life expectancy, reducing maternal and child mortality, and fighting against leading communicable diseases. However, progress has stalled or is not happening fast enough in addressing major diseases, such as malaria and tuberculosis, and at least half of the global

population does not have access to essential healthcare services. In the future, it is critical to focus on issues such as broadening the reach of healthcare, creating a service channel for high quality basic healthcare, and providing sustainable, yet affordable financial support for those who need it.

In terms of education, rapid technological changes present opportunities and challenges, but the learning environment, capacities of teachers and quality of education have not kept pace. Refocused efforts are needed to improve learning outcomes for the full lifecycle, especially for women, girls, and marginalized people in vulnerable settings. Many developing countries still lack the basic infrastructure and facilities needed to provide effective learning environments, particularly in Sub-Saharan Africa.

Economically, although the global economy is growing at a slower rate, global labor productivity has increased and unemployment is back to pre-financial crisis levels in 2018. More progress is needed to increase employment opportunities, particularly for young people; reduce informal employment and gender pay gaps; and promote safe and secure working environments to ensure sustainable and inclusive economic growth.

Regarding the environment, land degradation continues and biodiversity loss is occurring at an alarming rate. The steady increase in greenhouse gas emissions and the acceleration of climate change are leading to growing ocean acidification and worsening coastal eutrophication, and is affecting the livelihoods and food sources of billions of people. Direct economic losses caused by natural disasters have increased by at least 150 percent in the last 20 years, with developing countries suffering the most losses. Increased involvement is required in order to strengthen resilience and reduce feelings of vulnerability and insecurity among the public.

### Combining domestic public and private sector resources, creating "Taiwan value"

Reports published by the UN in 2019 show that the 2030 Sustainable Development Goals are still facing significant challenges. In its Development Co-operation Report 2019, the Organisation for Economic Co-operation and Development (OECD) similarly stated that emerging global challenges pose urgent and important issues such as: how to get the public to understand how development cooperation works, why it is necessary, and how to encourage the public to get more involved in the process.



The TaiwanICDF has actively taken part in various international-level conferences. In addition to its substantive participation in and handling of important discussions about international development, it has also contributed via participatory opportunities to promote Taiwan's international cooperation affairs. (The photo shows the conference venue of the United Nations Framework Convention on Climate Change)

The TaiwanICDF is strengthening domestic and foreign partnerships in order to actively respond to global challenges and Taiwan's international dilemma. In 2019, in addition to continuing to promote existing business connections and actively creating new partnerships between businesses and international development aid agencies, we restructured and set up the Partnerships and Development Division, promoting international participation and expanding partnerships. The TaiwanICDF also identified and contacted government departments, industries, and academic institutions interested in participating in international development aid programs and in doing so, successfully integrated resources and increased Taiwan's participation capabilities.

Domestically, in order to strengthen links between Taiwan's private sector and international development affairs, the TaiwanICDF organized the 2019 Asia-Pacific Agribusiness Development and Matching Forum and invited Taiwan's industries (12 private sector companies including Hsinhai Biotechnology Company and GEOSAT Aerospace and Technology), government officials (Ministry of Foreign Affairs, New Taipei City Government), and representatives from eight Asia-Pacific countries including Cambodia, Indonesia, and India. The forum gave domestic manufacturers a greater understanding of the business opportunities available in Taiwan's foreign aid and promoted communication between manufacturers and the Asia-Pacific representatives. As for the government agencies, the Water Resources Agency and the Ocean Affairs Council combined their resources to promote international cooperation programs. In terms of academia, we worked with Taipei Medical University and the National Graduate Institute of Development Studies at National Chengchi University to produce a series of lectures on development aid and international development, and also organized campus outreach activities (universities, high schools, junior high schools, and primary schools) to spread understanding of the TaiwanICDF. These activities have allowed Taiwan's aid work to take root and have also increased the public's understanding of Taiwan's foreign aid work.

#### **Expanding cooperative partnerships and facing the challenges of sustainable development together**

To deal with the challenges posed by sustainable

development, we are also working to expand our cooperative partnerships in order to increase the impact of our projects.

In terms of agriculture, the TaiwanICDF and the World Farmers' Organisation (WFO) organized the Caribbean Regional Workshop, and gathered data on farmers and specific proposals and helped grassroots farmers speak to the international community. The TaiwanICDF worked with the International Center for Tropical Agriculture (CIAT) to promote the Research Project for Climate Change Adaption Measures in Nicaragua and used Geographic Information Systems (GIS), mobile devices, and professional software and data analysis to develop the Arroz Nica app, by combining high-quality agricultural data and technology to strengthen the climate resilience of our partners. The TaiwanICDF is also working with Columbia University's International Research Institute for Climate and Society (IRI), which will provide technology to help us teach project beneficiaries in Guatemala how to use meteorological data to reduce damage caused by climate change.

In terms of food security, the Taiwan Technical Mission in Nauru and the Commonwealth of Learning (COL) jointly developed the Food Agriculture Education App, and designed agricultural technology and nutrition education materials that provide small-scale food producers with essential information.

In the area of health, the TaiwanICDF collaborated with the Center for Disease Analysis Foundation (CDAF), an American international research NGO, to promote research projects on fighting infectious diseases in Indonesia, focusing mainly on viral hepatitis. The results will be provided to partner countries for reference when formulating relevant policies. The TaiwanICDF is also working with Columbia University's Sustainable Development Center on the mHealth Care Plan for Refugees in Turkey. This project focuses on developing mobile healthcare applications to give refugees in Turkey access to healthcare information, fulfilling the call for "Health for All."

In education, the TaiwanICDF is integrating information and communications technologies (ICT) into educational development projects. Besides helping St. Lucia increase teachers' abilities to use ICT, we are also improving teacher training and on-the-job training, creating an environment conducive to integrating ICT into educational spaces, and improving student performance.

In 2019, the TaiwanICDF organized vocational training

projects for our Latin American and Caribbean and Pacific allies. The projects aimed to provide young people and women with vocational education, thereby increasing employment opportunities, reducing wage discrepancies between age and gender, and promoting stable economic growth.

In terms of the environment, the TaiwanICDF is working with our allies to face climate change, which is becoming increasingly serious. For example, we are cooperating with the Pan American Development Foundation (PADF) in Belize on the Urban Resilience and Disaster Prevention Project. The TaiwanICDF is using geographical information and data gathered by the project to establish an early warning system for the government of Belize. In addition to implementing a vertical notification model and a horizontal information sharing system, we are also using drills and training to strengthen resilience and reduce feelings of vulnerability and insecurity.

#### **Demonstrating "Taiwan value" by increasing international engagement**

Taiwan's aid method is a people-oriented "Taiwan model" and has obtained the approval of allies and like-minded countries. In 2019, the TaiwanICDF actively participated in many international conferences: At the global level, we participated in conferences and surrounding meetings at the World Health Assembly (WHA), the United Nations High-level Political Forum on Sustainable Development (HLPF), the United Nations General Assembly (UNGA), and the United Nations Framework Convention on Climate Change Conference of the Parties (UNFCCC COP), with our staff serving as keynote speakers and panelists at side events we organized in cooperation with partner organizations. Besides engaging in and keeping abreast of major international development discourse, the TaiwanICDF also uses engagement opportunities to share Taiwan's contributions to international cooperation work.

At the regional level, in 2019, the TaiwanICDF sent delegates to participate for the first time in the annual meeting of the Regional Committee in Asia-Pacific (RCAP), convened by the Conference of Non-Governmental Organizations (CoNGO), where we shared our experience in educational projects. Afterwards, CoNGO compiled a report on the contributions of the TaiwanICDF and other participating organizations in the Asia-Pacific region, and shared it with the HLPF. Additionally, in order to strengthen

links with the private sector in the region, we participated in the Confederation of Asia-Pacific Chambers of Commerce and Industry (CACCI) annual conference and presented on two themes to 200 delegates representing 15 countries: "In Pursuit of Equitable and Sustainable Growth" and "Achieving Food Security and Food Safety." Lastly, we encouraged businesses to invest in international development aid work.

In order to expand international engagement abilities, the TaiwanICDF successfully applied to join the International Partnership for the Satoyama Initiative (IPSI), members of which include the United Nations Development Programme (UNDP), the United Nations Environmental Programme (UNEP), the United Nations University (UNU), and the Japan International Cooperation Agency (JICA). The TaiwanICDF also shared the results of our aid programs with the Australasian Aid Conference (AAC), the Pacific Update forum, and the 11th Annual Conference on Development Studies.

#### **Committed to engaging the world; let Taiwan shine**

In the face of constantly emerging international challenges, and to ensure that the direction of the TaiwanICDF's development aid work continues to follow that of the international community, we completed our 2030 Strategic Plan in 2019. With "Partnerships for Progress and Sustainable Development" as our vision, we put forward priority areas and action plans for the 2030 Strategic Plan, which will act as the basis for the promotion and implementation of future projects.

Looking forward to 2020, the TaiwanICDF will continue to serve as a platform for communication between Taiwan and the international community in the areas of cooperation and development. Through participation in a wide range of cooperation and development affairs, and the assistance of like-minded organizations, we are ready to take on the challenges of the Sustainable Development Goals with the rest of the world and committed to engaging the world; let Taiwan be seen and heard.

# Operations

## 2019 Cooperating Countries and Projects



### East Asia and Pacific

1	Thailand	● ▼ +
2	Cambodia	+ ▯
3	Indonesia	● ★ +
4	Philippines	★ +
5	Palau	● ★ ▼ + ◆
6	Papua New Guinea	●
7	Solomon Islands	● ★ ▼ + ◆
8	Nauru	● ▼ ▯ ◆ ▯
9	Marshall Islands	● ▼ ▯ + ◆ ▯
10	Kiribati	● ★ ▼ ◆
11	Tuvalu	● ★ ▼ + ◆ ▯
12	Fiji	● ◆

### West Asia and Africa

13	Tunisia	▯
14	Turkey	● ★ ▼
15	Lebanon	▯
16	Jordan	▼ ▯ + ▯
17	Bahrain	●
18	Saudi Arabia	● ▯
19	Uganda	+
20	Eswatini	● ★ ▼ ▯ + ◆

### Latin America and the Caribbean

21	Guatemala	● ★ ▼ ◆ ▯
22	Nicaragua	● ★ ▼ + ◆ ▯
23	Belize	● ★ ▼ ▯ + ◆
24	Honduras	● ★ ▼ + ◆ ▯
25	Haiti	● ▼ ◆
26	St. Kitts and Nevis	● ★ ▼ ▯ + ◆ ▯
27	St. Vincent and the Grenadines	● ★ ▼ ▯ + ◆
28	St. Lucia	● ▼ + ◆
29	Ecuador	● ◆
30	Paraguay	● ★ ▼ + ◆ ▯

### Central Asia and Central/Eastern Europe

31	Bosnia and Herzegovina	▯
32	Serbia	▯
33	Romania	▯
34	Bulgaria	▯
35	Moldova	▯ ▯
36	Ukraine	●
37	Turkmenistan	●

- Agriculture
- ★ Public Health
- ▼ Education
- ▯ Environment
- ▯ Information and Communications Technology
- + TaiwanICDF Overseas Volunteers Program
- ◆ Taiwan Youth Overseas Service
- ▯ Other

Responding to international development trends and using areas of comparative advantage is one of the TaiwanICDF's core strategies. With limited resources, we prioritize our work in areas in which Taiwan has a comparative advantage, including agriculture, public health and medicine,

education, information and communications, and the environment. This seeks to ensure resources are reasonably and efficiently invested to achieve project objectives and visions. On the following page we detail strategic focuses and projects in the TaiwanICDF's priority areas.



# Agriculture

## Strategic Key Points

According to a United Nations forecast, the total global population will reach 8.6 billion by 2030 and increase to 9.7 billion by 2050. A larger population means a need for more food, and it is estimated that the global food demand will increase by 50 percent by 2050 compared to 2013. Therefore, the United Nations Sustainable Development Goal 2 is "End hunger, achieve food security and improved nutrition and promote sustainable agriculture."

To assist diplomatic allies in increasing the output of major food crops, the TaiwanICDF promotes a number of projects. Starting with seedling cultivation, we identify the most suitable varieties to meet domestic market needs of our partner countries and improve farmers' livelihoods while reducing the economic burden of the general public.

The following are some examples of our agricultural projects. The Seed Potato Production Project (Eswatini) increased total annual seed potato production to 540 metric tons for Eswatini with a 100 percent supply coverage, sufficient for 300 hectares of agricultural cultivation, which reduced seed potato import demand. The Healthy Avocado Seedling Production Project (Honduras) has helped the number of Hass avocado seedlings locally produced and sold in Honduras reach 100,000 and 70,000, respectively, and has expanded 350 hectares of avocado fields. The Common Bean Research, Development, and Production Extension Project (Nicaragua) has introduced two drought-resistant bean varieties in Nicaragua, and has established 210 seed banks, producing 230,000 metric tons of improved bean seeds and 50,000 metric tons of original seeds.

In addition, the TaiwanICDF and the European Bank for Reconstruction and Development (EBRD) have been cooperating on agribusiness programs since 2015. This year, we have further developed the Financial Intermediary and Private Enterprises Investment Special Fund-Sustainable Agribusiness Value Chain Account Project, to address environmental and climate change issues. The project consolidates resources from EBRD and other donors, providing technical assistance and/or consultation. This enables agribusiness in the region to adopt green technologies, mitigate greenhouse gas effects, achieve cleaner production, and enhance climate change resilience.

## 1 Case Study

### Eswatini: Seed Potato Production Project



Echoes UN SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture



Researchers from Eswatini's Department of Agriculture perform potato virus and disease testing.

#### By working on both structural and technical aspects, the goal of supplying seed potatoes throughout the year was achieved

This project worked on both structural and agricultural technology aspects. For the structural aspect, the TaiwanICDF collaborated with the seed quality control department of the Eswatini Ministry of Agriculture. The project was based on Taiwan's seed potato inspection and certification system and incorporated the "Seed Potato Certification Scheme" from neighboring South Africa. Establishing an Eswatini seed potato health inspection and certification system is also in line with the Seed Harmonization Implementation Plan of the Common Market for Eastern and Southern Africa (COMESA). After the system was established, a disease testing laboratory was set up to build potato disease testing capabilities on both process and facility/equipment fronts.

In terms of agricultural technology, tissue culture laboratories, environmentally-controlled greenhouses, and net rooms were established according to the cultivation and management needs of seed potatoes of each generation, and furthermore, the G0, G1, G2, G3, and G4 generations' seed potato production systems were gradually completed. With respect to the supply of seed potatoes, four low-temperature storages each with an area of 100 square meters were

set up. The goal of supplying seed potatoes throughout the year was achieved by controlling temperature, extending light exposure, and regulating the storage time of seed potatoes.

After six years of effort, a complete seed potato production and supply system has been successfully established for Eswatini. The total annual output of each generation of seed potatoes is 540 metric tons. The supply coverage of the seed potatoes in Eswatini is 100 percent, which is sufficient for 300 hectares of agricultural cultivation, greatly reducing the demand for imported seed potatoes. Estimating a yield of 20 metric tons per hectare for potato cultivation, this can help Eswatini produce 6,000 metric tons of edible potatoes, effectively reducing the amount of imports.

In addition, this project introduced potato-specific cultivation machinery and post-harvest processing machinery, established a sales pipeline and storage management for seed and edible potatoes, and completed a seed potato distribution system leading the development of the potato industry in Eswatini. At the same time, the TaiwanICDF looks forward to injecting working capital into this project through diversified products, which will increase the possibility of sustainable operation of bilateral technical collaborations.



Siboniso Ngwenya  
(Eswatini potato farmer)

"I am grateful to the Seed Potato Production Project for providing good quality and reasonably priced seed potatoes and delivery services."

0% → 100%

Supply coverage of self-produced seed potatoes from 2013 to 2019



## 2 Case Study

### Honduras: Expanding Avocado Seedling Production Project



Echoes UN SDG 2: End hunger, achieve food security, improved nutrition, and promote sustainable agriculture.



Project managers from Taiwan and Honduras present avocado seedlings to Honduran President Juan Orlando Hernández Alvarado (middle) and our ambassador to Honduras Ingrid Hsing (right 3) as a memento.

Avocados are native to Central and South America and have high nutritional value. They are known as a "superfood" in the United States, the largest consumer market, and are also a fruit consumed regularly in Central America. Although the Republic of Honduras (hereafter Honduras) in Central America has an environment suitable for avocado cultivation, its production cannot meet domestic demand, and avocados are imported at an annual rate of about US\$10 million.

According to statistics from the Honduras Central Bank, about 9,990 metric tons of avocados were imported in 2016, and about 1,986 metric tons were produced domestically. The import percentage was 83 percent, representing great potential for domestic avocado production. Therefore, the Honduras government made the avocado industry a priority agricultural development project, with a goal of reproducing a large number of healthy

seedlings and increasing planting area, in order to increase domestic supply and meet market demand.

In view of Taiwan's extensive experience in seedling nursery operation and management, the TaiwanICDF and Honduras cooperated to implement the Expanding Avocado Seedling Production Project. Using Taiwan's quality technology, the project assisted Honduras in establishing excellent avocado nurseries and developing local technical personnel's management capabilities in order to produce avocado seedlings for farmers' needs.

This project differed from previous cooperation models between the TaiwanICDF and partner countries. Through means of assistance and gifts, it supported the Honduras Ministry of Agriculture and Livestock-Directorate of Agricultural Science and Technology (SAG-DICTA), which led the joint implementation with the staff of Taiwan Technical Mission. Since 2016, a complete production facility has been constructed for the avocado nursery at the Santa Catarina experimental station in the Department of Intibucá, with an annual output of 35,000 seedlings. In addition, a Hass avocado foundation stock field was successfully established, and nine local core technicians with nursery management skills received training. So far, the production and sales of Hass seedlings have reached 100,000 and 70,000 plants, respectively, which corresponds to about 350 hectares of

cultivation area, largely achieving the project's goal.

#### Integrating resources from public and private sectors to complete the Honduras avocado project

On March 20, 2019, Taiwan and Honduras signed the Honduras Expanding Avocado Cultivation Project, drawing on the successful experience of establishing an avocado nursery at the experimental station in Intibucá, setting the consistency of operation and management, and replicating it at two experimental stations in the Comayagua and Ocotepeque departments. Combined efforts in the three regions have led the public nurseries' annual outputs to increase to 105,000 seedlings. At the same time, the public and private sectors integrated, and the number of avocado seedlings supplied to various regions of the country expanded to 250,000 per year, achieving Honduras's national policy objectives in avocado production of cultivating 1,000 hectares annually and 4,000 hectares within four years.

In conjunction with Honduras's promotion of avocado investments, the TaiwanICDF will also guide post-harvest collection and packaging operations in the future to help expand the international market, lay the foundation for the Honduras avocado production chain, and effectively enhance cooperation between Taiwan and Honduras.



**Lucía Gutiérrez**  
(Honduran avocado farmer)

"The project provides excellent avocado seedlings and guidance on cultivation techniques. It has improved our family life and restored our enthusiasm for agricultural production."

7,000 seedlings → 35,000 seedlings

Annual production of avocado seedlings from 2015 to 2019  
(Santa Catarina Nursery)

## 3 Case Study

### St. Christopher and Nevis: Enhancing Agricultural Adaptive Capacity to Climate Variability Project



Echoes UN SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.



This project uses corn to conduct disaster prevention and reduction experiments, and proposes response plans for different disasters.

According to United Nations predictions, the future trend of polarized rainfall in the Caribbean will become increasingly severe. The total amount of rainfall may not change much, but may become extremely uneven in time and spatial distribution. Agriculture is highly dependent on natural resources such as water and land, and it is sensitive and vulnerable to the impact of climate change.

A severe drought occurred in Saint Christopher (hereafter St. Kitts) and Nevis in 2015, causing the total crop output to fall by 31.2 percent from the 2014 figure, and affecting national food security and farmers' livelihoods. In response, the country filed a request for assistance from Taiwan. Literature reviews and fieldwork confirmed that the impact of climate variability and climate change trends are important issues in St. Kitts and Nevis's agricultural development. Initial estimates of St. Kitts and Nevis's agricultural vulnerability revealed the core problem to be its agricultural

sector's lack of capacity to respond and adapt to early warnings of climate variability.

#### Reducing losses by establishing an information dissemination mechanism for the prevention and reduction of crop damage

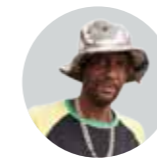
Since 2018, the TaiwanICDF has collaborated with the St. Kitts and Nevis Ministry of Agriculture by introducing the Enhancing Agricultural Adaptive Capacity to Climate Variability Project. Three measures were adopted to increase the resilience of the agricultural system: establish a data collection mechanism for early warning, develop and introduce crop disaster mitigation and prevention techniques, and increase the availability of agricultural information so as to establish crop disaster mitigation and prevention and allow farmers to utilize the available information to minimize damage caused by disasters.

Since the implementation of the project, the Taiwan Technical Mission in St. Kitts and Nevis set up four agricultural weather stations in St. Kitts and Nevis at the end of 2018 to collect real-time weather data, which is uploaded hourly to the government information center's servers. In addition, the Technical Mission used Google Drive to set up an agricultural information integration platform (<https://goo.gl/gpmExX>) and utilized the group chat functions of the mobile application WhatsApp to systematically and effectively allow farmers to obtain disaster prevention

information.

In the context of rising climate uncertainty, inadequate precipitation and high temperature are the two primary threats to agricultural production in the future. Planting crops that are resistant to insect pests and tolerant of drought and salt should be promoted. In addition, a good irrigation system and a configuration system that can respond to weather conditions are equally important. At present, the project continues to carry out relevant experiments in introducing disaster-tolerant crop varieties and disaster-mitigation materials and equipment (such as windbreaks, greenhouses, etc.).

Agricultural damage caused by climate variability are huge challenges for all countries. Building on Taiwan's experience in agricultural disaster prevention and mitigation, this project will systematically strengthen the resilience of St. Kitts and Nevis's agriculture and move toward the goals of agricultural informatization, precision, and modernization.



**Leon Antony**  
(St. Kitts project demonstration field counselor)

"Through the project, I have learned how to use pesticides to fight pests and diseases, and have received advice on fertilization. It has been very fulfilling!"

5 places

Number of farmer cooperation demonstration fields established from 2018 to 2019

## 4 Case Study

### Nicaragua: Common Bean Research, Development, and Production Extension Project



Echoes UN SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.



This project teaches female class members how to collect and select common beans.

The common bean is an important food crop of the Republic of Nicaragua (hereafter Nicaragua) in Central America. The TaiwanICDF has assisted Nicaragua in increasing the yield of fine common bean seeds and developing new varieties. Since 2016, we have jointly implemented the Common Bean Research, Development and Production Extension Project with Nicaragua, assisting in improving common bean seeds, increasing production efficiency from the source, and purifying and cultivating common bean varieties suitable for the country's market and environment.

#### Increase yields and returns by assisting small farmers with accessing improved seeds and technologies

This project is in collaboration with the Nicaraguan Institute of Agricultural Technology (El Instituto Nicaragüense de Tecnología Agropecuaria, or INTA), and includes two main aspects: (1) enhance the capacity of common

bean research and (2) promote bean seeds and build the capacity of INTA technicians. In terms of experiments and research, through research and breeding at experimental stations, the project identified varieties suitable for cultivation in various regions to reduce the impacts of different environmental and climate changes on local beans. At the same time, the project produced breeding seeds to supply the seed breeding demonstration areas in various regions (AVMS, also known as Seed Bank). Improvements in cultivation and post-harvest processing technology and common bean yield and quality combined with an increase in the number of seed breeding demonstration areas in each region, helped small and medium-sized farmers in remote areas obtain improved bean seeds and cultivation techniques. Along with an increase in bean seed and commercial bean seed production, farmers' income can also be increased. The goal of increasing the utilization rate of improved common bean varieties from 1.02 to 5.3 percent is expected to be achieved.

Thus far, the implementation of the project has introduced two drought-resistant varieties, INTA Rápido Sequía and Rojo Extrema Sequía, and has propagated the original species of INTA Fuerte Sequia (IFS) to provide improved seed varieties. In addition to drought tolerance, some varieties also have the characteristics of early maturity. Under the current situation of highly concentrated rainfall, the varieties can effectively take

advantage of the rainy season and facilitate crop rotation to improve the efficiency of land use.

In terms of training and promotion, the experimental stations actively promoted various new techniques to farmers. For example, in late November 2019, a production-increasing cultivation technique demonstration was held to promote the two-line cultivation technique. By changing the spacing of common bean plants while keeping the number of plants per unit area the same, increasing management space, and improving the microclimate, the technique could help achieve the goal of increasing the yield. In addition, the TaiwanICDF taught farmers about environmentally friendly cultivation methods on an ongoing basis, such as natural pesticides that can prevent pests. We also showed farmers techniques to improve field management, such as how to maintain soil moisture to increase yield.

Thus far, the project has established 210 seed banks, producing 230,000 metric tons of fine seeds and 50,000 metric tons of original seeds. More than 1,500 farmer training classes were held and more than 24,000 people participated in the trainings. The use of improved varieties combined with various cultivation techniques has increased farmers' abilities to cope with climate change, and has also increased the resilience of the Nicaraguan common bean industry.



**Juana Albina**  
(Nicaraguan common bean farmer)

"We have achieved the best bean varieties. The technology, fertilizer application, and control of pests and diseases have all improved."

1.3% → 5.06%

Utilization rate of common bean varieties from 2016 to 2019

## 5 Case Study

### Financial Intermediary and Private Enterprises Investment Special Fund-Sustainable Agribusiness Value Chain Account



Echoes UN SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture; 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 12: Ensure sustainable consumption and production patterns; 13: Take urgent action to combat climate change and its impacts.



Agribusiness plays an important role along the food production value chain. Injecting financing will enable them to obtain working capital and invest in equipment upgrade, expanding their operation. It will also help the farmers improve their livelihood.

According to the 2017 data from the Food and Agriculture Organization of the United Nations (FAO), global food production has to be increased by 50 percent by 2050 compared to 2013 due to population and income growth. However, the extent to which the volume of agricultural output in developed countries can be increased is limited. The potential for improving the productivity and efficiency of the food sector in developing countries needs to be explored in order to fill the shortage.

Besides the existing challenges, the agriculture sectors in Central Asian and Southern and Eastern Mediterranean countries are facing unique challenges and increasingly complicated situations such as climate change, intensification of natural hazards, and vulnerability to drought and water scarcity. Globally, agricultural production has accounted for 30 percent of energy consumption and 20 percent of greenhouse gas (GHG) emissions. If climate-resilience technologies are not adopted to fight

these challenges, emissions from agriculture, forestry, and fisheries could increase by an additional 30 percent by 2050.

In response to the global issue of food security and climate change, in 2015, the TaiwanICDF together with the European Bank for Reconstruction and Development (EBRD), launched the Financial Intermediary and Private Enterprises Investment Special Fund-Agribusiness Account, a program that ensures private agribusinesses have access to financing for development in EBRD's region of operations. Since then, the Fund has successfully financed eight agribusinesses in Turkey, Moldova, Turkmenistan and Ukraine and assisted them in obtaining finances for growth expansion.

#### Promoting the adoption of innovative or green technologies to increase productivity and strengthen resilience to cope with climate change

Building on the successful experience, the TaiwanICDF and EBRD have further developed the Financial Intermediary and Private Enterprises Investment Special Fund-Sustainable Agribusiness Value Chain Account Project this year. The special fund presents a platform for the TaiwanICDF and EBRD to co-finance agribusiness in EBRD's region of operations. Targeting agribusinesses along the agricultural production value chain, the fund assists agribusinesses in EBRD's

countries of operations in investing in equipment purchases and/or obtaining working capital needed for business operations. Beneficiary companies come from different sub-sectors covering primary production, processing and packaging, logistics and transportation, marketing, and distribution services. The project also brings in technical assistance and consultations, supporting agribusinesses in their adoption of innovative practices to reduce production costs, increase productivity and added values, and of green technologies to encourage climate resilient related capital expenditure. This will help to mitigate greenhouse gases generated by food production activities, as well as strengthen the resilience of agribusinesses to respond to climate change impact.

This program directly echoes SDG 12: "Ensure sustainable consumption and production patterns" and 13: "Take urgent action to combat climate change and its impact." In addition, the value chain approach will provide a forward and backward integration to the primary producers and farmers on one side, and small and medium-sized enterprises on the other. The program offers opportunities for shared value-added and employment and income improvement, promoting sustainable and inclusive development for all.



**Eugen Verdes**  
(Associate Banker in EBRD Chisinau resident office, Republic of Moldova)

"Agribusiness cooperation projects between the TaiwanICDF and EBRD not only is transformational for the Moldovan agribusiness, but also contributes to a cleaner and more sustainable economy and environment."

5 companies

Number of agribusinesses assisted in 2019



## Education

### Strategic Key Points

The World Bank once observed that education is the most important and fundamental means to eliminate the uneven distribution of resources. For many years, the TaiwanICDF has continuously provided a multifaceted learning model. Through the International Higher Education Scholarship Program, professional workshops, vocational training projects, and other projects, we have assisted our allied and partner countries in cultivating professional talent. This is in keeping with the United Nations Sustainable Development Goal 8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all." Through the integration of international talent networks, we have strengthened industrial complementarity and talent exchanges between other countries and Taiwan.

The vocational training projects launched 16 vocational training classes this year, including the introduction of six items related to the livelihood service industry, enabling 325 participants from 15 of our partner countries to take professional skills and the "spirit of Taiwan" back to their home countries. Through the University Social Responsibility Practice Plan of the International Higher Education Scholarship Program, scholarship students from Belize, Guatemala, Honduras, Nicaragua, Saint Vincent and the Grenadines, Saint Kitts and Nevis, Palau, Eswatini, and other diplomatic allies carried out cultural exchanges with primary and secondary school students in Taiwan, broke through language barriers, and deepened the friendship between Taiwan and other countries.

To strengthen the relationship between Taiwan and our allies, this year we added to the International Higher Education Scholarship Program a short-term non-degree scholarship special training program — the Advanced Training Program for Intermediate and Senior Officials from Partner Countries, which was added to increase the flexibility and diversity of resource utilization. By linking intermediate and senior officials in partner country governments, education is used as a means to increase the effectiveness of Taiwan's foreign aid; drive changes in the partner countries' policies, economy, communities, businesses, schools and individuals; and elevate Taiwan's aid level and influence.

### 1 Case Study

#### Vocational Training Projects (including Pacific and Latin American and Caribbean Countries)



Participants personally implementing the food safety control process in The Food Processing and Packaging Design Program.

In view of the fact that education and technical and vocational training can help strengthen the economic growth momentum in our developing partner countries in Latin America and the Caribbean and the Pacific, the Ministry of Foreign Affairs commissioned the TaiwanICDF to handle the vocational training projects in 2019. A total of 16 vocational training classes were held and 325 students from 15 partner countries came to Taiwan to receive short-term intensive technical training.

The vocational training programs this year differed from previous years. Six new topics related to the livelihood service industry were added, such as food processing and packaging design, Chinese cooking, tourism and hospitality, and hospitality management. By offering intensive training in Taiwan for nearly three months, we improved the professional skills of partner countries' participants, introduced relevant smart equipment manufacturers in Taiwan, and enabled participants to experience the "spirit

of Taiwan"- providing the best service to customers.

#### Learning technology and knowledge, and carrying forward the spirit of Taiwan

In addition to taking home their newly acquired skills and knowledge in the technical and vocational training courses, the participants from various countries also carried forward the "spirit of Taiwan."

As a Nicaraguan participant who participated in the food processing and packaging design class said, by visiting small- and medium-sized enterprise (SME) manufacturers such as the Yong-An Fisheries Association, she found that there are still many improvements to be made in the production processes in her country's national cooperatives. It is important not only to increase a product's quality and maintain freshness, but also to reduce food waste and increase income. The participant stated that she would definitely implement this knowledge after returning home. Another participant from Guatemala said that, when visiting the Chimei Happiness Factory, he saw the strict requirements of the factory's operating procedures and quality control and learned to apply a more flexible business management strategy in the production, preservation, and sales of frozen products. Being a vocational training teacher, the participant said that after returning to his home country, he would incorporate what he had learned into his teaching and promote it to local companies.



Echoes UN SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; 5: Achieve gender equality and empower all women and girls; 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Furthermore, this year's first vocational training courses in food processing and packaging design, Chinese cooking, tourism and hospitality, and hospitality management successfully attracted 85 women from partner countries to Taiwan. Some female participants from South Pacific partner countries were impressed by the development of Taiwan's hotel services and baking industry. They believe that this program has expanded their international horizons, enhanced their professional skills, and made them more confident and bold regarding their own entrepreneurship. A Vincentian cooking instructor participant said that she learned different cooking methods in Taiwan and was especially impressed by fruit carving. She considers it a very creative course and intends to carry her new cooking knowledge and skills to her home country and impart them to her students.

By executing the vocational training program, not only has the employment and entrepreneurship of young people from the partner countries been strengthened, but female workers can also effectively participate in the workplace, thereby promoting the development of gender equality. This reflects the pursuit of sustainable economic growth in the UN Sustainable Development Goals, promotes productive employment, and supports the empowerment of women.



Willian Fernando Aguayo Vera  
(Paraguayan furniture company operator)

"In the creative carpentry class, I have learned how to increase my own production and commercialization (online marketing), and can communicate with other Latin American partners. The rewards have been bountiful."

545 people

Number of trainees from 2017 to 2019

## 2 Case Study



### Advanced Training Program for Intermediate and Senior Officials from Partner Countries of the International Higher Education Scholarship Program

Echoes UN SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.



A Vincentian student shares her relevant experiences in her country during a project design course.

To strengthen the relationship with our partner countries, the TaiwanICDF has increased the flexibility and diversity of the use of resources in the International Higher Education Scholarship Program and enhanced cooperation with universities. A non-degree short-term advanced training program has been added - Advanced Training Program for Intermediate and Senior Officials from Partner Country Governments - which assists partner countries in training government officials in policy planning skills and technical expertise, while enhancing the level and influence of Taiwan's aid.

#### Combining the advantages of Taiwan's environmental protection and ICT to cultivate partner countries' environmental protection knowledge and public sector talent

In recent years, climate change has had a severe global impact. All countries have attached great importance to the sustainable

development of energy and have applied information and communications technology (ICT) to environmental protection. For this reason, the TaiwanICDF cooperated with the National Central University for the first time to conduct the Advanced Training Program on Environmental Sustainable Development, which combined Taiwan's advantages in environmental protection and telecommunications technology and cultivated environmental protection knowledge and related public sector administrative management talents of our partner countries. The course content included energy sustainability, cloud applications, and Internet of Things (IoT), among others. A total of 11 partner countries' officials took part.

Different from our various other short-term workshops, the Advanced Training Program for Intermediate and Senior Officials from Partner Country Governments was academic-oriented and enhanced the students' academic knowledge and research and analysis capabilities through five-week courses. To enable the participants to plan, evaluate, and execute environmental development plans more proficiently, each participant had to write an inception report before coming to Taiwan and analyze the main environmental issues in their home country, then gradually improve the plan through weekly courses in Taiwan.

For example, a Vincentian participant chose the topic of coastal zone management in St.

Vincent and the Grenadines and pointed out that her home country currently needs to establish a blue economy development strategy to take advantage of the rich coastal and ocean resources and reduce environmental risks and ecological impacts. In this participant's improvement report, a Driver-Pressure-State-Impact-Response (DPSIR) framework was used to systematically analyze the status of coastal and marine resource management and the shortcomings of current policies and legislation. It proposed the following action plan: The short-term goal is to establish a sound framework to manage the use and protection of coastal and marine resources and enhance the availability of scientific data. The long-term goal is to protect the coastal and marine ecosystems and enhance the coastal communities' safety and well-being.

Through training in research logic from this program, and the related development suggestions provided by experts, the participants from all the partner countries were richly rewarded. In the process, the effectiveness of Taiwan's foreign aid was deepened, and the capability of Taiwan's universities to take part in international affairs was enhanced.



Yasa Nikki Belmar  
(Vincentian student)

"The Advanced Training Program on Environmental Sustainable Development has taught me how to conduct an environmental impact assessment and confirm the priority of environmental management, which will help in project design and implementation."

23 people

Number of trainees in 2019

## 3 Case Study



### International Higher Education Scholarship Program

— cooperating with TICA alliance schools and NGOs to promote University Social Responsibility, further exchanges between foreign students and Taiwanese students, and deepen friendships between the two sides

Echoes UN SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



St. Kitts and Nevis scholarship recipients play Caribbean music in National Hualien Senior High School.

In recent years, the international community has continuously advocated that higher education institutions should actively connect with local communities to share various new knowledge with the public, in addition to researching and innovating in professional fields and cultivating a quality labor force in the country. Accordingly, Taiwan has promoted the University Social Responsibility (USR) Program since 2017 in the hope that universities will play a key role in the social, cultural, and economic development of their respective regions.

For more than 20 years, the TaiwanICDF has cooperated with all the universities of the Taiwan International Cooperation Alliance (TICA) to execute the International Higher Education Scholarship Program. Over the years, we have cultivated more than 2,000 outstanding students, contributing to the international community. To further implement USR practices, the TaiwanICDF and non-governmental

organizations (NGOs) such as the Quanta Culture & Education Foundation (QCEF), The World In Your Classroom.tw (TWIYC.tw), and Couchsurfers in Class worked with domestic primary and secondary schools to promote various cultural exchange programs. These programs enabled foreign students to interact with Taiwanese people, seeking to instigate more cultural exchanges between local and foreign students, break down language barriers, and deepen friendships between the two sides.

#### Uncovering the mystery of diplomatic relations and learning about Taiwan's specific and pragmatic foreign aid model

In just a few months, the scholarship recipients from allied countries such as Belize, Guatemala, Honduras, Nicaragua, Saint Vincent and the Grenadines, Saint Kitts and Nevis, Palau, and Eswatini attended school campuses in Keelung, Taipei, New Taipei, Taoyuan, Tainan, Kaohsiung, and Hualien. Using lively mediums such as films and presentations, they introduced the culture and customs of their home countries, and explored environmental protection and sustainable development issues in depth. For many teachers and students, it was their first opportunity to learn about Taiwan's allied countries and hear firsthand accounts from scholarship recipients. They also used this program to learn about the TaiwanICDF and fully understand

that Taiwan's work in foreign aid and international cooperation is based on a concrete and pragmatic model.

Additionally, in order to enable foreign students to practice Mandarin more while in Taiwan and gain a deeper understanding of Taiwanese culture, the TaiwanICDF cooperated with QCEF to handle the 2019 Quanta Global Culture Ambassador Program. Three students were selected to venture deeper into rural areas, as far as Green Island, so that they could forge connections with Taiwanese students using Mandarin and introduce their hometown's historical and geographical information. The experience left a deep and unforgettable impression on all participants.



Louise George  
(St. Lucian scholarship recipient, Quanta International Cultural Ambassador first prize winner)

"It's great to bring St. Lucian accessories, traditional costumes, and specialty foods to Keelung Senior High School to hold a small expo. It has been so meaningful!"

14 events

Number of events held for the "Knowing the TaiwanICDF" campus awareness campaign in 2019



## Information and Communications Technology

### Strategic Key Points

With the integration of information and communications technology (ICT) into people's daily lives, digital content has become increasingly abundant and diverse. Countries are committed to invigorating the digital economy and strengthening digital governance to enhance national competitiveness.

Leveraging Taiwan's strengths in the ICT sector, the TaiwanICDF continues to assist partner countries in improving their quality of government services and governance effectiveness. For example, the Technical and Vocational Education and Training Enhancement Project (Eswatini) brought together different sectors to systematically cultivate high-level ICT talents needed by enterprises and the government in Eswatini. Another example is the Electronic Document and Records Management System (EDRMS) Development Project (Eswatini), which assisted Eswatini in developing government digitalization and has trained 400 seed teachers and IT staff.

We are also actively introducing ICT tools into various projects, such as agricultural production and marketing, public health care, education, technical training, technological disaster prevention, and smart applications, to promote cross-domain integrated applications. In particular, smartphones, and various application softwares (apps) are now more conducive to providing many services and information to users.

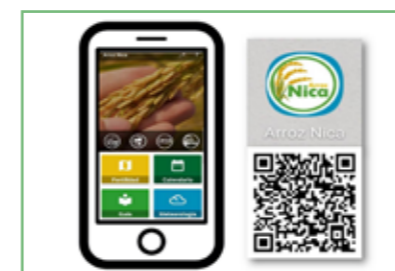
For example, with the Intelligent Bus Management and Monitoring System Project (Saint Vincent and the Grenadines), mobile phones and smart station displays are used to shorten public transportation waiting times and enable the government to effectively monitor traffic situations. The mobile application Arroz Nica, developed by the Climate Change Adaptation Research on Upland Rice Project (Nicaragua), provides real-time cultivation advice and can be used offline, benefiting small farmers in rural areas.

Waves of ICT development have brought infinite possibilities of progress and development. We will continue to integrate Taiwan's ICT advantages, introduce new technologies, expand program benefits, and use technological tools and ideas to add value to foreign aid efforts.

### 1 Case Study

#### Climate Change Adaptation Research on Upland Rice Project (Nicaragua)

Echoes UN SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.



Mobile phone software provides a variety of practical information such as cultivation calendars, agricultural climate, soil maps, plant diseases, and insect pests and fertilizer.

Agriculture in the Republic of Nicaragua (hereafter Nicaragua) has traditionally been labor-intensive farming. Due to a lack of infrastructure and capital and the fact that small-scale farmers are used to extensive farming, crop production and farmers' livelihoods are bearing the brunt of extreme weather impacts. This problem increasingly threatens food security. Nicaraguan farmers urgently need technical assistance to respond to climate change.

Since September 2018, the TaiwanICDF has cooperated with the International Center for Tropical Agriculture (CIAT) on the Rice Seed Research, Development and Production Extension Project in Nicaragua as well as the Climate Change Adaptation Research on Upland Rice Project (Nicaragua) to jointly explore practices that will enable developing countries to respond to climate change and strengthen crop cultivation. In aiming to implement innovative approaches to agricultural promotion, the

project lists mobile phone software applications (apps) as one of its primary work items.

The original idea behind the software development was to transform the National Soil Fertility Map (First Edition), published by the Nicaragua Bureau of Land and Resources Research and the Bureau of Agriculture and Animal Husbandry Technology in 2018, into a mobile application that provides farmers with fertilization advice. After continuous improvement, the final version of the upland rice cultivation software Arroz Nica was officially released on November 15, 2019.

#### Integrating functions needed by farmers and providing real-time cultivation advice

Arroz Nica integrates many functions that farmers need, such as a cultivation calendar, agro climate information, soil maps, pest and fertilizer management advice, and other practical information to help farmers get immediate farming advice. At present, the software is available for free download in the Android mobile store. In order to accommodate the Nicaraguan mobile communications environment, the software is designed to be usable offline so that small-scale farmers in rural areas can also benefit from the convenience of this technology.

In addition to the above functions, Arroz Nica will subsequently import big data applications such as the AgraCrop production model from the United Nations Food and Agriculture

Organization (FAO) to add functions such as optimal planting periods and crop yield predictions. In addition, according to the Central Bank of Nicaragua's Agricultural Production Report from 2017, the cultivated area of food crops in the country has reached 700,000 hectares (5.1 percent of the country's land): of which there are only 13,000 hectares of upland rice; far less than 55,000 hectares of rice; 220,000 hectares of red beans; and 320,000 hectares of corn. Arroz Nica can also be expanded to cover other crops by modifying crop parameters to make it more widely used.

Taiwan has set an innovative example of international cooperation in the field of agricultural ICT by introducing application software for small-scale farmers in a developing country. The TaiwanICDF looks forward to participating in agricultural guidance for developing countries through low-cost and high-efficiency approaches to improve their agricultural resilience, and will continue to assist the agricultural transformation of partner countries.



Mercedes Coto  
(Nicaraguan upland rice farmer)

"Through the app, we can check the optimal planting time, understand fertility land fertility, and choose the appropriate type of agricultural materials."

0 people → 600 people

Number of Nicaraguan agricultural pushers using technology tools from 2018 to 2019

## 2 Case Study

### Eswatini: Technical and Vocational Education and Training Enhancement Project, Electronic Document and Records Management System (EDRMS) Development Project



*Times of Swaziland*, Eswatini's leading newspaper, reported the impact and effectiveness of this project on the cultivation of industrial talents in the country.

The application of ICT has gradually become a key factor in the economic development of countries around the world. In order to assist the Kingdom of Eswatini (hereafter Eswatini) in increasing its domestic employment rate and promoting economic growth, the TaiwanICDF and the Eswatini Ministry of Education and Training cooperated on the Technical and Vocational Education and Training Enhancement Project. The project aimed to strengthen Eswatini's technical and vocational education and vocational training system in order to systematically cultivate talents in industries such as ICT.

#### Bringing together industry, government, and academia to cultivate talents that meet industry needs

Since 2016, the project has set up ICT equipment including computers and networks, Arduino experimental systems, big data platforms, CISCO products, and Internet of Things (IoT)

at the Eswatini College of Technology (ECOT), and co-designed a four-year course curriculum with experts from Taiwan. Through equipment purchases and establishing teacher capabilities, the project cultivates high-level ICT specialists in Eswatini. Furthermore, it has brought together industry, government, and academia to form a teaching quality assurance committee and has strengthened the connection between industry and academia so that the talent trained by the college meets industry needs.

Besides strengthening the theoretical and technical literacy of teachers and students at the college, this project also provides continued education courses for individuals in Eswatini's ICT industry to further expand education levels. Since the implementation of the project, more than 100 people have undergone training, including students who studied for their master's degree in Taiwan or attended short-term training courses, as well as local short-term trainees in Eswatini. The training covered subjects such as network security, computer architecture and networking, cloud computing, big data, IoT, and basic computer applications.

In recent years, in order to promote industrial development and efficiency of the public and private sectors, Eswatini schools and government units have vigorously promoted systematization and informatization. To this end, Eswatini cooperated with Taiwan to implement the Electronic Document and Records Management



Echoes UN SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all; 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

System (EDRMS) Development Project to familiarize the country with electronic document and records management technology applications, thereby enhancing the government's service quality and information processing efficiency.

To date, in addition to assisting Eswatini in completing the government's digitalization plans and holding seminars on government digitalization, information security, and electronic document, the project has also established a Public Key Infrastructure (PKI), an Information Security Management System (ISMS), an electronic document system, and an International Organization for Standardization (ISO) 27001 certification project, and has trained a total of 400 seed teachers and IT staff.

Through the two projects on technical and vocational education and continued vocational training, and the electronic document and records management system development, the TaiwanICDF assisted Eswatini in developing ICT talent needed by enterprises and government and in promoting effective application of information technology in industry and government. This allows national talent cultivation and industry progress to mutually benefit each other. These two projects have not only improved government effectiveness, but have also become the cornerstone of economic, social, and cultural development.



**Phezulu Dlamini**

(Head of the Department of Information and Communication, Eswatini College of Technology)

"This project has an important influence on Eswatini's ICT talent cultivation and future ICT development."

502 people

Number of trainees in 2019

## 3 Case Study

### Saint Vincent and the Grenadines: Intelligent Bus Management and Monitoring System Project



The Intelligent Bus Management and Monitoring System Project for Saint Vincent and the Grenadines Project Manager, Chien-Wei Fu (left 2) explains to Vincentian officials the achievements of the project.

Buses are the main mode of transportation in Saint Vincent and the Grenadines (hereafter SVG), a Caribbean partner country. For many years, however, an absence of management structures and regulatory standards led to a lack of standardized driving routes and operating times, most of which were set at each bus driver's discretion. Bus service inefficiencies, competition for passengers, and frequent stops resulted in long waiting times and road safety issues.

In order to improve efficiency and safety, SVG hoped to leverage Taiwan's experience in intelligent transportation development and strengths in information technology development to conduct joint projects on public transportation management, Advanced Public Transportation Services (APTS), Advanced Traffic Management Services (ATMS), and other technologies.

#### The introduction of smart bus management and monitoring



**Donnette O'Neil**

(Vincentian civilian)

"This project has helped reduce crime rates and supervise the safe driving of buses, so I have full expectations and peace of mind about the improvement of environmental safety."

#### systems improved road safety and bus waiting times

Starting this year, the TaiwanICDF has cooperated with the SVG government and System & Technology Corp., an information service provider in Taiwan, to jointly introduce the Intelligent Monitoring System and Intelligent Bus Management System. Regarding the intelligent image monitoring system, the operation focused on developing digital image monitoring and analysis abilities. The scale of implementation expanded from the originally planned 50 monitoring points to 74 points. Two hundred high-resolution cameras were set up, covering the capital city Kingstown, as well as all the main bus stations from Orange Hill in the east to Layou in the west. A facial recognition system and an action control center were set up at Argyle International Airport. Finally, this project cooperated with the World Bank on the Caribbean Regional Communications Infrastructure Program (CARCIP) and used the program's government fiber optic network to transmit image signals, saving SVG NT\$1 million in networking fees.

In regard to the smart bus management system, using Taiwan's advanced traffic management services as a foundation, the project utilized navigation, control systems, and information and communications technologies to convert driving data from 200 buses into usable services. Mobile phone application software



Echoes UN SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all; 11: Make cities and human settlements inclusive, safe, resilient, and sustainable; 13: Take urgent action to combat climate change and its impacts; 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

and 40 smart bus station displays now provide passengers with bus arrival schedules. In addition to saving time for people in remote areas, the system allows the government to effectively monitor traffic conditions and improve management strategies.

Camillo Gonsalves, SVG Minister of Finance, Economic Planning, Sustainable Development, and Information Technology, has high hopes for this project's development. He expects that in the future, the smart bus management and monitoring system, will allow the public to enjoy more convenient bus services, and the government to improve transportation more effectively. The system will also use technology to assist the government in law enforcement and ensure public safety.

70 units

Number of surveillance cameras to be installed nationwide by 2020



# Environment

## Strategic Key Points

In December 2015, the Paris Agreement, the landmark global climate change deal, was adopted at the United Nations Framework Convention on Climate Change's (UNFCCC) 21st Conference of the Parties (COP21). The agreement urges all signatories to assist developing countries in fighting climate change. The TaiwanICDF has utilized Taiwan's experience in water management, disaster early warning, and post-disaster recovery to implement natural disaster early warning programs in partner countries this year. These projects have helped partner countries apply science and technology to their disaster prevention plans and strengthened their natural disaster information management capabilities.

Among the projects, the Forest Pest Management Project (Honduras) can effectively predict 90 percent of pest outbreaks and has reduced the pest warning time from one month to one week. The Urban Resilience and Disaster Prevention Project (Belize) is expected to reduce the number of flood casualties and affected people by 10 percent and direct economic losses by 15 percent.

This year, the TaiwanICDF also conducted the Workshop on Resilient Cities Development and Water Resources Management Workshop in Taiwan. Taiwan's successes in establishing resilient cities and water resources management were shared with students from allied and partner countries. Trainees learned about sustainability, building resilient infrastructure, and strengthening climate adaptation capabilities.

Furthermore, measures to tackle climate change have expanded from reducing carbon emissions and improving energy efficiency to sustainable use of resources and green development models. Through the Green Energy Special Fund in cooperation with European Bank for Reconstruction and Development (EBRD), the TaiwanICDF has supported several green technology projects in many countries. For example, a loan was provided to assist the ArcelorMittal steel plant in Zenica, Bosnia and Herzegovina. This project is expected to help reduce annual carbon dioxide emissions by more than 220,000 tons, annual sulfur oxide emissions by more than 80 percent, and annual nitrogen oxide emissions by more than 60 percent, demonstrating that economic development can coexist with environmental protection.

## 1 Case Study

### Honduras: Forest Pest Management Project



Echoes UN SDG 13: Take urgent action to combat climate change and its impacts; 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.



This project's relevant staff set up silverfish traps at forest pest demonstration sites to monitor the number of pests.

The Republic of Honduras (hereafter Honduras) has a forest coverage rate of 55 percent, of which pine, an economic tree species, accounts for one third of total forest area. Due to climate change and drought in recent years, severe bark beetle outbreaks occurred in 2014, and more than 22 percent of pine forests were infected, causing immense economic losses in forestry. To this end, the Honduras National Forest Conservation Agency submitted a cooperation request to Taiwan in 2016; it sought to use a Geographic Information System (GIS) technology to strengthen forest management and reduce insect damage. The two parties launched the Forest Pest Management Project in 2018.

#### Combining public and private sector efforts to enhance Honduras forest resources and pest management capabilities

The TaiwanICDF dispatched experts to the local area where they

concluded that the Honduras forests are vast but lack the manpower to report pest information in real time and respond quickly to outbreaks. Therefore, this project plans to use satellite data and forestry management technology together with a GIS platform to reduce the pest response time by 80 percent and comprehensively enhance Honduras's ability to manage forest resources and monitor and prevent pests.

During the implementation of the project, we combined Taiwan's public and private sector resources. Taiwan's Forestry Research Institute helped establish Honduras's forest resources, forest management, and pest analysis, and collect data on rainfall, soil and other information. The institute also helped Honduras understand pest outbreaks and proliferation processes based on scientific and quantitative results. National Central University's Research Center for Space and Remote Sensing used remote sensing technology to confirm the location and extent of pest infestations, and utilized GIS to coordinate on-site and government notification mechanisms to improve the accuracy of pest information and the efficiency of information transmission.

The Taiwan Forestry Research Institute and Central University's Space and Remote Sensing Research Center utilized its skills and technologies to successfully construct an early warning system for pests; this project has taken it one step further and combined the system with Taiwan's ICT to build

a forest information platform. This platform will help policymakers mitigate threats prior to a disaster, and eventually develop into a decision support platform for forest health and pest management. Since its launch in June 2018, a number of promotional activities have been held, and TV interviews have been utilized to explain strategies for bark beetle control. This project has (1) assisted Honduras in establishing a healthy forest demonstration site; (2) completed a technical assistance report of the national greenhouse gas forestry department; (3) inventorized data types, environmental parameters, and technical methods required by the project; and (4) produced a 90 percent-plus accurate pest risk map covering state-owned, private, and academic unit forest land.

Forestry is an important economic source for Honduras. The project has improved the government's pest control efficiency, strengthened people's perceptions about healthy forests, and reduced pest response times. In addition to providing Honduras with a comprehensive forest health management system, it also echoes Article 5 of the Paris Agreement through forest conservation, sustainable development, and promotion of forest carbon storage in developing countries.



**Alejandro Arguello**  
(Head of YODECO, the second largest wood company in Honduras)

"In the past, the forest area was vast, making it difficult to quickly grasp the location of the pest outbreak; now, we can use the risk map to find out the high-risk areas of the pest outbreak. It has effectively improved forest management efficiency."

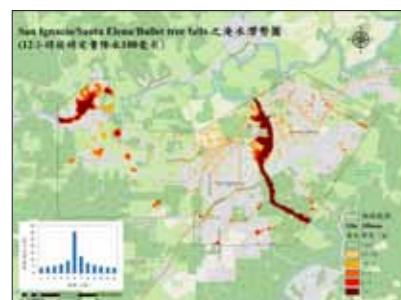
6 people

Number of system information processing analysts trained from 2018 to 2019

## 2 Case Study



### Belize: Urban Resilience and Disaster Prevention Project



This project involves the composition of flooding potential maps for twin cities San Ignacio/Santa Elena and the neighboring towns in Belize.

Belize is in a hurricane-prone region and is frequently hit by tropical storms and floods. In recent years, extreme climate change and rainfall, coupled with rapid urban development, have led to changes in the hydrological cycle characteristics. About 70 percent of the country's 390,000 population live in low-lying areas and 40.5 percent live in adjacent coastal areas; 24 percent of them live in flood-prone areas. According to the Global Climate Risk Index published by the non-profit non-governmental organization Germanwatch, from 1992 to 2011, Belize lost 7 percent of its GDP due to extreme weather, and 19 in every 100,000 people died from natural disasters.

#### Establish an early warning system for floods and substantially reduce casualties and financial losses

The Belize government asked Taiwan to use Geographic Information Systems (GIS) technology to

help enhance its ability to reduce disasters. The goal of the Urban Resilience and Disaster Prevention Project was to assist Belize in using GIS technology to construct an early flood warning system and improve the efficiency of emergency response before and during disasters. The project would also carry out basic engineering improvement measures at the demonstration site. The hope was that integrating a flood warning system into the Belize disaster prevention and rescue system would reduce casualties and financial losses caused by floods.

Currently, the project has established a Belize disaster relief basic map information database. It includes: cadastral maps, land use maps, road maps, river maps, topographic maps, watershed maps, bridge maps, public facilities maps, flood potential maps, and others, providing a foundation for the response unit to research and make judgments in the event of a flood.

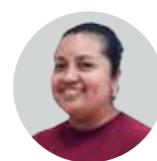
Additionally, a two-meter resolution digital elevation model was completed this year. Calculations have been performed with hydrological and geological parameters to work out the range and depth of possible flooding sites in the twin towns of San Ignacio and Santa Elena, which are to be used as pre-disaster warning references. The project has also enhanced water disaster prevention and rescue knowledge, and relevant Belize staff's water regime data establishment capabilities through education and training so that they

Echoes UN SDG 11: Make cities and human settlements inclusive, safe, resilient, and sustainable.

can use GIS to predict the extent of flooding. To date, two training sessions have been completed.

Furthermore, the project uses the produced maps to review densely populated areas such as villages, major public facilities, schools, and engineering structures to recommend plans for improving governance and engineering. Areas with insufficient drainage capacity are prioritized for improvement. Bottleneck sections of flooding are opened up to eliminate or reduce flooding.

Once the project is completed, the following goals are expected to be achieved: a 10 percent reduction in flood casualties and number of affected people, and a 15 percent reduction in economic losses.



**Minerva Pinelo**  
(Belizean project partner)

"Through education and training, we have conducted cross-border exchanges with Taiwan's disaster prevention technology to increase Belize's vision of community disaster prevention, and thus enhance the general public's awareness of disaster prevention."

17 people

Number of participants in disaster prevention inter-ministry education and training in 2019

## 3 Case Study



### Nicaragua: Strengthen Capacity for GIS Metadata and Disaster Resilience Project

Echoes UN SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable.



Eight officials from the National System for Prevention, Mitigation, and Attention of Disasters (Sistema Nacional para la Prevención, Mitigación y Atención de Desastres) and the Nicaraguan Institute of Territorial Studies (Instituto Nicaragüense de Estudios Territoriales) visited the Taoyuan disaster prevention community and were interviewed by the media.

The Republic of Nicaragua (hereafter Nicaragua) is one of the most vulnerable countries in Central America to extreme climate and natural disasters on account of its geographical location and geological characteristics, and climate change. In 2016, it was ranked 14th on the Global Risk Index.

Because Taiwan possesses satellite technology and Geographic Information System (GIS) technology as well as extensive experience in land monitoring and management, Nicaragua put forward a request to the TaiwanICDF. It hoped that scientific and technological tools could improve its disaster prevention efficiency and strengthen the emergency response capacity of its disaster prevention system. From 2009 to 2016, the two countries jointly implemented the Central American Geographic Information System Application Capacity Enhancement

Project to help Nicaragua monitor natural disaster information and the results were significant. Accordingly, this cooperation was the second phase of the GIS application capacity improvement plan.

#### Continuing technical cooperation between the two countries and strengthening the resilience of the overall disaster prevention system

From October 2018, the TaiwanICDF, the Nicaraguan Institute of Territorial Studies (Instituto Nicaragüense de Estudios Territoriales, or INETER), and the National System for Prevention, Mitigation, and Attention of Disasters (Sistema Nacional para la Prevención, Mitigación y Atención de Desastres, or SINAPRED) jointly launched the Strengthen Capacity for GIS Metadata and Resilience Project. The main content of the project is as follows: (1) Develop the production and management capabilities of geographic information interpretation data, known as metadata; (2) Improve the national disaster prevention system's response efficiency; (3) Build the capabilities of risk management and disaster response technical personnel.

In terms of developing geographic information interpretation data production and management abilities, this year we completed an inventory of 2,000 map and information materials, and set a single interpretation standard for Nicaragua's interpretation data. In terms of improving disaster

response efficiency, one national disaster risk map has been produced and updated; three risk management and disaster response promotion activities have been held; two cities, Nagarote and Condega, have been confirmed as science and technology disaster prevention model towns; and the preliminary phase has been completed.

As for personnel capacity building, two risk management and disaster response training courses were conducted this year. Furthermore, Taiwan Technical Mission selected eight Nicaraguan technical personnel with relevant work experience in GIS, national science and technology disaster reduction, and local government disaster prevention at the grassroots level to come to Taiwan to receive training.

Through developing Nicaragua's geographic information interpretation data, constructing a common platform for visual map information centers, building risk management and disaster response technical staff's capabilities, and strengthening community disaster prevention awareness, the project will gradually develop the Nicaraguan government and community's disaster response capacity and reduce disaster losses. Through this project, Taiwan will also continue its close cooperative relationship with its partner country and contribute to the international community.



**Edmond Barrera**  
(Director of SINAPRED)

"Under the project, I have come to Taiwan to study natural disaster response techniques and plan to apply lessons learned to Nicaragua."

75%

Expected rate of improvement in natural disaster response efficiency by the end of the project in 2020



## 4 Case Study

### BiH: Zenica CHP Station Upgrade and Modernization Project



This project combines financial mechanisms with the goal of promoting a green economy, so that economic improvement and environmental performance can go hand in hand. (The photo shows ArcelorMittal steel plant)

The European Bank for Reconstruction and Development (EBRD), in cooperation with the TaiwanICDF, established the Green Energy Special Fund (GESF) in 2011. It helps to promote the use of carbon reducing green technologies in municipal infrastructure projects in EBRD's countries of operation. The GESF is innovatively designed to convert the underlying projects' expected carbon reduction benefits into the levels of subsidy in the borrowing interest rates. This encourages the adoption of higher cost yet more efficient green technologies to achieve the objectives of improving energy efficiency or developing clean energy. An example is the ArcelorMittal steel plant in Zenica, Bosnia and Herzegovina (BiH), located in the Western Balkans in Southern Europe.

ArcelorMittal is one of the world's major steel groups and provides a large number of employment opportunities for the city of Zenica. The steam and electricity generated

by its combined heat and power (CHP) station is used for iron and steel production and is also a source of district heating for the city in the winter. However, the CHP plant had long used coal as fuel, generating large amounts of solid waste that polluted water sources. It also increased the city's carbon emissions and sulfur oxide pollution. The air pollution was exacerbated by the city's weather conditions and its basin topography.

To address these problems, the TaiwanICDF along with EBRD and Finnfund co-financed a joint venture formed by ArcelorMittal Zenica aiming to decommission the coal-fired steam furnaces and install five new gas-fired furnaces that comply with European Union standards. The old steam-driven blowers have also been replaced by high-efficiency electric blowers which maximize gas recovery. The new type of steam furnaces can run entirely on recovered gas, with natural gas to be used as a top-up fuel when needed, essentially eliminating the use of air-polluting coal. In addition, the heat generated is transmitted to supply heating for the citizens of Zenica in the winter, turning the steel plant from a pollution maker into a warm neighbor. The project is expected to reduce annual carbon dioxide emissions by more than 220,000 tons per year and annual emissions of sulfur oxides and nitrogen oxides by 80 percent and 60 percent respectively, which meet EU industrial emission standards.



Echoes UN SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all; 11: Make cities and human settlements inclusive, safe, resilient and sustainable; 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

#### Financing for a green economy, economic growth, and environmental performance go hand in hand

The project combines financial mechanisms with the goal of promoting a green economy so that economic and environmental performances can be improved simultaneously. Through international cooperation, clean energy and new technologies become accessible and Zenica will enjoy a cleaner and more energy efficient future with this green investment. The city of Zenica also joins the EBRD's Green City Initiative, which aims to build a better and more sustainable future for the city and its residents.

In addition to this project, through the Green Energy Special Fund, the TaiwanICDF has participated in other green technology projects in Moldova, BiH, Bulgaria, Romania, and Jordan.



**Biju Nair**  
(CEO of ArcelorMittal Zenica)

"I am grateful to the project for providing concessional loans. In addition to helping us become financially viable, it can also enhance the 4E benefits (Environmental, Economy, Energy, and Employment)."

More than **220,000** tons

Estimated annual reduction in carbon dioxide emissions

## 5 Case Study

### International Human Resources Training Workshop Program



The Workshop on Resilient Cities Development has integrated the actual practices of the Taiwan government, industry, and private sector, sharing strategies and practices from the four key points: preparation, disaster reduction, response, and recovery.

In recent years, the balance of nature has been disrupted on account of the enormous effects of extreme climate. The effective use of natural resources has become a key global issue. In the face of the impact of natural disasters, it has become critical to establish a resilient infrastructure in a timely manner.

To face this global problem together, this year's TaiwanICDF International Human Resources Training Seminar Program included two workshops on environmental issues: the Water Resources Management Workshop and the Workshop on Resilient Cities Development. In all, 52 attendees from 27 countries were invited to gather together and discuss the concept of sustainable environmental development and share their relevant practical application experiences. Through the workshops, trainees learned about the technical assistance that Taiwan can provide, which they could then use as reference for promoting related strategies once

they returned to their home countries.

The Water Resources Management Workshop was co-organized by the TaiwanICDF, Taiwan Water Resources Agency, and the U.S. Bureau of Reclamation. Many trainees were particularly interested in reservoir dredging because their countries do not track the problem of reservoir siltation, leading to water supply restriction. They believe that it will help to formulate related policy plans in the future and preemptively minimize damage to reservoir functions. Furthermore, three students, Nguyen Thu Phuong of Vietnam, Mohammad Anwar Hossain Bhuyan of Bangladesh, and GowthamBalu of India, were deeply interested in the construction of water purification systems in remote rural areas due to drought in their home country and hoped that this could meet the basic water needs of their people.

#### Integrate government, industry, and private practices to share strategies and practices for building resilient cities

The Workshop on Resilient Cities Development integrated the practical practices of Taiwan's government, industry and people. Using four focuses—preparation, disaster reduction, response, and recovery—attendees shared strategies and practices for building resilient cities. They learned to build disaster prevention capabilities between communities, improve community resilience after disasters, guide residents in developing resilience



Echoes UN SDG 6: Ensure availability and sustainable management of water and sanitation for all; 11: Make cities and human settlements inclusive, safe, resilient and sustainable.

and improving recovery abilities, and build a complete and diverse resilient society. For example, Guatemalan student Rudy Garcia Feliciano's home country is often threatened by earthquakes. He was particularly interested in Taiwan's use of collected analytical data to improve early warning accuracy and disaster prevention effectiveness. These included disaster-resistant infrastructure, upgraded health and welfare measures, sufficient living space for the urban population, and effective disaster prevention (rescue) response mechanisms.

Through the above two professional workshops, the TaiwanICDF once again exported Taiwan's experience to help allied and partner countries cultivate professionals in related fields and take a large step forward in building a resilient and sustainable earth together.



**Rudy Amílcar García Feliciano**  
(Specialist, Guatemalan Secretariat for Planning and Programming of the Presidency)

"My visit to Taiwan showed me examples of community disaster prevention, and the importance of disaster prevention awareness. I plan to work hard to promote pre-disaster preparation in Guatemala so the community can have a strong responsiveness and resilience."

**52** people

Number of participants in 2019

## Public Health

### Strategic Key Points

TaiwanICDF has long cooperated with domestic and foreign public and private sectors and civil societies to echo international development trends. By consolidating Taiwan's strategic assets, we assist partner countries in strengthening their health systems. For example, the Healthcare Personnel Training Program helps train healthcare professionals from partner countries. Regarding public health and medicine projects, 13 projects were carried out in 2019 and 3 new projects will be launched in 2020, addressing issues such as maternal and infant health care, non-communicable disease prevention and control, health information management systems, and prevention of infectious diseases. In addition to designing solutions for the partner countries, these projects also actively internalize the designs into the partner countries' health systems to enhance the sustainability of the results.

To provide a few examples, the Capacity Building Project for the Prevention and Control of Chronic Renal Failure (Belize), completed Belize's first kidney disease risk factor epidemiological report and has served as a reference for the country's government policies. The Health Information Management Efficiency Enhancement Project (Paraguay) has doubled the average number of patient services in 43 medical institutions and shortened the average visiting time for patients from 2.5 hours to 0.9 hours. The Maternal and Infant Health Care Improvement Project (Kingdom of Eswatini) successfully increased the 7-to-14-days postnatal check-up rate for women in Eswatini from 22 percent in 2015 to 90 percent in 2019. The governments of these three countries have often spoken in support of Taiwan's government in international arenas and have expanded the scales of cooperation with the TaiwanICDF given the excellent partnership experiences.

In the future, the TaiwanICDF will uphold the spirit of effective assistance and continue to collaborate with domestic public and private health institutions to help partner countries achieve the ideal of universal health coverage.

### 1 Case Study

#### Healthcare Personnel Training Program



This project is based on the needs of Taiwan's partner and allied countries. It complements relevant public health medical plans to train seed teachers and match them to Taiwan's medical institutions for one to three-month internship training.

In order to assist partner countries and friendly countries in enhancing the professional knowledge of their medical personnel, improving the quality of medical treatment, and promoting the exchange of technologies and experiences between Taiwan and the international community, the TaiwanICDF carries out our Healthcare Personnel Training Program on an on-going basis. Taking into account the needs raised by partner countries and friendly countries and matching them with the appropriate domestic medical institutions, the program offers one to three month clinical training for healthcare personnel from these countries. In 2019, a total of 10 medical personnel from seven countries were sent to six medical institutions for training.

In aiming to effectively utilize resources and expand synergy among projects, the program continues to cooperate with public health projects implemented by the TaiwanICDF to train seed teachers.

For example, the TaiwanICDF collaborated with Shin Kong Wu Ho Su Memorial Hospital to assist the Maternal and Infant Health Care Improvement Project in the Kingdom of Eswatini (Phase II) in training registration staff on the cause of death. This will greatly benefit the collection of statistical research data for epidemiology in the future. In terms of upcoming projects, the TaiwanICDF cooperated with Taipei Municipal Wanfang Hospital in 2019 to train the medical information management staff of the Honduran Ministry of Health, laying the foundation for the Honduras Health Information Management Efficiency Enhancement Project that will be launched in 2020.

#### Promoting the training of specialist physicians and cultivating local talent

The program has been in operation for 15 years, and has thus far trained a total of 419 people. After their training in Taiwan, participants have repeatedly suggested that the TaiwanICDF carry out the training of specialists. This shows both a lack of specialists in partner countries and high esteem for Taiwan's medical expertise. After discussing with Taiwan's ministry of health, medical societies, and other relevant entities, and confirming the qualification certification system for partner countries' specialists, the TaiwanICDF partnered with Far Eastern Memorial Hospital for the first time on the Project for Strengthening the Medical Imaging System in Belize to train two

Echoes UN SDG 3: Ensure healthy lives and promote wellbeing for all at all ages; 17: Revitalize the global partnership for sustainable development.



Irene Pkes Naito  
(Palauan trainee)

"In this trip, I have received practical experience in Taiwan's handling and treatment of tuberculosis patients, vector mosquito control, diabetes care, and hospital infection monitoring. It has been enormously beneficial."

10 people

Number of medical personnel trained in 2019



## 2 Case Study

### Kingdom of Eswatini: Maternal and Infant Health Care Improvement Project



Echoes UN SDG 3: Ensure healthy lives and promote wellbeing for all at all ages.



Eswatini's Raleigh Fitkin Memorial Hospital Deputy Medical Director Raymond Bijoon (left) explains to TaiwanICDF Secretary General Timothy T.Y. Hsiang (right) about the effectiveness of the project in assisting the hospital strengthen medical equipment.

According to the 2018 statistics from the World Health Organization (WHO), each year there are approximately 300,000 maternal deaths and 2.6 million neonatal mortalities worldwide due to premature births. The maternal and neonatal mortality rates of our partner country the Kingdom of Eswatini (hereafter Eswatini) also remain high. The main cause is the poor quality of care available to women and children, including the low rate of pre- and post-natal examinations for pregnant women. As a result, those with high health risks are not identified in time to receive adequate treatment.

In view of this finding, since 2016, the TaiwanICDF, Chia-Yi Christian Hospital, and the Eswatini Ministry of Health have cooperated to assist the Eswatini Nazarene Health Institution (ENHI), the largest church organization in the country, in strengthening the maternal and child care capabilities of Raleigh Fitkin Memorial (RFM) Hospital, the church's medical institution located in Manzini,

and its six neighboring primary care clinics.

The project is multi-pronged: At the government level, two reports on regular education and training needs and specifications for medical personnel were provided to the Eswatini Ministry of Health as references for training maternal and infant care professionals. At the health facility level, in addition to introducing the necessary medical equipment to the seven aforementioned medical institutions, we also cooperated with the Eswatini Nursing and Midwifery Association to provide clinical training for 131 medical staff on care for high-risk pregnant women, and granted on-the-job training credits.

#### Dedicated managers tracked and coordinated to provide complete care during pregnancy

In addition, this project cooperated with Chia-Yi Christian Hospital to introduce the Standardized Operational Procedures for Maternal Case Management at RFM Hospital. Through dedicated case managers, the hospital managed and tracked the health status of high-risk pregnant women (during pregnancy, delivery, and postpartum), and coordinated relevant agencies to provide care throughout the entire pregnancy. During the implementation of the plan, a total of 144 cases were managed, and there were no mortalities by the end of the project.

This project went further into the communities and cooperated with the Eswatini Ministry of Health to train

303 Rural Health Motivators (RHMs) in Manzini on maternal and child care knowledge, strengthening the connections between RFM Hospital and the community's primary health facilities. Furthermore, we produced health education leaflets in the local language to raise public awareness and introduced a number of health education and consultation channels through both traditional media and mobile communication apps. Since the start of the project, in addition to raising awareness of the importance of pre- and post-natal checkups for more pregnant women, the project also prompted family members of pregnant women to start paying attention to the health condition of expectant mothers and proactively seek maternal health services.

Given the excellent results, Eswatini jointly started the second phase of the project with the TaiwanICDF in January 2019. Building upon the accomplishments of the first phase, the work will be expanded to all public medical institutions nationwide. In order to accommodate the project expansion, in addition to inviting Chia-Yi Christian Hospital to continue collaboration, we also invited the participation of Hualien Tzu Chi Hospital, which had previously jointly implemented the Burkina Faso Maternal and Neonatal Health Care Improvement Project with the TaiwanICDF. Over the next five years, the TaiwanICDF will continue to work closely with the Eswatini Ministry of Health to protect the health of expectant mothers and newborns.



**Simon M. Zwane**  
(Principal Secretary, Ministry of Health, Eswatini)

"We are grateful for this project which has assisted our government and all our medical and health care practitioners to improve our maternal and child health care system."

22% → 90%

7-to-14 days Postnatal Care Rate from 2015 to 2019

## 3 Case Study

### Paraguay: Health Information Management Efficiency Enhancement Project



Echoes UN SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.



Cathay General Hospital's Information Department Director Ching-Ping Tseng (right) visited Paraguay to provide technical guidance about health information systems.

Although the Republic of Paraguay (hereafter Paraguay), our partner country in South America, had a health information system, its overall utilization was low due to a difference between its operation process and the actual treatment process, as well as a lack of integration capabilities. Over the years, all medical institutions continued to use manual handwriting for medical appointments, physician visits, and prescription pick-ups. The service quality was adversely affected by the poor information management efficiency.

To improve this situation, the TaiwanICDF has partnered with Cathay General Hospital and the Paraguay Ministry of Health and Welfare since 2016 to implement the Health Information Management Efficiency Enhancement Project, which encompasses three areas: strengthening the e-health system function, promoting the e-health system, and strengthening hospital management. This brought together experts on health information systems

and hospital management in Taiwan to improve Paraguay's overall health information management efficiency and health care quality by improving and promoting aspects such as hospital management capability and system software.

#### The introduction of a new health information system has improved management efficiency and increased the number of patients serviced

Since its launch, the project has assisted Paraguay in establishing standardized operating processes and completing the development of a health information system, whose functions include appointment scheduling, pre-diagnosis assessments, physician consultations, clinical testing, pharmacy services, accounting and schedule management, and report generation. As of December 2019, 43 medical institutions in Paraguay's selected area had successfully introduced this system. As an example, in October 2019, the number of patients treated through the system reached 143,547; the average number of daily outpatients was 4,785; and the number of healthcare personnel using the system was 1,573 (including 1,118 physicians).

After the introduction of the new system, manual processes such as appointment scheduling, medical record keeping, and prescription management, which used to be highly time-consuming, were replaced. This has not only greatly reduced

personnel workload, but has also increased the number of people receiving healthcare. Appointment visiting times were reduced from an average of 2.5 hours to 0.9 hours. All management indicators show that the introduction of the new system has significantly improved hospital management efficiency. In addition, this health information system can also assist medical institutions in automatically uploading patient data to the central servers of the Paraguay Health and Welfare Department on a weekly basis, so that the department can obtain and use patient statistics from medical institutions in a timely manner.

This project's achievements have been highly appreciated in Paraguay, and in addition to actively investing in more equipment, the country has also changed the implementation area. The original plan was to introduce the system in public medical institutions of three remote rural areas. Now, the project has expanded to cover Asunción, the capital city of Paraguay. Paraguay is looking forward to introducing this health information system to public medical institutions across the country. The second phase of the national project has been launched in order to provide convenient and high-quality healthcare for more people in Paraguay.



**Caura Yohana Benítez**  
(Director General of Villa Elisa District Hospital)

"Since the introduction of the system, the quality of medical service has been optimized, the process for data statistics has been simplified, which result in organized hospital management, and reducing the visiting time for patients greatly."

2.5 hours → 0.9 hours

Average appointment visiting time from 2016 to 2019

## 4 Case Study

### Belize: Capacity Building Project for the Prevention and Control of Chronic Renal Failure



Seed instructors trained through the project visit the community to promote the concept of prevention and treatment of chronic and kidney diseases.

In Belize, our partner country in Central America, non-communicable diseases (NCDs) such as hypertension and diabetes are on the rise. Since hypertension and diabetes are major risk factors for kidney disease, Belize is concerned that if the number of end-stage kidney patients continues to increase, the cost of dialysis treatment will greatly increase the financial burden on the country.

In view of Taiwan's rich experiences in the prevention and treatment of chronic kidney disease and the promotion of preventive health care, after Belize outlined its needs, the TaiwanICDF collaborated with Far Eastern Memorial Hospital and Belize on the Capacity Building Project for the Prevention and Control of Chronic Renal Failure. This project seeks to assist Belize in establishing a system for the prevention and treatment of chronic renal failure by improving the capabilities of healthcare staff, promoting health knowledge, establishing a case

management system, and providing an epidemiological report.

During project implementation, by incorporating the resources of both the Belize Ministry of Health and the Statistical Institute of Belize, kidney health education and community surveys were conducted simultaneously to promote the concept of chronic disease and kidney disease prevention. At the end of the project, health education had covered 35,283 people between the ages of 20 and 55, or 25.6 percent of this age group, exceeding the project achievement index (10 percent).

In addition, Belize sent five seed nursing instructors to Taiwan to be trained on chronic kidney disease and dialysis. After returning to Belize, they trained 20 dialysis nurses in their home locations and all the nurses were certified by the Nurses and Midwives Council of Belize.

#### Completion of an epidemiological report on chronic kidney disease to assist in related policy decisions

The project also assisted Belize in completing its first national chronic kidney disease epidemiological report. The report shows that the rate of chronic kidney disease among people aged 20 to 55 is 13.9 percent in Belize, which makes it a region of high prevalence compared to the rest of the world. Among them, the rate for women (15.0 percent) is significantly higher than that of men (12.5 percent). Other significant risk factors include diabetes, hypertension, and obesity,

Echoes UN SDG 3: Ensure healthy lives and promote wellbeing for all at all ages; 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

which can be used by the Belize Ministry of Health as a reference for future related policies to reduce the country's burden caused by chronic kidney disease and decrease its negative impact on society and the economy.

In addition to achieving the original defined objectives, the project also created additional benefits, such as dialysis nurse certification and kidney disease epidemiological data that attracted international scholars' attention. These achievements not only set a fine example for the TaiwanICDF's public health projects, but also demonstrated Taiwan's capability in giving external assistance in public health and medicine areas to its partner countries and the international community.

35,283 people

Kidney disease health education recipients from 2016 to 2019



**Angel Campos**  
(Minister of State in the Ministry of Health, Belize)

"This project has helped medical and community staff in capacity building and health education promotion and has achieved remarkable results. It has improved the social and economic challenges caused by chronic kidney disease in our country."

## Others

### Strategic Key Points

Sustainable development goals are the focus of global mobilization. Among them, SDG 10 calls for "reducing inequality within and among countries," focusing on continuously reducing poverty and confronting different types of inequality.

To gradually integrate social and economic policies and safeguard the welfare of people, the mode of assistance has changed from passive to active intervention. This year, the TaiwanICDF provided financing to Tuvalu and the Marshall Islands to support their governments in public construction, which increased the hosting of international conferences and events, and promoted domestic development. The Nevis Small Enterprises Re-Lending Project (St. Kitts and Nevis) strengthens the government's role in social welfare. Using access to loans as an incentive, social development policy goals are achieved by encouraging citizens to actively participate in formal economic activities.

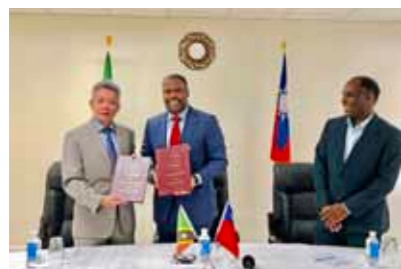
In responding to major global disasters or refugee issues, the TaiwanICDF actively cooperates with international non-governmental organizations (INGOs) to effectively coordinate on international assistance and provide resources. Experts and volunteers from Taiwan are also dispatched to disaster-stricken areas to deepen front-line participation and train our international humanitarian assistance talent. For instance, the Sigi-Biomaru Livelihood Support Program and the Central Sulawesi Earthquake WASH Support Program (Indonesia) successfully assisted people in disaster-stricken areas to restore their livelihoods and promptly resume farmland cultivation, and helped solve basic water, sanitation, and hygiene issues.

To date, the TaiwanICDF has so far dispatched more than 770 volunteers to 42 countries. Through long-term, in-depth efforts to understand the potential needs of resident countries, the TaiwanICDF Overseas Volunteers Program also provides volunteers the opportunity to initiate small grant projects of their own to increase the depth of their service.



## 1 Case Study

## St. Kitts and Nevis: Nevis Small Enterprises Re-Lending Project



Taiwan's ambassador to St. Kitts Tom Lee (left) representing the TaiwanICDF and Premier of the Nevis Island Administration, Mark Brantley (middle) at the loan signing in December 2019.

According to the International Labour Organization's World Employment and Social Outlook-Trends 2019 report, the average youth unemployment rate in Latin America and the Caribbean was 18 percent, the highest level record since 1991. In the same year, World Bank data showed that the female unemployment rate in this region remained high at 11.4 percent.

Our partner country, the Federation of St. Christopher (hereafter St. Kitts) and Nevis is located in the Caribbean and is composed of two islands, St. Kitts and Nevis. In Nevis, women and youth are particularly left behind as a result of a relative lack of economic and financial infrastructure, such as underdeveloped capital markets and lack of available information which leads to low willingness of local commercial banks to lend to small enterprises. Women and young people who have the spirit and idea of operating small enterprises are often deterred due to financial barriers.

### Re-lending to women and youth to foster development of formal small enterprises

The Nevis Island Administration (NIA) therefore set "promoting small enterprises development" as an important policy. In order to assist the NIA in promoting its policy, the TaiwanICDF cooperates with the NIA in the Nevis Small Enterprises Re-Lending Project. This project provides micro-credits and technical assistance to small enterprises and start-ups owned or operated by women and youth aged 35 and under with a valid business license issued by the NIA's Ministry of Finance, Inland Revenue Department since December this year. This project will not only further energize the local economy and drive employment growth, but also serve as a catalyst for formalizing small enterprises.

The TaiwanICDF's loan to the NIA will therefore be used to support re-lending operations and strengthen the capacity of the Small Enterprise Development Unit (SEDU), which is under the NIA's Ministry of Finance and will be responsible for implementing the project. The SEDU benefits from having better capacity in providing business training courses, workshops and business advisory services, especially in coaching youth to take business ideas from conception to full development of a functioning business entity.

Through this project, the SEDU can purchase information management equipment that can help computerize its client data from. The SEDU will

also hold training courses, produce manuals and promotional videos, etc., so that it can become a full function entity of technical assistance and financial intermediary to strengthen the capacity of small enterprises in Nevis.

The TaiwanICDF in 2001 and 2009 cooperated with the Foundation for National Development, St. Kitts and Nevis to expand its micro-credit business in order to support the development of micro-and small-size entrepreneurship nationwide. This project will help the NIA encourage women and young people to participate in formal economic activities as well as assist them in obtaining financial services. That will not only promote economic development, but will also lead social development.



Echoes UN SDG 5: Achieve gender equality and empower all women and girls; 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

## 2 Case Study

## Indonesia: Sigi-Biromaru Livelihood Support Program and Central Sulawesi Earthquake WASH Support Program



Peter S.L. Lan, Deputy Representative of Taipei Economic and Trade Office in Indonesia (first from the left in the front row), Ade Soekadis, Executive Director of Mercy Corps, and Irwan Lapata, Regent of the Sigi District, attended the handover ceremony of water and sanitation facilities of the project.

On September 28, 2018, a 7.4 magnitude earthquake struck Central Sulawesi, Indonesia. The disaster has caused at least 4,340 fatalities and 100,028 damaged houses. The total economic loss was estimated to be about \$2.8 billion, affecting more than 2.4 million people. Sigi was one of the three most severely affected districts. The Gumbasa irrigation system and agricultural lands were heavily damaged, causing local people to lose their main source of income. In addition, a large part of the water supply network was damaged by the earthquake, leading to a crisis in both water supply and sanitation.

Within three months of the disaster, the TaiwanICDF cooperated with World Vision to carry out the Sigi-Biromaru Livelihood Support Program to assist the affected people in Lolu Village, Sigi District, to improve their livelihood. In February 2019, the

TaiwanICDF and Mercy Corps also implemented the Central Sulawesi Earthquake WASH Support Program in Sigi District to assist affected households in meeting basic water and sanitation needs.

### The programs were launched shortly after the disaster to help the affected people improve their livelihood

The Livelihood Program had lasted for one year and was completed on December 23, 2019. During the implementation of the program, 50 shallow wells were excavated in Lolu Village to replace the damaged Gumbasa irrigation system in the short and mid-term. Through Cash for Work, 507 beneficiary households received cash income to meet their immediate needs and along with heavy machinery provided by the Sigi Department of Agriculture, cleared and leveled a total of 100 hectares of agricultural land affected by the earthquake. The program also purchased seven cultivators and four tillers to donate to seven farmers' groups, and provided agriculture inputs to 200 farmers to help the beneficiaries rapidly restore 116 hectares of cultivated land. In addition, the TaiwanICDF dispatched a short-term horticultural expert to participate in the program twice, to assist in crop cultivation and to serve as a training instructor for the local farmer field schools. The total number of program beneficiaries was 2,028.

The WASH Program, which lasted for nine months and ended on

Echoes UN SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture; 6: Ensure availability and sustainable management of water and sanitation for all.



October 31, 2019, was implemented in three sub-districts in Sigi District. Program accomplishments include the construction of eight clean water resources, the distribution of 1,016 water filtration equipment, and the construction of 120 community latrines to solve sanitation problems caused by damage to household toilets after the disaster.

Furthermore, the program set up 12 Water Management and Hygiene Promotion Committees in the 12 targeted villages. During the program, it held 25 committee meetings, 12 seed teacher trainings, and 84 hygiene promotion sessions. It also produced manuals and teaching materials, such as maintenance of water facilities and latrines, and instructions for the use of water filtration equipment, to be used by 351 hygiene promotion cadres. The promotion of public health-related knowledge reached 2,422 people and 1,691 households in total benefited from the program.

In praising the program, Mul Yadi Hidla, the director of Sigi Department of Agriculture said that they would replicate the same project model to assist the areas that still do not have access to irrigation. The WASH Program assisted the district in supplying clean water to areas where it had been difficult to obtain water. It also helped raise public health standards by providing latrines and promoting sanitation and hygiene knowledge.

At least 30

Number of sub-loan cases expected to be completed by 2024



Rodney Flemming  
(Nevis restaurant owner)

"After obtaining the loan funds, we have not only expanded the scale of the restaurant, but also expanded the nursery for use in wedding photography and as a wedding banquet venue. It has increased revenue and created job opportunities."



Mul Yadi Hidla  
(Director of Sigi Department of Agriculture)

"This Livelihood Support Program is a benchmark project. In the future, we will plan to replicate the same model to assist areas within the Gumbasa Irrigation System network that still have no access to irrigation water."

2,198 households

Total number of beneficiary households

## 3 Case Study

## TaiwanICDF Overseas Volunteers Program



Echoes UN SDG 3: Ensure healthy lives and promote well-being for all at all ages.



Volunteer Wei-Li Hsu has actively planned a small grant project in cooperation with the government, elementary school, and community in the Nevis Island to promote healthy diets through a healthy cooking competition involving school children and has successfully created a popular topic and attracted media interviews.

A 2017 report by the United Nations Children's Fund (UNICEF) stated that about 26 percent of school-age children in St. Kitts and Nevis, one of Taiwan's partner countries, have obesity problems. To improve this situation, St. Kitts and Nevis proposed the My Healthy Plate Program in July 2018. Nevis's Ministry of Health requested the TaiwanICDF for a long-term volunteer specializing in nutrition and health education. At the end of October of that year, the TaiwanICDF dispatched a volunteer, Wei-Li Hsu, who had experience in promoting healthy diets, to start a one-year volunteer service on Nevis Island.

The multi-talented Hsu participated in a number of local nutrition education and promotion programs, including establishing and managing the official Facebook page for the Ministry of Health's Health Promotion

Unit, as well as assisting local television stations in producing health outreach programs to promote healthy diets to the public.

### Reinforcing the concept of a balanced diet through a children's cooking competition

In addition, aligned with the My Healthy Plate Program promoted by Nevis's Ministry of Health, Hsu initiated a small grant project, the My Healthy Plate – Junior Chef Competition, and incorporated it into her volunteer service. She worked with the Ministry of Health, local primary schools, and communities to develop a fun-filled competition that allowed children to cook healthy meals by themselves and present their dishes in the competition. This served to strengthen the concept of balanced diets for children, promoted cooking as a parent-child activity, and encouraged local families to use the acquired nutritional knowledge to improve eating habits.

Hsu confided that due to the large scale of the competition, she encountered many challenges during preparation and implementation. Fortunately, with the support from many parties, the competition was successfully held on April 15, 2019, and drew much attention. Because this event was the first ever children's cooking competition for St. Kitts and Nevis, it generated a lot of buzz. Not only were there many participants in the competition, but the number of online live stream viewers also approached 2,000. Both local

people and the government agency expressed high affirmation for this activity. Nevis's Ministry of Health has considered organizing this competition as an annual event in the future.

Hsu said that the event brought positive changes to locals. For example, in school group lunches, meals prepared by chefs have increased in the ratio of fruit and vegetables to better match a balanced diet. These small changes, little by little, have led local people to pay attention to the importance of nutritional balance and their health.



Wei-Li Hsu  
(Volunteer)

"Every day at the Ministry of Health of Nevis Island has been fulfilling. In addition to experiencing Caribbean life, I have also been inspired with new potential."

772 people

Cumulative number of volunteers dispatched from 1996 to 2019

## 4 Case Study

## Assignment of Professional Mandarin Chinese Language Teachers to Partner and Friendly Countries



Echoes UN SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



Mandarin students experience Chinese New Year paper-cutting activities.

With the rising popularity of the Mandarin Chinese language, the number of people learning Mandarin around the world is increasing. In order to promote the understanding of Taiwanese culture and society by those living in partner and friendly countries, enhance exchanges, add to the understanding of Taiwan, and increase the influence of traditional Chinese characters, the TaiwanICDF has been sending Mandarin teachers to partner and friendly countries since 2014 to provide high-quality and homogenized Mandarin language teaching. In collaborating countries, government entities are the highest priority for teacher assignments, followed by key colleges and universities, and then language promotion centers.

In order to effectively gauge the learning progress of local beginner Mandarin students, starting this year, the TaiwanICDF has cooperated with the Steering Committee for the Test of Proficiency-Huayu to expand overseas pre-tests for Mandarin

proficiency tests in countries with assigned Mandarin teachers. This will assess student progress in Mandarin comprehension and serve as reference for resident teachers to help them adjust teaching methods.

### Course contents designed to incorporate learning about festivals to help increase understanding of Taiwanese culture

In addition to offering regular Mandarin courses, the TaiwanICDF's Mandarin teachers are also committed to sharing Taiwan's culture with local communities. These Mandarin teachers often incorporate information about traditional festivals in designing multi-faceted course contents, such as poetry recitation, Chinese character culture festivals, short film viewings, Chinese singing contests, calligraphy competitions, and other activities. Large-scale progress presentations on Mandarin are a part of the events, so that Mandarin students and locals gain a greater understanding about Taiwan through the direct experience of Taiwanese culture, in order to achieve the goal of cultural exchange.

Shih-Ting Jen and Wan-Ju Chen, two of the TaiwanICDF's Mandarin teachers, cooperated with Nicaragua's state-run TV station Canal 6 to produce a Mandarin teaching program called Nica Mandarin. It began broadcasting on local TV stations and online channels this year to help Nicaraguans learn Mandarin and has been well received by all

parties. In addition, local Mandarin students have also been trained to become campus volunteers in promoting Taiwanese culture, and occasionally hold cultural lecture tours at colleges and universities. Yu-Hsuan Huang, a Mandarin teacher in Honduras, organized a "Call a Taiwanese" event for students to talk to Taiwanese people via video chat. Students could use what they learned in class during the chat to exercise their verbal skills and learn more about life in Taiwan.

This year, the TaiwanICDF sent 16 professional Mandarin teachers to serve in 10 countries. The total number of students who benefited from this program was close to 2,000, and the number of participants in various cultural promotion activities was about 7,000. The TaiwanICDF hopes that in the future, more people from partner countries will have a better understanding of the beauty of Taiwanese culture and develop a long-term friendly disposition toward Taiwan through the learning of traditional Chinese characters and various Mandarin courses.



Cinthia Lucihen Maradiaga  
(Nicaraguan university student)

"The Mandarin teaching project enables us to learn a new language. It also allows more people in Nicaragua to find out about Taiwan."

136 people → 247 people

Number of participants in the pilot test of the Band Novice level for the Test of Chinese as a Foreign Language (TOCFL) from 2018 to 2019

## Special Reports

Echoing the United Nations Sustainable Development Goals, the TaiwanICDF strives to implement various foreign aid programs by taking into account both international assistance and the development needs of partner countries and regions. This year's foreign aid efforts focused on two areas: (1) Assisting partner countries' agricultural enterprises and small and medium enterprises and promoting ecotourism and green finance to help these countries upgrade their industries and environmental sustainability; (2) Promoting the empowerment of women worldwide by encouraging women's participation in community and economic activities. After the completion of each program, the TaiwanICDF conducted a rigorous evaluation using scientific methods to assess the effectiveness of the program, and published the results in international forums or academic journals to heighten the international visibility of Taiwan's foreign aid accomplishments.

### Focus 1

## Actively Engaging in International Participation, Exploring Partnership Opportunities, and Deepening Cooperation

In recent years, the state of international relations has changed significantly. In order to demonstrate more positive actions, the TaiwanICDF has successfully played a leading role and has proactively created opportunities for international participation. We engage with local and international industry, government, and academic partners from both allied, friendly countries and like-minded countries. In addition to continuously improving project implementation and operations, we also incorporate elements for international cooperation and strive to share Taiwan's contributions in important international arenas such as United Nations events.

### Aspect ①

#### Working with international organizations and academic institutions to develop sustainable food production systems

Echoing SDG 2, "Zero Hunger" and 17, "Partnership for the Goals," the TaiwanICDF cooperates with international organizations and academic institutions to help partner countries develop sustainable food production systems that will help increase sustainable productivity and increase capacity.

Potatoes and common beans are important food crops in Latin America. Through the International Human Resources Training Workshop Program, the TaiwanICDF cooperated with the International Potato Center (CIP) and Zamorano University to hold the Healthy Potato Seedlings Workshop. The TaiwanICDF also

cooperated with the International Center for Tropical Agriculture (CIAT) to hold the Common Bean Production System Workshop. The course contents leveraged the experience sharing, field surveys, and field implementation from the Honduras Seed Potato Program to enhance the trainees' understanding of the production and sales process of potatoes and common beans in Central and South America. Group discussions on defining problems and proposing solutions were utilized to achieve the course goal of helping trainees think about the sustainable production of potatoes and common beans.

In addition, CIAT is actively developing a big data platform. The TaiwanICDF works closely with CIAT in the areas of climate change and sci-tech agriculture, using technology to develop agricultural promotion tools suitable for developing countries. For example, the successful introduction of the upland rice cultivation app Arroz Nica has enabled small-scale farmers in rural areas to enjoy the benefits of farming technology.

### Aspect ②

#### Combining strategies and practices from all fronts to enhance the ability to adapt to climate change

Agriculture is closely related to food security, and is very vulnerable to the threat of climate change. The TaiwanICDF and the World Farmers' Organisation (WFO) jointly organized the Caribbean Regional Workshop in Saint Christopher and Nevis and invited around 60 farmers

from six countries in the region to participate. This workshop facilitated information exchanges among farmers, governments, and regional agricultural organizations, bringing together precise solutions and best practices for adapting to climate change.

This event was the first regional workshop of WFO's Farmers Driven Climate Change Agenda. Its specific conclusions were reported to the 25th Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC COP25), which was held in December 2019. This successfully presented Taiwan's technical cooperation achievements in an important international arena.

On the other hand, although developing countries have relatively low cumulative greenhouse gas (GHG) emissions, frequent natural disasters have significant impacts on these countries due to their lack of ability to respond to climate change. The TaiwanICDF and the Pan American Development Foundation (PADF) jointly executed the Urban Resilience and Disaster Prevention Project in Belize and signed a Memorandum of Cooperation. By jointly assisting developing countries in raising awareness of disaster prevention and utilizing advanced technologies, the project strengthened the Belize government's ability to respond to flood threats.

### Aspect ③

#### Holding an international forum to demonstrate the



### results of implementing universal health coverage

In order to heighten Taiwan's international visibility in the field of health cooperation and demonstrate our achievements in implementing universal health coverage in collaboration with partner countries and international non-governmental organizations, the TaiwanICDF and World Vision jointly held the Realizing Primary Health Care through Enhanced Community Health Worker Support forum during the 72nd World Health Assembly (WHA). The forum invited domestic and foreign experts, scholars, and representatives of international non-governmental organizations to discuss how to strengthen the primary health care system in partner countries by supporting community health workers, in order to achieve the universal health coverage goal advocated by the World Health Organization (WHO).

In this forum, the TaiwanICDF and Chiayi Christian Hospital representatives shared our successful public health projects such as the Capacity Building Project

for the Prevention and Control of Chronic Renal Failure in Belize, and the Maternal and Infant Health Care Improvement Project in the Kingdom of Eswatini. At the community level, these projects assisted partner countries in revitalizing the role of community health workers and integrating it into local communities to improve people's self-care abilities.

#### Aspect ④

### Sharing Taiwan's technical cooperation successes through activities in academic and professional fields

To present the depth and breadth of Taiwan's foreign aid work, the TaiwanICDF turned years of accumulated technical cooperation experience and post-evaluation results into academic papers and case studies in international journals. These were published at home and abroad, such as the Post-evaluation Results of Horticultural Programs at the Australian Aid Conference (AAC),

Post-evaluation Results of Food Security Programs at the 11th Annual Development Conference, and Annual Evaluation Research Results which was published for the first time in an academic journal included in the Taiwan Social Sciences Citation Index (TSSCI).

In addition, we actively participated in international conferences at global and regional levels, and shared project outcomes. For example, at the World Farmers' Organisation (WFO) Annual General Meeting, we shared the stage with experts and scholars from the International Fund for Agricultural Development (IFAD), a United Nations specialized agency, to present our successes in innovative financing in agriculture. During this year's United Nations High-level Political Forum, the TaiwanICDF published our measures toward promoting education worldwide. These all demonstrated to the international community Taiwan's global development contributions.



In the annual meeting of the World Farmers' Organisation, the TaiwanICDF shared the stage with experts and scholars of the United Nations specialized agency International Fund for Agricultural Development (IFAD) to communicate Taiwan's success stories in innovative financing in agriculture (Left 2 is TaiwanICDF Secretary General Timothy T.Y. Hsiang)

## 1 Interview

**“The TaiwanICDF has abundant research capability and expertise, and has performed outstandingly with innovative practices in agricultural production and rural development.”**

— Jennifer Wiegel

Regional Coordinator for Central America, International Center for Tropical Agriculture (CIAT)



According to a joint study by the International Center for Tropical Agriculture (CIAT) and the Food and Agriculture Organization of the United Nations (FAO), when the global average temperature rises by 2°C, the impact on agriculture will be significant, particularly for Latin America.

Jennifer Wiegel, CIAT Regional Coordinator for Central America, emphasized that in order to combat the impact of climate change, in recent years, CIAT has actively invested in research to improve the accuracy of agro-meteorological information and recommendations, and to utilize technology to effectively transmit information to farmers. Furthermore, they hope to use communities as a platform for experience exchange, dissemination, research, and decision-making. In the face of the long-term effects of climate change, CIAT is also researching adaptable food varieties. For example, in Nicaragua, they tried to find common bean and corn varieties that are suitable for planting in various regions after decades. In addition, CIAT is developing a big data platform so that open data can benefit more organizations. Their development of digital agriculture is also well recognized as they progress towards the goal of "strengthening

the promotional efficiency of technical staff and serving small farmers."

The TaiwanICDF has cooperated with CIAT on joint programs for more than a year. Wiegel said that during the process, she witnessed the TaiwanICDF's abundant research capability and expertise. In particular, the TaiwanICDF's innovative practices in agricultural production and rural development were outstanding. The two organizations have the same commitment to assisting the progress of partner countries and their governmental research institutions, and have also brought out the best of each side in integration and collaboration so that their accomplishments and influences were multiplied. She said emotionally, "During this period, we worked together to cultivate both the land and the ability of cooperative entities. Everything seems so pure, natural, and vibrant!"

### Using software applications (apps) to help farmers make the right decisions in agricultural production

Wiegel is also very grateful that, through the process of working with the TaiwanICDF, CIAT transitioned from the private sector of partner countries to managing relations with the public sector. For example, by participating

in the field of rice production in Nicaragua, they had the opportunity to interface closely with the Agricultural Science and Technology Agency in Nicaragua, and extend their influence to various Nicaraguan departments to increase awareness of CIAT's efforts on food crop varieties. Moreover, the collaboration with the TaiwanICDF in app design was a new breakthrough. The joint work between the two organizations has improved the efficiency of CIAT's agricultural promotion. CIAT also contributed its expertise in statistical modeling to assist the TaiwanICDF in making correct agricultural production decisions for farmers. Wiegel is, therefore, optimistic and excited for deeper cooperation in the future!

“Leveraging the TaiwanICDF’s expertise and experience and working together for environmental sustainability and agricultural climate resilience.”

— Theo De Jager  
President, World Farmers’ Organisation (WFO)



On May 20 this year, Timothy T. Y. Hsiang, secretary general of the TaiwanICDF, and Theo De Jager, president of WFO, signed a Memorandum of Cooperation on the sidelines of the World Farmers’ Organisation (WFO) General Assembly in Luxembourg. In addition to participating in the Farmers Driven Climate Change Agenda initiative conceived by the WFO, they have also jointly promoted training for farmers and farmer organizations in the Caribbean to share knowledge of climate-smart agricultural technology and small-scale farmers’ production from Taiwan with WFO members.

WFO is an organization founded by farmers around the world to advocate for and practice a variety of agricultural systems. It is also the organizing partner of agriculture major group of the United Nations, as well as an experienced partner in the World Trade Organization (WTO) and the Conference of the Parties of the UN Framework Convention on Climate Change (UNFCCC COP). De Jager, who has been responsible for farmer development, land reform, and agricultural transformation in Africa for many years, said, “Our mission is to ensure that farmers’ voices are heard and taken into consideration by decision-makers at the global level on the most relevant issues that are

affecting their present and could also impact their future.” Regarding WFO’s partnership with the TaiwanICDF, De Jager considers the TaiwanICDF’s mission of promoting the social, economic, and human resource development of global partner countries to be aligned with WFO’s objectives. In addition, the hope is that leveraging the TaiwanICDF’s expertise, knowledge, and experience in capacity building activities will bring added value to local farmers and farmers’ organizations around the world, contributing to sustainable and climate-resilient agriculture development.

#### **Reducing the impact of disasters by enhancing agricultural adaptive capacity to climate variability and introducing disaster prevention technologies**

De Jager took the Caribbean Regional Workshop held by the two organizations at Saint Christopher and Nevis from August 14-16 this year as an example. What impressed him was that in order to bring together specific solutions and best practices on mitigation and adaptation to climate change, this workshop invited farmers from multiple countries in the Caribbean, including Belize, Saint Lucia,

Saint Vincent and the Grenadines, Jamaica, Saint Christopher and Nevis, to share and exchange ideas. He has witnessed the TaiwanICDF’s efforts over the years in transferring the right combination of technology and technical expertise, enhancing agricultural adaptive capacity to climate variability, and developing and introducing crop disaster mitigation and prevention techniques.

De Jager is very pleased to have the TaiwanICDF as a long-term partner in the framework of the Farmers Driven Climate Change Agenda. We will also effectively expand Taiwan’s international participation and increase the global visibility of Taiwan’s agriculture through cooperation with the WFO. In the future, the two organizations will strengthen cooperation on farmers and farmer organizations consultations, climate-smart agriculture, and international initiatives, in order to jointly improve the well-being of farmers around the world!

“The joint efforts with the TaiwanICDF on various aid development elements are invaluable to PADF.”

— Katherine Taylor  
Executive Director,  
Pan American Development Foundation (PADF)



Established in 1962, the Pan American Development Foundation (PADF) aims to integrate the resources of all countries and assist people in Latin America and the Caribbean to improve living standards, respond to natural disasters, promote human rights, and protect the environment for sustainable development. PADF Executive Director Katherine Taylor pointed out that the foundation is a somewhat unique organization for two reasons: (1) It is an important multilateral organization under the Organization of American States (OAS) and has effective engagements with government stakeholders in the region; and (2) It looks at all things necessary for development and sustainable development issues. By adhering to the concept of building local capacity, PADF works with local civil societies and community organizations to not only understand the needs of the communities, but to also support the interests of the countries and governments.

#### **Establishing a flood warning mechanism along with capacity building to improve the technical capabilities of disaster prevention and relief entities**

In September 2019, the TaiwanICDF and PADF jointly signed a Memorandum of Cooperation on

the Belize Urban Resilience and Disaster Prevention Project. The goal was to establish early warning mechanisms for floods by utilizing the Geographic Information System (GIS) and adopting scientific monitoring technologies, promoting flood control and disaster prevention education for flood-prone areas, etc. Furthermore, the project will improve the technical capabilities of Belize disaster prevention entities through a combination of capability building and training.

Taylor expressed her gratitude for the collaboration with Taiwan over the years. She said that with Taiwan’s assistance, the opportunity to work with a professional technical institution such as the TaiwanICDF toward improving the livelihood of about 350,000 people across the 10 countries PADF serves by jointly caring for the disadvantaged; developing various assistance approaches; finding solutions for the people; and sharing knowledge, technology, wisdom and creativity, has been really precious for the practical-minded PADF.

In particular, in the face of development challenges in Latin America and the Caribbean, such as corruption, flooding in coastal areas, using digital technology to help people find employment,

and supporting more diversified economic development, Taylor values Taiwan’s development experiences in e-commerce, energy, environmental protection, media literacy, public health, and women’s empowerment, as well as its disaster mitigation infrastructure that was developed through joint work between public and private sectors. She looks forward to maintaining long-term partnerships based on mutual enthusiasm on issues related to aiding development, and working together to improve the future of people in Latin America and the Caribbean by balancing increases in the standard of living and environmental sustainability.



## 4 Interview

“The TaiwanICDF provides long-term public health and medical assistance programs for its partner countries, demonstrating substantial and lasting contributions”

— Hung-Yi Chiou

Master Degree Program Director, Applied Molecular Epidemiology, Taipei Medical University



Professor Hung-Yi Chiou, a TaiwanICDF consultant, is the former chairman of Taiwan Epidemiology Association, Taiwan Public Health Association, and Taiwan Society of International Classification of Functioning, Disability, and Health. He is currently teaching at Taipei Medical University, and also serving as the chairman of Taiwan Society for the Development of Long-Term Care and Senior Health Management. Prof. Chiou is conducting international health research, focusing on Taiwan's health policy experiences and accomplishments in Universal Health Coverage (UHC) and Global Burden of Disease (GBD). He is deeply impressed by the TaiwanICDF's advocacy in international arenas that help international society recognize how the TaiwanICDF adheres to the trends of international public health and medicine aid and engages internationally. He also praised the way the TaiwanICDF integrates global partnerships to expand the reach of Taiwan's global health cooperation.

#### Providing enduring public health and medicine assistance to improve primary care in partner countries

Prof. Chiou noted how the TaiwanICDF held forums outside the World Health Assembly for two

consecutive years in 2018 and 2019. It was a great innovation to invite representatives from partner countries, non-governmental organizations engaged in international health affairs, and related professional groups to share their work experiences. In particular, the TaiwanICDF's long-term public health and medicine assistance programs for partner countries have accumulated many valuable experiences and achievements, including strengthening the partner countries' public health facilities (such as building the skills of midwives and providing important equipment for antenatal care and midwifery in health clinics) by training core competencies of partner countries' health care workers and assisting in the improvement of primary care capability. These efforts demonstrated substantial and lasting contributions toward United Nations Sustainable Development Goal 3, "ensure healthy lives and promote well-being for all at all ages."

He hoped that the TaiwanICDF would be able to expand its successful experiences to countries without diplomatic ties in the future, especially in line with Taiwan's national policy, such as Southeast Asian countries including Vietnam, Malaysia, the Philippines, Indonesia, and Thailand. By utilizing the

TaiwanICDF's experience in building core competences in community health workers, and through collecting, analyzing, and providing data, and strategies and practical action plans for improving primary care (including training of medical staff, provisions of necessary medical supplies and equipment, and introduction of health information, etc), the TaiwanICDF could help establish a monitoring network for major diseases. In addition, with its strategic partnership with relevant departments of the Ministry of Foreign Affairs and domestic NGOs, the TaiwanICDF is carrying out more innovative activities and cooperation globally, increasing Taiwan's international engagement with more flexibility!

## 5 Interview

“In the future, we could move towards innovative programs jointly with the TaiwanICDF, such as implementing the Integrated Nurturing Care Group project model.”

— Dan Irvine

Senior Director, Health and Nutrition, World Vision International



Dan Irvine has led World Vision International's Health and Nutrition Department since 2007. During this time, he has advised development of interventions and programs focusing on primary health care, enhancing the community-based health care system and supporting community health workers in developing, fragile, and humanitarian contexts. He is an advocate of social capital and accountability, as well as global campaigns focused on maternal and child health and nutrition, and violence against children.

During the 72nd World Health Assembly (WHA), World Vision and the TaiwanICDF co-hosted the Realizing Primary Health Care through Enhanced Community Health Worker Support forum with great results. Irvine said that the two organizations' strategies and programs in the field of public health have many intersections, such as their longstanding focus on community health workers. Furthermore, World Vision has a branch in Taiwan, which works closely with the Taiwanese government and many aid agencies.

#### The two organizations have cooperated in humanitarian assistance for more than ten years with many accomplishments

The TaiwanICDF and World Vision have cooperated for more than 10 years in the field of humanitarian assistance. In recent years, the two organizations have further strengthened technical assistance and personnel exchanges. For example, in 2013, Typhoon Haiyan severely damaged the Philippines. The TaiwanICDF contributed relief funds through World Vision and dispatched a project-based volunteer to assist in the implementation of the post-disaster reconstruction project. In following years, the Addressing Health and Hygiene Needs of Those Affected by the Solomon Islands Flooding in Weathercoast, Guadalcanal Project in response to the Solomon Islands flood in 2014; the Assisting the Recovery of Nepal Earthquake Affected Health Posts Project in response to the Nepal earthquake in 2015; and the Integrated Action for Children's Nutrition Project aimed at improving child malnutrition in the Eastern Visayas region of the Philippines in 2018, were all accomplishments resulting from cooperation between the TaiwanICDF and World Vision.

Irvine is very grateful for the TaiwanICDF's contributions and looks forward to cooperation on more fronts. In particular, he is very interested in the TaiwanICDF's health information system projects. He said that World

Vision has focused on the field of medical information for many years, especially the development of mobile digital applications for first-line data collection and analysis. The two organizations should have a lot of shareable experiences. World Vision is currently developing a number of innovations, such as the Integrated Nurturing Care Group project model, an approach using community health volunteers to address integrated sets of issues in young children care, that World Vision would like to cooperate with the TaiwanICDF on. The approach includes addressing mental health, violence, and issues affecting maternal and child health. The agenda is big, giving the two organizations many opportunities to work with each other.



Focus  
**2**

## Mentoring agricultural enterprises and SMEs to assist partner countries in upgrading their industries

One of the TaiwanICDF's many goals is to assist partner and developing countries in developing different industries, which improves people's lives and promotes economic growth. In addition to introducing new technologies and concepts, advising partner countries on agribusiness and SME upgrades, working to improve corporate competitiveness, and invigorating their national economy, the TaiwanICDF has also actively shared Taiwan's youth entrepreneurship related policies, plans and practices, and young entrepreneurs' experiences to help young people in all countries gain a better understanding of the potential opportunities and risks of entrepreneurship.

### Aspect ①

#### Enhancing the competitiveness of small farmers and boosting the status of the industrial value chain

The cost and scale of small farmers in developing countries has made it difficult to standardize the quality of agricultural products, and the combination of inadequate management and marketing capabilities has also led to insufficient competitiveness and difficulty in raising prices.

Guatemala, one of Taiwan's Central American allies, has a small farmer economy that accounts for more than 50 percent of the country's agricultural output. Building a solution that elevates the industrial value chain for Guatemalan small farmers would improve farmers' livelihoods and help

the country's economic development. To assist Guatemala in enhancing the competitiveness of its small farmer economy, Taiwan has cooperated with Guatemala to run the Project for the Strengthening of Marketing Capacity in Family Farming. The project mentors farmers in using better technology to produce products that meet market needs; it also uses information technology to improve the efficiency of transportation and marketing to comply with international agricultural import and export regulations, increasing product competitiveness and their income.

According to statistics from Saint Lucia, another one of Taiwan's allies, approximately 21.7 percent of the country's population is engaged in agricultural production. Agricultural production plays an important role in rural development and employment, but only accounts for 2.6 percent of the country's GDP. In addition, Saint Lucia is highly dependent on the tourism industry. Saint Lucia's government has focused on determining how to combine the advantages of the tourism industry and agriculture in order to increase the income of small-scale food producers.

The TaiwanICDF has gone beyond the prior focus of assisting in improving production technology. Through the Project for Enhancing the Efficiency of Production-distribution Supply Chain in Fruit and Vegetable Sector in St. Lucia, it has helped agricultural cooperatives plan their production period based on market needs and provided the climate adjustment, cultivation, post-harvest processing and packaging technologies required for production

according to the production period. This will establish stable sales channels and increase the number of fruits and vegetables sold by farmers to the actual market.

### Aspect ②

#### Using finances to help agricultural enterprises adopt innovative technologies to improve production efficiency and quality

Over the past few years, agricultural production technology has advanced rapidly worldwide. Many new technologies are adopted to increase productivity, reduce costs, and reduce the environmental carbon footprint of agribusiness activities. There are now technologies that improve farming, logistics, processing, trade, and breeding processes. Additionally, in the selection of agricultural materials, including packaging, there is now the possibility of lower environmental impact and less pollution.

Yet, the proportion of small and medium-sized agribusinesses adopting new technologies is far lower in developing countries than in advanced countries. For these countries, there is an urgent need to strengthen the technical level or provide an impetus to adopt innovative technologies. The TaiwanICDF and EBRD have collaborated in the Financial Intermediary and Private Enterprises Investment Special Fund-Sustainable Agribusiness Value Chain Account to provide financial assistance to agribusinesses to meet their demand



The TaiwanICDF has counseled Guatemalan farmers on improving production technology and quality and making effective use of information technology to improve the efficiency of transportation and marketing in compliance with international agricultural import and export regulations, and strengthen the competitiveness of small agricultural products.

for working capital and equipment investment. Moreover, the EBRD and the TaiwanICDF also use finance, technical cooperation, and policy dialogue to nurture an environment for the agribusiness conducive to adoption of innovative technologies and improvement of production efficiency, quality, and technical levels. Agribusinesses are positioned in the middle of the value chain and via backwards and forwards linkages, provide employment in the agri-food sector and contribute to sustainable and inclusive economic growth in partner countries.

### Aspect ③

#### Sharing Taiwan's youth entrepreneurship mentoring experiences to create a friendly and entrepreneurial global ecology

Youth entrepreneurship is seen as an indicator of future economic growth

in a country. Taiwan ranks 18th in the Global Entrepreneurship Index (GEI) and 3rd in the Asia Pacific region. To answer the industrial development needs of partner countries, strengthen their youth entrepreneurship, and promote industrial labor exchanges and cooperation, the TaiwanICDF has conducted the Workshop on Youth Entrepreneurship (ASEAN and South Asian Countries). The workshop's main themes are "Youth Entrepreneurship Counseling Resources" and "Successful Entrepreneurs." We work with the local government's youth innovation base and focus on sharing youth entrepreneurship mentoring policies and planning, and entrepreneurial experiences. We also invite young entrepreneurs to share their entrepreneurial history and business model on topics such as crowdfunding, agriculture, and creativity, in order to help students understand the potential challenges and development directions in various industry fields.

Participants have said that after studying the Taiwan government's mentoring model and reward mechanism for entrepreneurship ecology, young people in their home countries will be encouraged to try to set up enterprises and use innovative thinking to create unique industries. There is also the hope that when the students start businesses, they will feedback the results to society, implement corporate social responsibility, protect the environment and ecology, and jointly build a global friendly entrepreneurial ecology.

## 1 Interview

**“I hope that with Taiwan Technical Mission’s assistance, we will lead our organization’s members to the production and sale of high-quality organic coffee.”**

— **Mardoqueo Marroquín**  
Chairman, Association of Alotecos United Farmers (AAUA)



In order to establish a sustainable business model in rural Guatemala, the TaiwanICDF has promoted the Project for the Strengthening of Marketing Capacity in Family Farming. Through a public-private partnership in Guatemala, the project has guided 30 farmer organizations comprised of women and indigenous peoples in a settlement model; it has provided information on agricultural sales and market needs, helped products meet market norms, and enhanced marketing and sales capabilities, thereby improving farmers' income and developing economies in rural areas, one of which was revitalizing the rural coffee industry.

Alotenango, located in the south of Guatemala, has been famous for coffee growing since the 18th century. Many families have survived on this livelihood for generations. Yet, after putting in their hard work, they could only sell coffee beans to middle agents at low prices. To solve this dilemma, a local farmer named Mardoqueo Marroquín called on local small farmers to form the Association of Alotecos United Farmers (AAUA). However, due to the small farming cost and scale, product quality has been difficult to standardize, and the lack of management, marketing capabilities, and other skills has made it impossible to break through the

bottleneck of increasing sales prices.

#### **Changing the concept of farmers' production with Taiwan Technical Mission's guidance**

To assist our partner country boost its coffee economy, the project has incorporated teaching resources from Guatemalan universities. Through workshops and seminars, it has enhanced the capabilities of officials and AAUA members. It has also established the "Three Volcanoes" coffee brand, actively participated in domestic exhibitions and sales, attracted the attention of the catering industry, and anticipated entry into overseas markets. Marroquín has said that with the guidance of Taiwan Technical Mission, not only has the farmers' production concept changed, they have also classified coffee by variety and quality, and the improved coffee processing services have also ensured the quality of the coffee. He stressed, "We estimate that coffee production this year will increase by 30 percent from last year, and the cup test score will exceed 86 points. Furthermore, with our own coffee brand, better product packaging, and sales strategies, the price of one pound of coffee will jump from GTQ 25 to GTQ 50!"

In addition, Marroquín has high expectations for the TaiwanICDF's

program. He hopes that with Taiwan Technical Mission's assistance, he will lead the organization's members towards the production and sales of high-quality organic coffee. It will turn Alotenango into the most famous organic coffee production area in Guatemala and allow the whole world to enjoy the fruit of AAUA farmers' labor.

## 2 Interview

**“Taiwan Technical Mission's comprehensive cooperation with the Ministry of Agriculture has made me confident about the results.”**

— **Ezechiel Joseph**  
Minister for Agriculture, Fisheries, Physical Planning, Natural Resources and Co-operatives, St. Lucia



Saint Lucia, Taiwan's allied country in the Caribbean, is highly dependent on the tourism industry. For many years, it has faced the problem of a high total import of major agricultural products. For example, in 2016, its agricultural products alone accounted for 22 percent of the total import budget, second only to oil, making the trade deficit high. Actually, even though Saint Lucia's limited natural resources and environmental factors mean that it cannot produce a large number of food crops, converting its fruits and vegetables to local production is still highly feasible.

Therefore, Saint Lucia has included "local production of vegetables and fruits" in its agricultural development policy, hoping to achieve the goal of "strengthening self-sufficiency and replacing imports." Its Ministry of Agriculture, Fisheries, Physical Planning, Natural Resources and Co-operatives started cooperating with the TaiwanICDF to develop a project in 2017. The two parties launched a three-year Project for Enhancing the Efficiency of Production-distribution Supply Chain in Fruit and Vegetable Sector this year. The goal is to increase local vegetable and fruit production, thereby reducing the number of imported crops, increasing farmers' income, and strengthening the contribution of

agriculture in Saint Lucia's Gross Domestic Product (GDP).

Saint Lucia's Minister for Agriculture Ezechiel Joseph said that the project has built in two components to reach the mission: not only boost the yield capacity from the production side but also increase the supply chain performance by strength the linkage between local farmers and various market outlets.

#### **Working with farmers' cooperatives to establish stable sales channels**

From the production side, this project works deeply with extension offices to conduct vegetable farmer surveys, provide agriculture climate adaptation techniques, and utilize and reshape current agricultural resource systems. Joseph has emphasized: "The comprehensive agricultural resource system has helped farmers and extension staff to monitor important data. It is used as a reference for production planning, pricing, marketing and import decisions based on actual resources, crop conditions and yield." On the market side, the project works with farmers' cooperatives to establish market channels that will increase the quantity and access of local produce to multiple markets such as supermarkets and hotels, so as

to increase the quantity and visibility of products; it has also guided the farmers' cooperatives to develop a corporatized production and sales operation mode to increase the quantity of fruits and vegetables sold by farmers to the formal markets.

Joseph said that, overall, the project has involved a large team of experts, sophisticated methods, and the cooperation between the Taiwan ICDF technical team and the Ministry of Agriculture. This has made him very confident about the results. For the achievements to date, he is thankful to the TaiwanICDF for its guidance and training to promotional staff and the Ministry of Agriculture's consultation department. He also has great hopes about future cooperation including: agriculture and leisure agriculture; the joint creation of new technologies that farmers can afford, especially in climate change responsive technology; and the establishment of a new multifunctional agricultural base to promote tourism and leisure and attract more local young people to Saint Lucia's sustainable development of agriculture.



## 3 Interview

“Working with Taiwan to promote the development of micro, small and medium enterprises has made a significant contribution to Paraguay's economy.”

— Isaac Godoy Larroza  
Vice Minister, MSMEs,  
Ministry of Industry and Commerce of Paraguay



The number of micro, small, and medium-sized enterprises (MSMEs) in Paraguay exceeds 250,000, accounting for 61 percent of the total workforce and having a certain impact on Paraguay's economic development. However, the current lack of business management capabilities and technology in Paraguay's MSMEs has led to poor operating results. Therefore, the Paraguay Ministry of Industry and Commerce has actively promoted the formalization of the industry in recent years and has hoped to leverage Taiwan's experience in SME development, integrate upstream and downstream industries, and strengthen the industrial value chain, thereby improving the quality, competition, and profitability of Paraguay's related industries.

To improve the performance of MSMEs in Paraguay and enhance the functions of the relevant consultation mechanism, Taiwan and Paraguay cooperated earlier this year to promote the Project to Strengthen Capacity to Support Development of Paraguay MSMEs. The main tasks of the project included: (1) assisting the Paraguay Ministry of Industry and Commerce in conducting surveys of key industries; (2) completing the policy planning of consultation for MSMEs; (3) cooperating with key

industry associations in Paraguay to establish consultation courses combining Paraguay's resources and Taiwan's advantages; and (4) conducting individual consultations for suppliers.

#### Fast introduction of assistance resources to effectively improve business management and apparel design capabilities

Isaac Godoy Larroza, Paraguay's Vice Minister of MSMEs, is trained as an economist. He is adept at promoting public policy and has been involved in SMEs for many years. Regarding the TaiwanICDF's implementation of the SME program in Paraguay, he said that the program has made significant contributions to the Paraguay government and SMEs.

Among other contributions, the plan has integrated the resources of the Ministry of Commerce and Industry, the School of Economics of Asuncion University, and SME-related industry associations to strengthen their interconnection and relationship. An example is the fashion industry that has been designated for assistance in the first year. This model has quickly incorporated the assistance resources of government departments and teaching institutions to effectively improve businesses' management and apparel design capabilities

and properly connect them to the Paraguay Industry Association. The integration of Paraguayan and Taiwanese culture has enabled them to successfully debut in Paraguay's prestigious Asuncion Fashion Week, showing the world the potential and creativity of Paraguay's SMEs and capturing the attention of all apparel industry sectors. Larroza stated, "This plan has assisted fashion designers and businesspeople in achieving success, improving the visibility of the apparel industry, increasing the competitiveness of beneficiary groups, and creating more employment opportunities for the overall apparel industry."

He has emphasized that MSMEs are the foundation of Paraguay's economic development. He believes that cooperating with Taiwan and drawing on the TaiwanICDF's experience in helping allied countries develop industry, technology, and professional personnel has gradually enabled Paraguay's key industries to strengthen their value chain, promote the development of Paraguay's micro-SMEs, and enhance the nation's economic strength.

## 4 Interview

“Cooperating with Taiwan is not only transformational for the beneficiary, but also contributes to a cleaner and more sustainable economy and environment.”

— Eugen Verdes  
Associate Banker, EBRD Chisinau resident office,  
Republic of Moldova.



Moldova is a country renowned for its agricultural produce thanks to its rich soil, biological diversity, and mild climate. Although agriculture and the processing industry together account for approximately 12 percent of GDP and employ a third of the population, there remains untapped potential.

Since 2015, the TaiwanICDF has cooperated with EBRD on the FIPEISF-Agribusiness Account to provide finances to assist with agribusiness development in Central and Eastern Europe and Central Asia. In 2016, an important loan was provided to Moldova's leading glass container producer to reconstruct its melting furnace, replacing their production lines with modern technologies. This financing enabled them to supply high quality bottles to local wine producers, which in turn allowed the producers to export more competitive products. This has reduced the use of plastic bottles and contributed to a cleaner and more sustainable economy and environment.

#### Financing the green transition and contributing to a cleaner and more sustainable development

Eugen Verdes is based in EBRD's Moldova office. He indicated that EBRD has not only provided business

advice to Moldova's local SMEs, but has also helped about 1,000 Moldova companies to improve their operating performance. EBRD is also the largest institutional investor in Moldova, with an investment totaling over 1.3 billion EUR in the country. Furthermore, working with the Food and Agriculture Organization of the United Nations (FAO), EBRD has conducted value chain studies for key fruit and vegetable products in Moldova. Based on the findings, they arranged seminars, conferences, and business-to-business (B2B) forums for local producers on how to improve the supply of fresh fruit, vegetables, and nuts to quality standards acceptable for specific export markets and supermarket chains. Verdes expects continued cooperation with donors such as the TaiwanICDF to focus on supporting prominent agribusinesses through investments and consultancy programs in Moldova.

In June 2019, Verdes and several horticulture producers and companies from Moldova came on a business-matching and knowledge exchange visit to Taiwan. Participants included Moldova's most celebrated wineries and canneries, all of whom treasured the opportunity to gain real insight into Taiwan and East Asia's market. Moldovan companies had limited knowledge of the region and found the

trip eye-opening. They gained a better understanding of the market structure and competitive landscape, best practices, and required standards and certifications needed to establish an effective trade partnership with buyers and distributors in the region's horticulture sector. They also held a Moldovan wine tasting event in Taipei. To continue business opportunities in the future, there is the possibility of arranging reciprocal visits by Taiwan enterprises, or for Moldovan exporters to participate in the Taipei Food Show.

In November 2019, the TaiwanICDF and EBRD entered into another partnership for the FIPEISF-Sustainable Agribusiness Value Chain Account. Funding from this cooperation will assist agribusinesses in EBRD's countries of operation in investing in equipment expenditure, or in obtaining working capital needed for business operations. This cooperation also helps promote the adoption of green relicense technology and the reduction of greenhouse gas generated from the food production process. It will also promote sustainable and inclusive growth by integrating farmers and SMEs into modern value chains.



“This course establishes a mentoring framework for youth entrepreneurship and enables us to see Taiwan government's encouragement and respect for youth entrepreneurship.”

— Vorakorn Ruetaivanichkul  
CEO, Hello Filmmaker



The TaiwanICDF's international human resources training workshop plan is based on the principle of assisting allied and partner developing countries cultivate professionals in policy planning and related fields required for economic and social development. The plan strives to meet the following criteria: theme selection and promotion methods should be in line with the allied countries' needs and trends in international issues, introduce and share Taiwan's advantages and experiences, match with relevant international plans inside and outside the project, cultivate policy planning and technical expertise based on the needs of assisted countries, and establish partnerships based on a sustainable business philosophy. Over the years, it has become the cradle of professional talents.

#### Sharing practical experiences through mechanisms that assist students in establishing strategies and entrepreneurial structures

From August 14-27 in Taipei this year, the TaiwanICDF conducted the Workshop on Youth Entrepreneurship for ASEAN and South Asian countries, which attracted 20 participants from Russia, Oman, Jordan, Bahrain, Thailand, Myanmar, Indonesia,

Vietnam, the Philippines, Cambodia, Malaysia, and other countries. By sharing experiences, Taiwan's public sector gave advice on youth entrepreneurship strategies and plans, start-up loan subsidies, mass fundraising, entrepreneurship, and management tools. The attendees also visited outstanding public and private sectors and counselling agencies and exchanged practical experiences with youth entrepreneurs who assisted students in establishing an entrepreneurial structure and strategy.

Vorakorn Ruetaivanichkul, the current CEO of Hello Filmmaker in Bangkok, Thailand, was one of the participants. He pointed out that the Thai film production industry is facing severe challenges. Due to the rise of social media, companies have turned to direct contact channels with fans and have to constantly look for low cost means to shoot movies and seek publicity, which has greatly reduced profits for film entrepreneurs. If entrepreneurs wish to take on the challenge of making films, they must compete with Thai filmmakers or overseas platforms, as well as pirated broadcast websites. However, the Thai government has no policy for directly counseling local manufacturers. Therefore, Ruetaivanichkul was touched and felt rewarded by the two-week course schedule. In addition to helping him establish a framework for mentoring

young entrepreneurs, the course also allowed him to advise the government on behalf of the film industry. He could also see the Taiwan government's encouragement and respect for young entrepreneurs.

Hello Filmmaker is a start-up and successful film and TV platform that has produced many commercials, music videos, and short films. During the workshop, Ruetaivanichkul met Tim Cheng, CEO of FlyingV, Taiwan's largest mass fundraising platform. He took the opportunity to understand how individuals or small businesses can display publicity content, original designs, and creative works to the public via the Internet, so as to effectively raise funds for mass production or for project implementation. Ruetaivanichkul also met an Indonesian participant who is in the film production field as well. The two bonded immediately and made a pact to work together, anticipating many creative sparks on their road of entrepreneurship.

Focus  
3

## Accelerating the progress of women's empowerment by promoting women's participation in socio-economic activities

Gender equality is not only a basic human right, but also has tremendous socio-economic impact. The United Nations Sustainable Development Goals call for "making gender equality and empowerment a reality for all women." However, gender inequality still prevails globally. The 2018 Global Gender Gap Report, published by the World Economic Forum (WEF), states that it will take an average of 108 years for all countries to reach full gender equality. Therefore, it has become an urgent issue to accelerate the progress of gender equality and women's empowerment.

### Aspect ①

#### Introducing technical skill training to enhance women's abilities to improve their families' livelihood

One of the essences of women's empowerment is to assist women in gaining the power to control their own affairs through the processes of learning, participation, and cooperation, thereby improving the quality of life of individuals, organizations, and communities. In recent years, the programs implemented by the TaiwanICDF and partner countries have repeatedly incorporated designs that promote women's rights, education, and training to advance their career development.

Nicaragua, our Central American partner country, places particular emphasis on gender equality. In addition to recruiting women to join the administration, the vice president also hopes to help women take up a portion of their families' livelihoods,

share resources, and enhance their rights. Therefore, in the TaiwanICDF's program planning, in addition to ensuring the participation ratio of women, a set of well-rounded supporting measures were also designed to encourage women to take part in industrial innovation.

Another example is the Guatemala Bamboo Industries Project, which is a collaboration between the TaiwanICDF and the Social Work Secretariat of the President's Wife (Secretaría de Obras Sociales de la Esposa del Presidente de la República, or SOSEP). It provides technical training and counseling for women in rural areas to organize bamboo processing related skills. Local women use their acquired skills to make common household objects, agricultural appliances, furniture, and handicrafts. In addition to serving individual needs, the items can also be sold in markets to create new sources of income and help maintain or improve livelihoods.

Additionally, in order to assist SOSEP in improving organizational capacity and in building relevant skills of technical personnel, the program also organized trainings on bamboo industry related technology and product manufacturing for SOSEP regional coordinators in the whole country, to facilitate their counseling of local women's organizations to sustainably promote the program upon their return to their resident regions.

### Aspect ②

#### Providing women with access to financing

#### to help advance their socioeconomic status

Women in many Asian countries are limited by social status or cultural factors, and hence encounter more difficulties in obtaining access to finance. According to an October 2018 report by the Asian Development Bank (ADB) and the Asia Foundation, a non-profit organization, female entrepreneurs in East Asia and the Pacific region faced a financing gap of 58 percent in formal finance, while male entrepreneurs only faced a 42 percent gap. Only 5 to 6 percent of women micro-entrepreneurs in the ASEAN economies had sufficient access to finance, and for small businesses the share was only 12 to 15 percent.

To catalyze private capital investment in the Women's Livelihood Bond (WLB) Series, which is designed to empower underserved women to transition from subsistence to sustainable livelihoods and enhance women's financial resilience, the TaiwanICDF is looking to work with Singapore's Impact Investment Exchange (IIX) on participation in the WLB Series to support the rollout of projects for women empowerment.

Since the first issuance of the WLB Series in July 2017, to date it has improved the livelihoods of 240,000 underserved women in Asia. The TaiwanICDF is engaging in a partnership with U.S. International Development Finance Corporation (DFC), the Australian Department of Foreign Affairs and Trade (DFAT), and the Rockefeller Foundation in the WLB Series to amplify capital provided by the private sector in impact investments so that more Asian countries can benefit from inclusive growth.

### Aspect ③

#### Encourage women to participate in decision-making processes in community organizations in order to gradually empower women

In the labor structure of developing countries, women are usually the main providers of domestic labor and are responsible for maintaining the basic food and clothing needs of their families (such as engaging in small-scale farming). Ensuring women have fair opportunities and participate in the decision-making process on all levels of economic development not only has a positive impact on society and the economy, but is also one of the key elements for a country and society's sustainable development. Therefore, the TaiwanICDF encourages women to participate in the decision-making processes of their communities' public affairs, so that women's empowerment can be gradually promoted.

Take the TaiwanICDF's Improving Community Resilience in the Dry Corridor of Honduras Project in collaboration with CARE Honduras as an example. In order to establish the ability to implement an early warning mechanism for drought among 15 beneficiary communities, each

community has established a Local Emergency Committee (CODEL). The establishment of 15 CODELs ensured women's participation, with women making up 32 percent of the members. Through participation, local women can speak out and also attain a sense of accomplishment by gaining new knowledge and taking responsibility.

### Aspect ④

#### Overturning women's existing career perception by conducting vocational training projects in the livelihood service industry

In order to provide women with fair economic resources and realize substantive gender equality, in the TaiwanICDF's vocational training projects, commissioned by the Ministry of Foreign Affairs for the first time this year, vocational training courses related to the livelihood service industry were covered, such as food processing technology, Chinese cooking, tourism and hospitality, and hospitality management. These provided opportunities for women workers in partner countries to visit Taiwan for short-term intensive vocational training to enhance their skills.

A total of six vocational training

projects in the livelihood service industry were conducted this year, and 85 women from partner countries participated in the training. A female Nicaraguan trainee who participated in the food processing technology course said that most of them were civil servants of the Nicaraguan Ministry of Family Economy or industry representatives of the Industrial and Commercial Development Association. During their stay in Taiwan, through a variety of courses and factory visits, they had direct exposure to Taiwan's economic development and innovation capabilities. Upon their return, they planned to share what they learned in processing and manufacturing with others by holding seminars or workshops. At the same time, they wanted to popularize methods to utilize ingredients and avoid waste, and to apply some new marketing concepts to the promotion of their country's products to help them expand to international markets.

Attending vocational training courses in Taiwan has helped these female trainees successfully overturn their original career perceptions, effectively helping promote the spirit of gender equality.



The Guatemala Bamboo Industry Project provides rural women's groups with technical training and counseling on bamboo processing. It has assisted women through learning, participation and cooperation to gain control of their own affairs and enhance their personal lives, organizational functions, and quality of community life.

### 1 Interview

“Taiwan and Nicaragua are brotherly nations. I am deeply touched by the resources devoted to farmers.”

— Claudia Cárdenas

Co-Director, Institute of Agricultural Technology, Nicaragua



The World Economic Forum's (WEF) 2018 Global Gender Gap Report shows that in the categories of literacy, life expectancy, parliamentary representation, and labor participation, our Central American partner Nicaragua has narrowed the gender gap ratio by 80.9 percent, ranking 5th in the world for gender equality. This can be seen from the gender ratio of the heads of Nicaragua's cabinet. The Vice President as well as many important ministerial heads are women. Claudia Cárdenas, co-director of the Institute of Agricultural Technology (INTA), which is responsible for the agricultural affairs of Nicaragua, is one of these outstanding women.

Women's empowerment is to assist women in learning, participating, and cooperating through individuals, organizations, and communities, so that they can gain the power to control their own affairs and improve their personal lives, organizational functions, and the quality of community life. In recent years, the TaiwanICDF has cooperated with Nicaragua to implement many programs, which all contain designs for promoting women's rights, education, and training to advance their career development. As an example, Cárdenas pointed to how the program improved the quality and yield of two major food

crops, rice and common beans. The program implemented the ratio principle of gender equality during visits to the countryside for farmer counseling by ensuring that a certain percentage of the beneficiary farmers were women and letting them lead the field work. The same concept was also extended to programs associated with the handicraft and innovation industries, which encouraged women's participation with comprehensive supporting measures.

#### Developing new varieties that are drought-resistant and have short production cycles to combat climate change

Cárdenas emphasized that Nicaragua relies on agricultural and animal husbandry production, and how the Taiwan Technical Mission has cooperated with the Nicaraguan government in supporting the country's policies for many years and invested in the establishment of relevant mechanisms, a variety of research, and knowledge promotion. Examples include establishing community seed banks; assisting farmers in organizing cooperatives, production, marketing classes, etc.; counseling on production and seeding to reduce production costs; properly using pesticides, tools, management materials, and

seeds; and assisting in breeding new varieties that are drought-resistant and have short production cycles, and high nutrition to combat climate change. What impressed her greatly was the mobile app designed by the Technical Mission, which allows farmers to obtain real-time climate data, to determine the proper time for sowing and applying fertilizers.

Cárdenas described the friendship between Taiwan and Nicaragua as being "brotherly nations." She counted the accomplishments resulting from the cooperation between the Taiwan Technical Mission and INTA. The resources invested in farmers' education and training alone were a point of great appreciation for her. Through different training mechanisms for farmers, such as training classes, farmers' assemblies, video conferences, variety presentations, and field observation events, 100,000 people have already benefited. Furthermore, the implementation of various ongoing programs has improved agricultural food production. In addition to significantly improving the livelihoods of small farmers, the programs have realigned Nicaragua from a state that is highly dependent on food imports to being able to export some agricultural products, thereby ensuring its food security and expanding its market potential.



## 2 Interview

“Women now have a concept of technology, products, and markets, and hence have developed confidence in themselves.”

— Ingrid Lorena Divas Dubon  
Secretary, Social Work  
Secretariat of the President's Wife  
(Secretaría de Obras Sociales de la Esposa  
del Presidente, or SOSEP), Guatemala



The Social Work Secretariat of the President's Wife (Secretaría de Obras Sociales de la Esposa del Presidente, or SOSEP) was established in 1994 under the President's Office of Guatemala. Led by the president's wife, it is a department that promotes and supports the health, education, nutrition, and entrepreneurship of Guatemala's most vulnerable groups through various social programs.

Secretary Ingrid Lorena Divas Dubon pointed out that women are not only the important recipients of assistance in the programs, but also play a key role in improving the economy. Therefore, the secretariat's key target is women's organizations in 340 cities across 22 departments. In recent years, the secretariat has cooperated with the Taiwan Technical Mission on a number of programs to strengthen rural women's production capacity and technology, create more economic return, and thus revitalize the local economy, which have produced many fruitful results.

#### Focusing on micro-enterprises to help women improve technology, products, and markets

According to the 2018-2019 Guatemala Global Entrepreneurship Monitoring Report, micro-entrepreneurship has been regarded

as a shortcut to rapid income growth in the country. In the past, when SOSEP carried out counseling activities to improve handicraft technology, production, and marketing with women's organizations, the biggest bottleneck was that women from rural areas were oblivious to new technologies such as the use of bamboo. In collaboration with the TaiwanICDF, the programs have given women a concept of technology, products, and markets, through which they developed confidence in themselves.

Dubon used the TaiwanICDF's Bamboo Industries Project (Guatemala) as an example. The technical staff of the secretariat and women's organizations in rural areas received training from the project, and learned about bamboo value-add processing, bamboo product design, raw material processing and utilization, as well as technology such as bamboo handicrafts and furniture production. In addition to becoming the seeds of technology promotion, the trainees improved their abilities to develop new products to strengthen market competitiveness. In addition, the TaiwanICDF carried out the Project for the Revitalization of Crafts and Youth Entrepreneurship in the Towns of Antigua and Sacatepéquez. It provided technical advice for female

entrepreneurs, as well as assistance in marketing, business operations, and management. For example, in October of this year, it held the Paseo artisanal product exhibition for handicrafts in Cayalá, the capital of Guatemala. SOSEP assisted in the production of product catalogs and publicity matters, and invited more than 80 women's organizations to participate in the exhibition, which displayed trendy bamboo products, embroidery, wood carving, porcelain, jams, dried fruits, honey, and other handicrafts and processed foods.

Due to the huge size of Guatemala, the development level and access to resources differ significantly for different towns. Dubon hopes the TaiwanICDF can focus on micro-enterprises to provide market trends research on handicrafts for women's organizations, and assist SOSEP's technical staff in conducting professional training on marketing and e-commerce so that the two can jointly contribute to the future development of women's empowerment in Guatemala.

## 3 Interview

“We hope to exert greater influence in Asia with Taiwan's support, to benefit more underserved women.”

— Durreen Shahnaz  
Founder and CEO, Impact Investment Exchange (IIX)



"Impact Investing" refers to the capital investments, whether through stocks, bonds, or funds, aiming to generate positive social or environmental impacts as well as financial returns, while ensuring transparency and accountability. Impact Investment Exchange (IIX), founded by Bengali-American entrepreneur Durreen Shahnaz, is a specialized enterprise committed to creating an ecosystem for impact investments. It has been supported by several UN agencies, the Asian Development Bank, and countries including the United States, Australia, Singapore, Malaysia, Japan, Korea, Sweden, and more.

Recalling her vision of creating IIX 10 years ago, Shahnaz said, "I founded IIX as part of my vision to change financial systems so that we could create a more inclusive world – especially for women." In Asia, for example, women are often systematically excluded from financial markets and therefore from a dignified life. Impact investing unlocks greater amounts of private capital and connects global markets, allowing businesses and organizations to realize their potentials of impacting communities by assisting women in accessing financing, other financial services, and productive assets, and allowing opportunities to reshape their

families, communities and countries. This will bridge the gender gap and effectively address poverty and inequality.

Shahnaz has pioneered the concept of social stock exchanges. In 2013, IIX partnered with the Mauritius Stock Exchange and created the Impact Exchange. In July 2017, through the issuance of Women's Livelihood Bond (WLB), IIX raised funds globally to make loans to microfinance institutions (MFIs) and impact enterprises (IEs) in Southeast and South Asia, providing local women with access to productive capital and enhancing their financial resilience, thereby helping them transit from subsistence livelihoods to sustainable ones. To date, thanks to the WLB, 240,000 women have benefited, and nearly 200,000 households have seen their livelihoods improve.

#### Supporting the issuance of bonds and catalyzing private capital

To advance the United Nations Sustainable Development Goals, such as Goal 1 (No Poverty), Goal 2 (Zero Hunger), Goal 5 (Gender Equality), Goal 8 (Decent Work), Goal 13 (Climate Action), and Goal 17 (Partnerships), the TaiwanICDF is taking steps to join forces with

the U.S. International Development Finance Corporation, the Australian Department of Foreign Affairs and Trade, and the Rockefeller Foundation to support the issuance of the WLB series and catalyze more private capital towards social impact across Asia. Looking ahead, Shahnaz expressed her excitement over this effort, "With the support of Taiwan, the WLB series will have greater impact in Asia, benefit more underserved women, and enable investors to continually participate in the sustainable development of local communities."



## 4 Interview

“This project encourages women to contribute in community work, participate in decision-making, and play a key role in protecting their homes.”

— Yan-Ping Lin

Project Volunteer, Improving Community Resilience in the Dry Corridor of Honduras Project



The Dry Corridor in southern Honduras has been suffering from droughts on a regular basis. In recent years, climate anomalies have severely threatened the livelihood, nutrition, health, and environment of residents in the area. Therefore, the TaiwanICDF cooperated with CARE Honduras to implement the Improving Community Resilience in the Dry Corridor of Honduras Project in 15 selected communities in Choluteca and Valle that have received less international assistance resources. The project assisted the target communities in disaster preparedness and the ability to respond and recover from disasters through enhancing CODEL's drought monitoring and forecasting capabilities, increasing knowledge and skills of risk management, and additionally, installing small-scale infrastructures such as water storage.

**The organization has guaranteed spots for women so that they can also receive various trainings**

Yan-Ping Lin, a former TaiwanICDF volunteer in Saint Lucia and Nicaragua, set out on the volunteer journey again one year after the implementation of the project, and spent three months participating in the project's end line survey. Through

her perspective, we can see the TaiwanICDF's efforts in improving the disaster resilience management of local women.

Lin pointed out that the Dry Corridor is the poorest area in Honduras and the residents are mainly farmers. Women in this area have few job opportunities and most of them marry at a young age. Busy with housework and farming in the field, they have limited living and social circles and scant education resources, let alone access to concepts and skills in responding to climate change.

This project emphasized participation from all community levels. Therefore, in planning the emergency response committee, there were guaranteed spots for women so that they could also serve as community representatives and receive various types of training, including training related to early warning systems, formulating disaster emergency response plans and community risk response procedures, and using the mobile application CommCare, among other topics. Women collected and monitored agricultural-related climate variability factors in order to understand the relationship between climate change and their communities. They observed various data in the communities for record keeping as a basis for reporting and

emergency responses. In particular, in the process of community participation and project execution, they gained opportunities to interact with the outside world, allowing them to demonstrate their potential and even influence government decisions. Lin emphasized, "I observed that the women participating in the project were very happy to be given these opportunities for learning and development. They actively participated and performed well. They seemed excited and proud that their efforts can contribute to the community."

Lin stated that the project results seek not only to improve the disaster resilience of communities in the Dry Corridor, but more importantly, to encourage women to step out of their homes, engage in community work, and participate in decision-making so that they can participate in the Honduras government's national vision and plans for climate change mitigation and adaptation, and play a key role in protecting their homes.

## 5 Interview

“It is a viable way for women to improve their living standards via micro, small, or medium-sized enterprises.”

— Heidi Seitz

Staff at a family-operated restaurant and hotel in Paraguay



Among all types of cooperation, vocational training programs have always been highly anticipated by partner countries and can bring about the most benefit in terms of improving human resources. The TaiwanICDF implemented the Latin America and the Caribbean Countries Vocational Training Projects- Tourism and Hospitality Class starting in September 2019. The projects offered classes held in Spanish and attracted 24 students from five countries including Guatemala, Honduras, Nicaragua, Paraguay, Saint Vincent and the Grenadines, to undergo intensive training for 11 weeks in Taiwan.

**Teaching sound professional skills with a combination of theory and practice.**

The course consists of academic and skills classes. The academic classes aim to teach students basic skills in tourism and hospitality, such as guest reception, front desk operations, housekeeping operations, cleaning of public areas, hotel management, etc., and to understand bar operation practices, basic restaurant service skills, and preparation of snacks and desserts. The main goal is to train participants in basic tourism and hospitality professional skills. The skills classes

are mainly based on practical exercises. By holding tours of star-rated hotels and arranging internship courses, the class allows students to learn from practice and helps them understand the actual working environment in a hotel, the nature of the work, and the guidelines.

Heidi Seitz, who works in a family-operated restaurant and hotel in Paraguay, cherished this learning opportunity. She said that in Latin America, women are often in a disadvantaged position in the labor market. Not only do they have unstable jobs, low wages, and limited choices, they also have to take care of their family. Their working hours are often two to three times that of men. Constrained by their education level and workplace culture, most women find it difficult to cover basic living costs such as medical care, food, and children's education with a single salary. Therefore, it is a viable way to improve their living standards through micro, small and medium-sized enterprises.

Speaking of what she gained from her trip to Taiwan, Seitz found the culinary class particularly memorable. The experience in assisting with the plate layout in the hotel kitchen for the banquet room sparked creative ideas that she wanted to apply to Paraguayan cuisine. She was

pleasantly surprised by the practical course on beverages. She found that many interesting kinds of drinks can be created with tea as the base.

In particular, the international hotel management experiences shared in the classroom gave her new ideas and strategies for her family-owned hotel, as she began to consider changes in approaches at work to introduce some work models that would improve quality and efficiency.

Seitz stated, "I believe that through this learning experience, each participant can have a deeper understanding of the tourism and hospitality profession, which will definitely be useful at work in the future." She believes that although the career path for women in Latin America is more challenging, there are still opportunities for women in entrepreneurship with the help of professional inspiration along with detail-oriented qualities that women can leverage.

Focus  
**4**

## Commitment to eco-tourism and green finance in order to benefit the sustainable development of the environment

Environmental sustainability has become the focus of global attention. Several of the United Nations Sustainable Development Goals are related to environmental issues. This demonstrates the importance and urgency of promoting environmental sustainable, the TaiwanICDF has long used the Taiwan Technical Missions to help partner countries implement environmentally friendly farming models, promote eco-friendly food varieties, create processed agricultural products, shape community industrial chains, and develop ecological tourism.

In addition, the TaiwanICDF has also actively invested in the field of "green finance" and worked with international organizations to help partner countries improve energy efficiency and develop alternative energy sources.

### Aspect ①

#### Helping to increase agricultural production by transforming the tourism industry into ecological tourism

In recent years, the Pacific island country Palau has been affected by global climate change. Irregular rainfall distribution and extreme weather has led to instability in food production. Rising sea levels have also reduced the country's arable areas. While tourism is Palau's main economic source, an increase in tourist numbers have also had an environmental impact and overburdened the ecologically fragile islands. In recent years, the Palau government has actively adjusted

its tourism policy, making ecological tourism with an emphasis on environmental sustainability its main axis of development.

The TaiwanICDF's horticultural promotion program in Palau has helped local farmers produce twenty metric tons of vegetables and fruits and 80,000 high-quality taro seedlings, which will increase the output of local vegetables and fruits by 10 percent. This program has also developed processed agricultural products that are rich in local characteristics, have strong tourism potential, and are compatible with the native people's tastes. This has provided added value to agriculture and propelled the economic development of the community.

To support Palau's policy to transform its tourism industry into eco-tourism, the TaiwanICDF has also cooperated with Japan's Sasakawa Peace Foundation (SPF) to incorporate demonstration farms in the eco-tourism locations planned by the Foundation where visiting eco-tourism groups are received; the farms present the beauty of their natural ecology and provide a sustainable agricultural experience through use of diverse crops and friendly environment as environmental education materials.

### Aspect ②

#### Long-term investment in green finance and advocating for its adoption by the domestic financial industry

The topics "green finance" and "green investment" are on the agenda.

Developed countries such as Europe, the United States, New Zealand, and Australia have invested in green and sustainability related assets. "Green" has become a new trend in the development of international capital markets.

The TaiwanICDF has long collaborated with European Bank for Reconstruction and Development (EBRD) on various development issues. As early as 10 years ago, both parties had already considered green and environmental protection issues as important areas of cooperation, which demonstrates Taiwan's contribution to climate and environment-related indicators in the Sustainable Development Goals. The cooperative experience between the TaiwanICDF and EBRD on green finance is also worth sharing with domestic and foreign financial industries.

In September of this year, at the EBRD Syndication Forum hosted by the Ministry of Foreign Affairs in Taipei, Christian Kleboth, EBRD head of Loan Syndication, presented the syndication opportunities in EBRD's countries of operation to Taiwanese financial institutions. The TaiwanICDF's Deputy Secretary General Alex L. J. Shyy also introduced how the TaiwanICDF's participation through special funds, especially in green projects, has had positive environmental impact. One example is the provision of a loan to the ArcelorMittal steel plant in Bosnia and Herzegovina to renew the plant's old combined heat and power (CHP) station. The loan aims to improve energy efficiency of the facilities and build a cleaner and more sustainable environment for the city.



The TaiwanICDF has assisted partner and allied countries in promoting sustainable tourism through workshops, taking into account both sightseeing and environmental protection.

### Aspect ③

#### Promoting green economy financing mechanism, improving energy efficiency, and developing alternative energy sources

The Middle East and North Africa (MENA) region has about 60 percent of the world's oil reserves and 40 percent of natural gas resources. Yet, great gaps exist between countries rich in natural resources and those dependent on such resources. Some countries that are net importers of petrochemical fuels face the challenge of financially coping with the rapidly growing demand for energy, particularly electricity.

The MENA region is highly susceptible to the risk of climate change impact due to water scarcity and concentration of economic activity in coastal areas. Furthermore, the MENA region has the world's third largest growth of carbon emissions, compounding the risk of climate change.

For example, Lebanon has long faced obsolete energy regulations and climate change related threats to its water security. It has an urgent demand for energy efficiency and alternative energy investments. Thus, since 2018, the TaiwanICDF and EBRD have promoted the Green Economy Financing Facility (GEFF) Lebanon, providing financing to the

country's Bank Audi in response to Lebanon's sustainable development policy.

Given the successful deployment of GEFF in Lebanon, the TaiwanICDF's Deputy Secretary-General Shyy was invited by the EBRD to attend the Workshop on GEFF and the International Beirut Energy Forum (IBEF) in Lebanon in September. During the IBEF session, the TaiwanICDF and EBRD promoted GEFF's achievements in tackling the issue of green financing and showed the results from this partnership to the region's financial and energy players.

### Aspect ④

#### Organizing eco-tourism workshops to promote environmentally sustainable tourism

According to UN World Tourism Organization (UNWTO) statistics, the tourism industry accounts for 10 percent of the global GDP and of the world's employment opportunities. Nevertheless, the development of the tourism industry is often accompanied by negative impacts, including damage to natural resources, or even the distortion of the appearance of the original culture; local residents of tourist attractions may have to withstand damages caused by tourists without seeing any substantial benefits.

To help allied and partner countries establish sustainable tourism patterns, respect the natural environment, and safeguard local residents' culture and existing rights, the TaiwanICDF has cooperated with Japan's Sasakawa Peace Foundation (SPF) to conduct eco-tourism promotion workshops. The course content combines domestic tourism e-commerce and helps participants divide in groups and produce eco-tourism itineraries from an industrial perspective. The course not only trains participants' planning abilities and promotes traditional local culture and arts to create revenue, but also enables participants to understand the connection between tourism and local community development.

For example, Paraguayan trainees have been interviewed by their local TV networks after returning to their home country. They shared the wetland eco-tourism itinerary for Paraguay that they created during their study period, and expressed the concept of developing tourism while ensuring environmental protection. They also used the opportunity to tell Paraguayan viewers about Taiwan, which has enhanced our image of providing foreign aid.



## 1 Interview

“Thank you for the contribution of the Taiwan Technical Mission in Palau. We look forward to the opportunity to come to Taiwan and study the local tourism model.”

— John Techitong  
Member, Ngatpang State Legislature, Palau



John Techitong, currently a member of Palau's Ngatpang State Legislature, has long promoted ecotourism. As a state government employee, he has visited Japan to receive ecotourism training and has also served as the state's ecotourism coordinator and commissioner of Palau Conservation Society's conservation area program. Even after being elected to the Ngatpang State Legislature at the end of 2018, he has continued to serve as the state's ecotourism coordinator.

#### Expanding the agricultural industry value chain through innovative tourism methods

Regarding ecotourism promotion, Techitong recounted what he learned after being invited by the Japanese non-profit organization Sasakawa Peace Foundation (SPF) to study in Japan. He said that Japanese businesses' combination of eco-environment and tourism development is worthy of learning from and the method of Japanese service culture should also be taught to the Palau community, which would help attract Japanese tourists. At the same time, he has harbored high hopes about the demonstration farms set up by the TaiwanICDF's horticultural production and nutrition enhancement program in Palau. He hopes that integrating ecotourism as an important tourist

attraction can lead Palau agriculture towards sustainable development.

For this reason, the Taiwan Technical Mission has cooperated with Japan's SPF from this year onwards to assist Palau in promoting tourism. To attract Japanese tourists, the demonstration farm is listed as one of the important attractions; a guided itinerary has also been set up, which includes an overview of Taiwan's Technical Mission in Palau, the itinerary, fruit tasting, and a taro production experience. It has expanded the value chain of Palau's agricultural industry through innovative tourism methods.

Techitong has pointed out that as a member of State Legislature and ecotourism coordinator, he is currently busy building a Palau ecotourism online booking website and continues to develop local features to improve the visibility of Palau's ecotourism. With technical assistance from SPF, it is expected to be completed and to commence operations in early 2020. In the future, it will be offered as a quota tour (limited to eight people per day). It will try to achieve a balance between ecological protection and tourism income, attract more community input, and jointly develop unique ecological tourist attractions and plan itineraries and support for various connections.

The ecotourism itinerary, which opened for Japanese tourists earlier this year, has given him great confidence about the planning of this concept. On top of being grateful to the Taiwan Technical Mission for their contributions, he also looks forward to having the opportunity to study Taiwan's local tourism model and observe the needs of Taiwanese visitors on site. He looks forward to distilling his experience of serving Japanese tourists and customizing a suitable itinerary for Taiwanese tourists, and increasing the visibility of Ngatpang's ecotourism.

## 2 Interview

“I look forward to the TaiwanICDF becoming a dialogue platform between Pacific island countries and the US, Australia, New Zealand, Japan, and other state aid organizations.”

— Hideyuki Shiozawa  
Senior Program Officer, Pacific Islands Program,  
Japan Sasakawa Peace Foundation (SPF)



Hideyuki Shiozawa has had a deep relationship with the TaiwanICDF. He is currently responsible for Micronesia's marine security program, an eco-tourism program in Palau implemented by Japan's non-profit organization Sasakawa Peace Foundation (SPF), and for the dialogue on cyber security policy between Pacific island countries and Japan. Since 2003, in the course of 16 years he has worked as a Japan International Cooperation Agency (JICA) volunteer teacher in Marshall Islands, an economic adviser at the Embassy of Japan in Marshall Islands, a first secretary at the Embassy of Japan in Fiji, and a senior planning specialist at the Sasakawa Peace Foundation (SPF) in Tokyo, Japan. He has also worked and maintained friendly relations with Taiwan Technical Missions and our projects, and can testify to the TaiwanICDF's contributions to Pacific island countries over the years.

Shiozawa has used his service in Marshall Islands as an example: in order to improve the problem of non-communicable diseases, the Taiwan Technical Mission has encouraged residents to consume more fruits and vegetables. In agriculture, the Mission is not only adept at obtaining materials locally and overcoming the restrictions on fruit and vegetable production, it has also complemented

with education to change the concept of nutrition intake in the community. He expressed his admiration for the Technical Mission's persistent long-term effort in continuing to supply fresh, inexpensive vegetables and sharing the concept of healthy eating, which has produced positive changes.

#### Expanding cooperation with community residents by combining existing project-related knowledge and skills

Shiozawa pointed out that the TaiwanICDF and SPF are practical and accumulate knowledge and experience based on facts and challenges. They both aim to promote the sustainable development of Pacific island countries. Therefore, the two parties have specially selected Ngatpang as a base in Palau to collaborate in ecotourism in order to help the local community achieve a balance in economic interests and natural and cultural protection. The plan is based on the concept of communal ecotourism. Each touring group is limited to eight people and charges a reasonable fee. It is led by community members who cook local cuisine and provide visitors with a personal experience. Among them, the Taiwan Technical Mission has made sound use of

the long-established demonstration farm as a tourist base for tourists to visit and experience, and has also combined the knowledge and skills of horticultural projects to expand cooperation with the community's residents. The guided tour includes an introduction to the history of the Taiwan Technical Mission in Palau, the mission's program contents, fruit tasting, and a taro ball making experience.

Although the cooperation is still in its infancy, Shiozawa has already seen many opportunities and directions. He hopes the TaiwanICDF can encourage Taiwanese tourists to participate more in this sightseeing activity. He also looks forward to promoting this activity to various states and other Pacific island countries in the future. On one hand, it can help them develop a sustainable and resilient society; on the other hand, Taiwan's national network that has been cultivated in the South Pacific for many years can enable the Technical Mission to become a dialogue platform for Pacific Islanders, their government, and like-minded aid organizations in the US, Australia, New Zealand, and Japan to jointly seek effective collective action to enhance the prosperity and well-being of Pacific Islanders.

## 3 Interview

“The TaiwanICDF’s concessional funding is key to the success of GEFF in Lebanon.”

— Chadi Abou Nohra  
Head of Unit / Environmental Lending Coordinator,  
Bank Audi, Lebanon



At the end of 2018, the TaiwanICDF and EBRD began to cooperate on a pilot Green Economy Financing Facility (GEFF) program in Lebanon, providing financing to Bank Audi for them to offer green financial products for the bank’s residential, micro or small and medium-sized enterprises in order to facilitate energy efficiency, renewable energy, and resource efficiency.

The GEFF program was such a big success that it has become well-known in Lebanon’s local market since 2019. EBRD decided to further promote GEFF, arranging and hosting a session on “The Future of Green Financing” in the International Beirut Energy Forum and inviting the TaiwanICDF to speak on the panel. During the session, GEFF was promoted as the model for helping the development of sustainable energy in Middle East and North Africa countries.

Chadi Abou Nohra is responsible for the GEFF program at Bank Audi. In an exclusive interview with the TaiwanICDF during the Forum, he said that Beirut, the capital of Lebanon, is a financial hub in the Middle East and that the financial sector is relatively sound. Bank Audi is the largest Lebanese bank and actively operates not only in Lebanon but also in other countries in the Middle East and

North Africa. He mentioned that Bank Audi currently manages three green finance-related programs, of which GEFF has the most comprehensive financial and technical support, being the program with the highest level of customer inquiry and the best execution efficiency. The TaiwanICDF’s concessional funding especially is the key factor to the successful deployment of GEFF. Locals in Lebanon have identified GEFF as a brand of green financial products from Taiwan (TaiwanICDF) and Europe (EBRD).

#### With the imminent passage of a new bill, Lebanon’s new energy market looks optimistic

Nohra has added that the Lebanese government is about to pass a new energy law to encourage private green energy free trading mechanisms. At the same time, the government also imposes taxes or penalties in order to compel high pollution or energy consuming enterprises to propose improvement measures. Therefore, Bank Audi is very optimistic about Lebanon’s new energy market, especially the development of renewable energy. Nohra has also revealed that the bank already has many customers who have proposed potential loan requests for green investments. From this

perspective, the overall environment of Lebanon provides sufficient incentives for local banks and their corporate customers to participate in the GEFF program.

Bank Audi’s successful experience has created a demonstrative effect for GEFF and inspired other Lebanon banks to take part. In this regard, Nohra has stated that he is not worried about market competition and believes that the participation of other competitors would merely expand the scale and jointly assist the robust development of Lebanon’s green finance. He emphasized that on the basis of the existing GEFF cooperation, Bank Audi looks forward to cooperating with the TaiwanICDF in the near future to continue the second-phase program. He also hopes that Bank Audi can become a loyal partner of the TaiwanICDF as it expands its business in the Middle East.

## 4 Interview

“The TaiwanICDF’s foreign aid and diversified orientation have added different possibilities and spark to the diplomatic arena.”

— Michael Wu  
Executive Director, MyTaiwanTour



Sightseeing and tourism are important forces for promoting global economic development, especially for developing countries where manufacturing is not available. In recent years, the TaiwanICDF has cooperated with various allied countries to increase their tourism industry’s revenue. It has taken into account sustainable development as an important governance goal and successively invested related resources. In March this year, a two-week eco-tourism promotion seminar was held; 18 participants from 11 countries in the Pacific, Caribbean, and Central American regions were invited to Taiwan. By sharing Taiwan’s experience in managing natural resources and rebuilding old humanities, it has assisted partner countries in developing sustainable tourism and respecting the natural environment, local culture and residents’ right to live, while ensuring that relevant benefits can be returned to local residents and the landscape and environmental integrity can be maintained.

As a domestic travel operator, Michael Wu, CEO of MyTaiwanTour, was a lecturer in this workshop. He explained the effective management of sustainable tourism and shared how to consider environmental sustainability and enhance

tourism revenue from a company’s perspective. At the age of 37, he studied aerospace management at a university. When he was in the military, he chose to serve in Nicaragua as a diplomatic alternative service officer. After entering society, he was temporarily responsible for the seminar business in the TaiwanICDF before entering the airline industry. A series of experiences led him to the path of tourism entrepreneurship in 2014. Offering in-depth experiential travel itineraries, he served European, American, and Japanese tourists and supplemented by online evaluations, he overcame regional barriers. Not only has his business been consecutively awarded five stars by TripAdvisor travelers worldwide, it has also been selected as an inbound travel agency by Taipei World University to receive foreign guests.

#### Helping trainees formulate homeland tourism strategies through the excitement of experiencing Taiwan

Wu has said that he was particularly touched to return to the TaiwanICDF’s workshops as a tourism operator. In the past, the workshop theme was mostly focused on the agricultural field, but with the TaiwanICDF’s foreign aid and orientation becoming more diverse,

Wu was invited to participate in the ecotourism promotion workshop to share his expertise. This indicates that different possibilities and sparks have occurred on Taiwan’s diplomatic stage. In the course of interacting with students, he found that participants who are in charge of tourism policies in partner countries and who have experienced the excitement of Taiwan will help formulate their countries’ tourism strategy and guidelines. Wu has also learned a lot through his teaching given that everyone in the audience is a potential customer; between communication and brainstorming, he has received many unique viewpoints, ideas, and feedback worthy of further implementation and commercialization. Upon returning home after their studies, the workshop participants will be able to replicate relevant models and help their countries’ government promote sustainable tourism.



Focus  
**5**

## Using capabilities to build a solid foundation and help partner countries continuously develop

The TaiwanICDF uses Taiwan's comparative advantages and development experience to focus on five major areas: agriculture, public health, education, information and communications technology, and the environment. Projects focus on integrating technology, capital, human resources, and other resources in accordance with the development strategies and goals of allied and partner countries. Detailed plans and definitions, preparations, and negotiations are used to analyze the challenges and obstacles in the development process. Based on this, capacity building and technology transfer have become the core cooperation program themes to help partner countries build up their required capabilities. Specific methods such as expert consultations, technical training, functional improvements, and business assistance have helped partner countries overcome technological gaps, increase added value, and improve people's living standards. Such programs have produced excellent results for many years.

### Aspect ①

#### Integrating industry chain thinking and promoting sustainable agriculture

In the foreign aid program plan for agriculture, the TaiwanICDF has selected key markets, produced and bred excellent agricultural varieties, and strengthened farmer and cooperative cultivation techniques. In addition, the construction of subsequent sales channels has

also been taken into account to assist small farmers with marketing, and to counsel staff in cooperating units to facilitate future transfers. Implementing numerous strong links in the agricultural industry chain ensures the longevity of the plan outcomes.

For example, the Agricultural Production Project assisted Honduran farmers in cultivating 300 hectares of newly-developed fruit trees, including 100 hectares of guavas, 88 hectares of papayas, and 67 hectares of Indian dates. The project trained technicians on demonstration farms, assisted promoters, and established production and marketing teams as well as cooperative societies to jointly develop the market. In addition, the project successfully established the capabilities of cooperating units, including the ability to grow and promote newly-developing fruit trees.

The plan provided many rural families with work opportunities and effectively improved the livelihoods of farmers. From this perspective, it achieved the goal of creating balanced development in Honduran agriculture. The plan ended in 2013, but over the years, many farmers who started as hired workers became employers through hard work, effectively driving the economic development of the region and country.

### Aspect ②

#### Assisting allied countries in strengthening health systems for disease prevention and control to increase the health and well-being of their people

Since 2013, the TaiwanICDF has expanded its medical cooperation from previous medical services to assisting partner countries in strengthening healthcare and health systems. In terms of implementation, resources from Taiwan's public and private health systems have been introduced through technical cooperation. The TaiwanICDF, working with cooperating units and recipient countries' health departments, has come up with effective solutions, especially in building the professional capabilities of relevant staff and developing solutions based on a comprehensive approach to ensure sustainability.

For example, the Capacity Building Project for the Prevention and Control of Chronic Renal Failure in Belize, which was jointly implemented by the TaiwanICDF and the Far Eastern Memorial Hospital, trained five Belizean seed instructors on hemodialysis in Taiwan, and worked with them to conduct local hemodialysis trainings for 20 Belizean nurses. To increase the sustainability of this training, the project cooperated with the Nurses and Midwives Council of Belize to establish a training system for dialysis nurses in Belize, and certified the aforementioned seed instructors and trainees as registered dialysis nurses. The project also proactively promotes the concept of kidney disease prevention through community health workers. In the future, when community health workers perform primary care services, they will continue to convey the concept of chronic kidney disease prevention and treatment to the public.

In addition, an epidemiological statistical analysis on kidney disease



The TaiwanICDF attended the TVET event held by the Central American Bank for Economic Integration in mid-October this year, and jointly witnessed the outstanding achievements of the program over the past 10 years.

produced by this project was the first survey of its kind in Belize. Not only was it used by Belize as a reference for policy formulation, but it has also attracted the attention of international organizations and scholars who are interested in cooperating with the TaiwanICDF to implement kidney disease prevention and research in other regions in the future. The Belize Ministry of Health has also agreed to collaborate with the TaiwanICDF and the Far Eastern Memorial Hospital to publish academic papers in order to enhance the international visibility of Taiwan's foreign aid work.

### Aspect ③

#### Introducing student loan services to help allied countries improve the effectiveness of their technical and vocational education

Technical and vocational education has great impact on the economic growth and human resource development of various countries. One of the vocational education goals of the UNESCO-UNEVOC

International Centre for Technical and Vocational Education and Training is to "ensure that all young people have equitable access to courses that are suitable for learning or lifelong skills building in order to meet their individual needs."

Central American allied countries value the importance of technological and vocational education for the promotion of human resources and competitiveness. However, they are limited by the inability of young people to afford tuition, and insufficient teaching resources. Therefore, the TaiwanICDF cooperated with the Central American Bank for Economic Integration (CABEI) to promote the CABEI Technological and Vocational Education and Training (TVET) Student Loan Fund and the TaiwanICDF TVET Technical Assistance Fund (together referred to as the TVET Program). The TVET program provides students with access to student loans. Technical assistance (TA) has been added to promote curriculum planning, student employment counseling programs, and capacity building for participating schools and organizations. In addition, the TA also targeted financial institutions (FIs) that participated

in this program, to increase their willingness to give credit to students by familiarizing the FIs with student loan operations.

The TVET program has 24 participating schools and organizations, has benefited 470 students directly, and has implemented 10 TA sub-projects. With the promotional activities, local schools, organizations, banks and governments have gradually realized the benefits of student loans and successfully introduced student loan services into Central America. Currently, this program has been the catalyst to encourage many governments and banks in the region to provide student loan services with their own resources. This has expanded the opportunities for local youths to receive TVET, and further assisted Central American allies in raising the level of vocational education. The program echoes the CABEI "Human Development and Social Construction" goals and supports those countries in improving human resource development and quality of life by the means of capacity building stressed by the TaiwanICDF.

## 1 Interview

**“This program has laid a solid foundation for farmers, established a commercial production model, and driven regional and national economic development.”**

— **Marlon Rigoberto Vásquez Fuentes**  
President, Comayagua Guava Production Association,  
Honduras



From 2011 to 2013, the TaiwanICDF promoted the Agricultural Production Project in Comayagua in midwestern Honduras, Olancho in the east, and Omonita in the north. This project has had a long-lasting effect.

#### **Achieving the goal of balanced agricultural development**

Marlon Rigoberto Vasquez Fuentes, President of the Guava Production Association in Honduras, recalls that the project has improved the technology of farmers and cooperatives through production, breeding, and the introduction of high-quality tropical fruit tree and vegetable varieties to improve yields and quality. The project has promoted agricultural development in rural areas. For example, guava production and sales mentoring in Comayagua has not only helped small farmers organize production associations and directly sell their harvests in sales channels, it has also enabled them to enter commercial production and stable supply. This in turn has provided many rural families with work opportunities and has effectively improved their livelihoods. Over the years, many peasants who were originally hired workers have transformed into employers due to their hard work, driving the economic development of the region and nation.

Fuentes is grateful to the Taiwan Technical Mission for laying a solid foundation for the farmers. From small farmers to members of the production and marketing teams, everyone learned about guava production through the program. In particular, the project helped the association establish a commercial production model and spread products to markets at all levels. In the process of transferring plans, farmers also learned to manage organizations and continue capacity building in order to operate in their own ways. This enabled them to achieve their current level of success and development.

However, Fuentes admits that although everything is on track, there are still problems with management and professional improvement. For example, the varieties introduced by the Technical Mission have been bred for many years, but there is currently a concern about the loss of variety characteristics. In recent years, they have discovered that the fruit shapes and flavors produced by some orchards are uneven, so there is an urgent need to establish a stable seedling source. Therefore, he hopes the TaiwanICDF can send professional fruit tree technicians to guide them again to help review and update their knowledge of guava production management. He also

hopes that there will be pipelines to renew guava seedlings to update and improve the orchards and increase yields. Finally, he looks forward to finding ways to export products, expand guava production areas, and ensure the overall development of guava producing regions.

## 2 Interview

**“Using food processing technology to increase the yield of agricultural products and achieving the goal of sustainable management.”**

— **Andrea Passee-Morton**  
Manager, Agricultural Processing Centre,  
Federation of Saint Kitts and Nevis



On account of the limited land and population of the Federation of Saint Kitts and Nevis, farmers often face problems such as having a rich harvest of agricultural products but a fallen market price, or a production season that is unable to meet the market demand. In line with Saint Kitts's focus of revitalizing agriculture, the TaiwanICDF has launched a three-year Agro-processing Project since 2010 to assist Saint Kitts in developing food processing technology. The program has established an agro-processing unit, a professional teaching factory, and a youth vocational education training course, and has coached local farmers' cooperatives to produce their own branded products. It has combined with the tourism industry to develop the Saint Kitts companionship tour, and has used food processing technology to increase the yield of agricultural products and achieve sustainable operations.

The plan's phases were completed in December 2013 and the technology has been transferred to Saint Kitts for independent operation. Andrea Morton, currently manager of the agro-processing unit, has witnessed the changes in the plan. She points out that during the implementation of the plan, the Taiwan Technical Mission introduced technology for the

production of beverages, jams, and dried fruits, and provided a full set of equipment including dehydrators, pulpers, blenders, chillers, and kitchenware, strengthening the agro-processing unit center and leading farmers to develop seventeen products. Benefiting from this solid experience, she has since taken over the management and been able to continue to develop nearly 30 products, including healthy natural fruit juices; herbal drinks; jams; dried natural and candied fruits; guava cheese; exotic fudges such as pumpkin, soursop and guava fudges; a variety of coconut sugar cakes; jams such as guava, sorrel, mango, pumpkin, wax apple, lime jelly; gluten free flour including breadfruit, banana, cassava and sweet potato flours; whole milk yogurt; and a variety of healthy chips such as plantain, banana, breadfruit and sweet potato chips. These products are available to the public in Saint Kitts and Nevis. They can be purchased at leading supermarkets, duty free shops at Port Zante and the airport, major hotels in Saint Kitts and Nevis, and outlets at popular tourist sites in Saint Kitts.

**The agro-processing unit has become a sharing platform for technology and information, adding value to local agriculture**

Morton believes that under the TaiwanICDF's plan, the agro-processing unit has become a sharing platform for providing farmers with food processing technology and information. They are able to use equipment as needed to add value to local agriculture. In recent years, Saint Kitts's tourism industry has developed rapidly, and the demand for local products by tourists and residents has continued to increase. The importance of the agricultural processing centers has increased, making the upgrading of hardware and equipment more urgent.

Morton, who specializes in product development and is a Certified Food Scientist (CFS), looks forward to the processing center not only contributing to fruit, vegetable and milk processing, but also extending to locally produced meats (such as pork, lamb and beef) being processed into ham, ground meat, bacon, and other products. Therefore, while being grateful to the Taiwan Technical Mission for the foundation it has laid, she also hopes that in the future, she will be able to promote new plans and move toward a more diverse processing market, help train professional talents, and upgrade quality control related equipment to inject more vitality into Saint Kitts's economic development.



“Leading Saint Vincent to become the hub of biotechnology development in the Southern Caribbean.”

— Rohan McDonald  
Product Development Officer,  
Agricultural Extension Station,  
Saint Vincent and the Grenadines



Rohan McDonald is currently the Product Development Officer of the Saint Vincent and the Grenadines Orange Hill Farm Agricultural Extension Station. He has more than 22 years of experience in the Saint Vincent Ministry of Agriculture as well as a deep relationship with the TaiwanICDF. McDonald studied in Taiwan 17 years ago through the International Higher Labor Training Foreign Student Scholarship Program and earned a master's degree in Tropical Agriculture and International Cooperation at National Pingtung University of Science and Technology. He has also cooperated with the Taiwan Technical Mission (TTM) for 20 years and has witnessed how Taiwan's assistance has changed its Caribbean allies.

McDonald, a specialist in tissue culture, pointed out that the TTM assisted in introducing new breeds and varieties of viable agricultural items in the 1980s, such as upland rice, asparagus, and fish. In the 1990s, the TTM successively introduced orchids, laceleaf, and fruit trees such as jujube, wax apples, dragon fruit, star fruit, and mangos based on lab tissue culture technology through the Horticulture Project, and also established a seedling farm at Orange Hill. These initiatives improved the diversity of agricultural products

on the market and broadly increased the vegetable and fruit consumption of Vincentians. Today, the plant tissue culture laboratory is still operating. In addition to its branches and leaves, it has become the “mother” of Saint Vincent's other nurseries. It also exports bananas, sweet potatoes, taro, and other vegetables and fruit seedlings to neighboring Caribbean countries.

#### **A three-pronged approach to improving agricultural product quality, yield, and access**

McDonald is particularly impressed by the Strengthening Farmers' Organizations and Improving Fruit and Vegetable Production Technology Project. In order to improve the quality, yield, and access of agricultural products, as well as strengthen investment in farmers' organizations, the plan adopted a three-pronged approach. This included strengthening the Ministry of Agriculture's extension support system; establishing production modes and standards for target crops; and enhancing the function of farmers' organizations and management. These measures improved the quality of fruit and vegetable production and helped maintain stable mass production.

Although the plan has since ended,

its influence continues to spread even now. It has increased participation in farmers' cooperatives and resolved issues such as production technology problems, and the lack of funds, equipment, agricultural materials, and training venues. In particular, the establishment of a soil analysis laboratory has provided the government and extension units with soil testing and analysis data, serving as a basis for decision-making planning to gradually move toward a scientific and systematic approach. The purpose of the horticultural fund is to turn income brought by the plan into a fluid funding source. As an example, McDonald has used the plan to build a compost plant at Orange Hill. The funds from the compost sold have then been put back into the fund for the sustainable development of farmers' organizations.

McDonald is grateful to the TaiwanICDF for many years of work, including the introduction of various training, equipment, and consumable management systems. These have enabled the success of the tissue culture laboratory at Orange Hill Farm and its gradual move toward becoming the hub of biotechnology development in the Southern Caribbean. Unlimited hope and confidence has also been brought to Saint Vincent's agricultural sector!

“Community epidemiological surveys combined with a case management tracking system have become an important basis for local health policy formulation.”

— Fang-Yue Lin  
Superintendent, Far Eastern Memorial Hospital



Far Eastern Memorial Hospital, a subsidiary of the Far Eastern Group, has been headed by Dr. Fang-Yue Lin since 2015. He has long been an advocate of international humanitarian assistance. In 2016, he collaborated with the TaiwanICDF and the Belize Ministry of Health to jointly invest in the 3.5-year-long Capacity Building Project for the Prevention and Control of Chronic Renal Failure. This was the first Taiwanese public health project in the Caribbean, and served as a successful example shared by Belize at numerous meetings with health ministers from Central and South American countries.

#### **Using international medical integrated teams to successfully train seed instructors in dialysis nursing**

Dr. Lin pointed out that the project demonstrates the devoted internal resources and expertise of Far East Memorial Hospital. Twenty-five of the hospital's medical, nutrition, and information technology colleagues were sent to Belize to perform epidemiological investigations. Plug-in solutions were also established in information systems as well as clinical training and supervision tasks. In addition, Taiwan's dialysis nurse certification mechanism was introduced to Belize to build a dialysis

nurse training plan and certification procedures to comprehensively strengthen Belize's kidney medical care capabilities. Alongside this, a dialysis nursing education system was established and national hemodialysis standards and guidelines were completed to standardize medical procedures and improve service efficiency. Furthermore, resources from the Belizean government and non-profit organizations were combined to successfully train 10 Belizean seed instructors in dialysis nursing (including physicians, dialysis nurses, nutritionists, and information engineers) in a multinational, cross-organizational, medical integrated team model. A total of 35,283 people in the communities have since received kidney health and education, increasing the public's health knowledge. At the same time, the project has led Belize's Bureau of Statistics to sign a Memorandum of Cooperation with the Ministry of Health to launch a community epidemiological survey and a case management tracking system. These have become an important basis for local health policy formulation and assisted the country's government and medical teams to gradually take over the project.

Dr. Lin further emphasized that in order to help Belize's medical

system develop sustainably, Far East Memorial Hospital will continue to assist Belize with the introduction of medical image acquisition and transmission systems, as well as radiology information systems. This includes new projects to strengthen imaging equipment and resources; training radiology specialists in image interpretation; and improving the efficiency, management, and accessibility of medical imaging services. He hopes the project will set a new milestone for Belize's healthcare system.

“In addition to helping students obtain financing, the improvement of school affairs and teaching quality has also been promoted.”

— Oscar Mantilla

Deputy Business Manager, Banpro Bank, Nicaragua



The development of technological and vocational education has an important impact on the economic growth and human resource development of developing countries. However, it is often limited by the inability of students to afford tuition, as well as insufficient teaching materials. In order to assist Central American allies in solving these problems, the TaiwanICDF and the Central American Bank for Economic Integration (CABEI) worked together in Central American countries to implement the CABEI Technological and Vocational Education and Training (TVET) Student Loan Fund and the TaiwanICDF TVET Technical Assistance Fund (together referred to as the TVET Program) from 2008 to 2018. The TVET Student Loan Fund aims to encourage students to further their studies by drawing on Taiwan's years of experience in student loans and providing funding to financial institutions (FIs) to help students who wish to attend a technological and vocational school or vocational training institution obtain student loans. The TaiwanICDF TVET Technical Assistance Fund is aimed at participating schools, organizations, and financial institutions which apply for technical assistance grants to help them promote curriculum planning, student employment counseling programs, capacity building for

refinancing financial institutions, and other programs which help schools and institutions improve.

After 10 years of hard work, Sergio Avilés López, head of the CABEI program, said the TVET program encourages the government, schools, institutions, and banks to pay attention to student loans, and is a catalyst for the organizations to provide loan services to students in need by using their own funds. This in turn promotes improvements in education affairs and teaching quality.

#### **The student loan program is helpful for students and has a substantial impact on women's development and empowerment**

Oscar Mantilla, Deputy Business Manager of BANPRO Bank of Nicaragua, has also taken part in the TVET program. He was invited by CABEI to join this program because of the educational philosophy which demonstrates the fundamental value of financial institutions. Today, the bank also develops its student loan services which meet the needs of local students, supporting them in improving their expertise and promoting the overall development of the country. Irene Rojas de Franco, Principal of Universidad Thomas More (UTM) in Nicaragua, noted that after the implementation of this

program, the number of students who used student loans to study at UTM accounted for about 50 percent of the total student population. This has significantly increased the number of students by 1.5 times, which has enormously helped UTM's development.

Furthermore, the TVET program has also had a substantial impact on women's development and empowerment. Of the 470 beneficiary students, there is equal representation of women and men. Nadina Mazzoni, a PhD student at the Central American University of Science and Technology (UNITEC) in Honduras, has seen the positive impact. She shared about how in the past, women could not continue their education because of family and economic constraints so they fell into the vulnerable group of the job market and were thus unable to achieve economic self-reliance. However, the TVET program has allowed women to overcome barriers to education and obtain more opportunities to improve themselves and increase their employment competitiveness.

## Implementing ex-post evaluations to present project achievements

The development assistance manual released by the Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) is an important milestone in the field of international development assistance. The document not only outlines important principles for evaluation, such as necessity, independence and partner countries' participation, but also provides a foundation for the evaluation criteria.

An evaluation is a systematic and objective assessment of a project or policy's design, implementation and outcomes. The evaluation process is used to determine the relevance, efficiency, effectiveness, impact, and sustainability of the project or policy objectives. In addition, an evaluation should provide credible and useful information so that lessons learned can be incorporated into future decision-making processes.

In recent years, the evaluation of projects implemented by international agencies has focused on empirically proving the effectiveness of foreign aid projects, a method known as "evidence-based practice." The project is regarded as an intervention and the effect of the intervention is measured, especially when evaluating the project's level of impact. It is imperative to use a rigorous factual analysis in the evaluation in order to confirm the project's background, cause, and effect.

The TaiwanICDF is Taiwan's professional development aid agency and conducts ex-post evaluations two to five years after project completion, in accordance with Article 6 of the International Cooperation and Development Act- Regulations

Governing the Planning, Appraisal, Implementation, Supervision and Performance Evaluation of International Cooperation and Development Affairs, and relevant provisions of the TaiwanICDF's Ex-Post Evaluation Implementation Key Points.

The evaluations aim to confirm project results, evaluate the effectiveness of projects, summarize lessons learned and best practices, and serve as a reference for formulating strategies and planning projects.

In conducting evaluations, the TaiwanICDF refers to evaluation standards of international agencies to confirm the relevance between a project's initial plan and its final level of achievement, the benefits of achieving the expected results, the effectiveness of resources used, and the sustainability of the project for the local society. In addition, the TaiwanICDF also refers to practices of relevant agencies and introduces scientific methodologies into ex-post evaluations.

### Aspect ①

#### **Conducting ex-post evaluations with scientific methods to assess the effectiveness of project interventions**

Taking one of the TaiwanICDF's ex-post evaluations as an example, the Ex-post Evaluation of the Nauru, Kiribati, and Marshall Horticulture Project conducts a thematic evaluation method and selects nutrition, and vegetable and fruit intake, as the indicators of the evaluation. In order

to assess the effect of the project's intervention, the TaiwanICDF used a quasi-experimental design method and dispatched volunteers to conduct questionnaire surveys and collect data in the field.

In terms of samples, in addition to project participants, the TaiwanICDF also selected non-participants with similar socioeconomic backgrounds for the control group. A counterfactual model and propensity score matching method were used to verify the effects of the project's intervention on household daily vegetable and fruit intakes. The results indicated that over half of the beneficiary households continued cultivation practices, and the vegetable and fruit intakes of the beneficiary households were significantly higher than those who did not participate in the project, verifying that the intervention of the project contributed to behavior change.

This year, the TaiwanICDF also conducted the Ex-post Evaluation of the Guatemalan Agribusiness Project and similarly implemented a thematic evaluation using a quasi-experimental design method.

Surveys were conducted on papaya producers as well as workers, and an analysis of production revenue, production, and worker earnings was used to assess the effectiveness of project intervention. The results showed that this project helped Petén establish, expand, and consolidate the papaya production supply chain, achieving the objective of helping Guatemalan agricultural enterprises increase their capability to export to the US. The total number of producers and the size of cultivated areas continued to grow after project completion, showing that the project



indeed helped the development of Petén's papaya industry.

Furthermore, the papaya industry in Petén consists of commercialized production of raw material in which there is high employment stability and some employee wages are higher than the national monthly minimum wage.

## Aspect ②

### Participating in international forums and academic fields with the publication of ex-post evaluation results

In order to share evaluation results with the world, in recent years, the TaiwanICDF has published relevant results in international forums and academic fields. This year, the article "An ex-post evaluation of the effectiveness of the horticulture project in the Marshall Islands (2011-2014)" was submitted to the 2019 Australasian AID Conference and was accepted for the conference session "Impact evaluations in PNG and the Pacific." It aimed to explore the effectiveness of Taiwan's development assistance through horticulture projects and also empirically demonstrated the specific effects of Taiwan's foreign aid projects. A total

of more than 100 people participated in the session and had a fruitful discussion.

In addition, this year, the TaiwanICDF's article "The effectiveness of Taiwan's Horticulture Aid Project and its impact on people's fruit and vegetable intake in Kiribati" was published in the Taiwan Public Health Journal and empirically explained the specific effects of Taiwan's foreign aid projects. This was the first article that the TaiwanICDF published in the Taiwan Social Science Citation Index (TSSCI).

## Aspect ③

### Continuously improving evaluation methods to establish model practices and accumulate organizational knowledge

In recent years, the TaiwanICDF's project evaluation standards have moved away from the single project evaluation approach. Instead, it has adopted a broader approach in evaluating groups of countries and themes, and areas facing common challenges and different themes, in order to gather practical cases to promote cross-border and cross-domain learning. In the future, the

TaiwanICDF hopes to further evaluate global and regional partnerships.

In terms of methods, historical statements have been gradually added to the reports of relevant studies, and methodologies have been implemented to confirm the effect of project intervention and further presented on international platforms. In the future, in response to international trends and organizational development goals, the TaiwanICDF will continue to focus on researching key concepts such as sustainable development goals, strategy formulation, organizational performance, indicator framework design, and so on. The TaiwanICDF seeks to gradually internalize these concepts into various project initiatives, and further assist partner countries in promoting projects that are consistent with sustainable development goals.

Overall, in regards to project evaluation, the TaiwanICDF will continue to refine evaluation methods, establish paradigm practices, and accumulate organizational knowledge to implement a more systematic method of evaluating the effectiveness of Taiwan's foreign aid projects.



In recent years, the TaiwanICDF project review has attempted to collect country and thematic project evaluations, examine countries and regions facing common challenges and different themes, and gather practical cases to promote cross-border and cross-domain learning.

## 1 Interview

**“The TaiwanICDF’s use of counterfactual analysis for objective evaluations is worth promoting within the country.”**

— Yu-Hsuan Su  
Assistant Professor,  
Graduate Institute of Development Studies,  
National Chengchi University



Assistant Professor Yu-Hsuan Su previously worked as a short-term consultant in the Development Impact Evaluation Initiatives (DIME) at the World Bank Headquarters, and is currently an assistant professor at National Chengchi University's Graduate Institute of Development Studies. In recent years, in addition to sharing information with the TaiwanICDF, she has also assisted in consulting on project evaluations.

According to Su's analysis, foreign aid is challenging to implement; a big concern for aid workers is the best use of precious resources. If the data analysis and statistics in the project evaluation are utilized and accurately reflect project impact, it is possible to help the provider decide whether to continue using the same method or make minor adjustments to avoid wasting more resources.

Therefore, she affirmed the TaiwanICDF's project evaluation methods over the years. Taking the evaluation results of the Kiribati Horticulture Project and the Guatemalan Papaya Project as examples, she emphasized that the TaiwanICDF visited the local areas to efficiently complete inspection reports with a positive and serious attitude, and conducted objective assessments using counterfactual analysis. This method is rare among

domestic governments and nonprofit organizations and is worth promoting in the country. In doing so, more agencies that provide services or aid could move away from solely recording qualitative data such as the number of times, number of people, hours, etc., or regarding a few particularly outstanding or failed cases as the overall project results. Instead, agencies should examine the objective results to understand the actual operation and effectiveness of a project.

### Introducing evaluation mechanisms in advance to improve evaluation objectivity

Su noted that international organizations are increasingly emphasizing data-based and evidence-based evaluation methods. The TaiwanICDF's efforts in recent years to move towards evidence-based evaluations have been very encouraging. However, the TaiwanICDF currently conducts evaluations during the last part of the project cycle. She recommended that, in the future, the evaluation mechanism could be introduced during a project assessment's fact-finding stage, or when a project has been approved but has not yet entered implementation, in order to have reliable baseline values that

would facilitate ex-post evaluations in later years. This will improve evaluation objectivity and rule out the possibility of choosing more successful indicators to assess the results after a project is complete.

In addition, the TaiwanICDF evaluates project performances with scores between one and five points based on four aspects: relevance, efficiency, effectiveness, and sustainability. This scoring mechanism is well-intentioned and easy to understand. However, because the scoring is more subjective, it is difficult to make scientific cross-project comparisons and is less practiced by international organizations. Furthermore, due to lack of manpower and funding, only 1 to 2 percent of projects can be evaluated each year. In the future, combining academic and private sectors from Taiwan and recipient countries to conduct more evaluations could enhance the visibility of the TaiwanICDF's works and strengthen domestic expertise on aid work.

## Administration

Excellent business management has been a solid foundation for the TaiwanICDF in our execution of various international cooperation activities. This year, we continue to ensure that funding sources are secured and that budgets and programs are well executed with sound financial management, accounting management, and auditing. We have also implemented compliance with laws and regulations as well as security of information and communication in accordance with relevant government regulations and the need for the technologicalization of business development.

In terms of human resources, and in keeping with the global trend, the TaiwanICDF is developing toward a learning organization by supporting our internal staff in cultivating and strengthening diverse professional skills. On PR and promotional materials, with innovative thinking and breakthrough approaches, the professional image of the TaiwanICDF as a foreign aid brand has been reinforced this year and our visibility has been further enhanced.

## Financial Management

In 2018, the pace of global economic activities slowed rapidly, and in 2019, economic performance has continued to weaken. Rising trade and geopolitical tensions have increased uncertainty about the prospects of the global trading system and international cooperation. Although the easing monetary policy of central banks from major economies has cushioned the impact of these tensions in international financial markets and economic activities, the overall economic environment in the future is still full of challenges.

The TaiwanICDF was established to implement international cooperation and development activities, which are not for profit. Like other development agencies, we face various uncertainties and risks around the world when executing our activities. Therefore, our asset allocation has always been based on the conservatism principle to ensure the institution's financial soundness.

### Sources of funding

The TaiwanICDF's funding sources include the founding fund, accumulated earnings, operating revenues, revenues from contracted projects of the Ministry of Foreign Affairs, and donations. There is no external borrowing. The aforementioned funds and income are used for international cooperation and development activities such as lending and investment, technical cooperation, humanitarian assistance, and international education and training, as well as for the expenditures for overseas missions at each stage of the program cycle, post hoc evaluation and administration management. As for the unused funds, they are allocated to income-generated financial products to increase the sources of funding. With limited funding resources, while the business continues to expand, the TaiwanICDF concerns itself with dealing with financial management in a way that makes both ends meet and mobilizes resources.

### Management of Loan and Investment for Development Projects

The TaiwanICDF's reimbursable business activities are lending and investment operations. The goal of these projects is to respond to the development needs of partner countries, which is different from profit-oriented commercial banks. Therefore, the TaiwanICDF complies with the international community's general rules on maintaining the financial sustainability of

borrowing countries, the degree of development of the partner country, official assistance, and encouraging sustainable development, and sets the conditions for reimbursable programs. There are 6 investment projects under execution in 2019 with a total investment amount of US\$71.64 million and NT\$195 million. There are 9 loan projects under execution with a total loan amount of US\$26.99 million and EUR 34.01 million. In addition, there are 23 loan projects in the repayment stage with outstanding balances of US\$35.9 million and AUD\$20.23 million, which are carefully managed by the TaiwanICDF's repayment procedure. The asset quality is good without non-performing loans, and corresponding loss provisions are made to allow such assets to be properly expressed in the financial statements.

### Financial investment management

The purpose of our institution's operation is non-profit. In order to increase revenue, the TaiwanICDF allocates the majority of unused funds to fixed-income investments. Most of these are time deposits and bonds to ensure the security of the TaiwanICDF's assets. The bonds include government bonds, bank debentures, and corporate bonds, which are generally held until maturity. Thus, the TaiwanICDF has a steady source of income over the mid and long-term.

To echo the United Nations Sustainable Development Goals (SDGs), in addition to business development activities that emphasize the realizations of SDGs, this year we also implemented a concrete practice starting from within the institution, by subscribing the green bonds that the Central American Bank for Economic Integration issued for the first time in Taiwan. The TaiwanICDF also adjusted the allocation strategy of exchange trade funds in response to changes in the overall environment this year. We expect to diversify the investment portfolio and funding sources within a limited range of risks.

### Secure management of funds

Lastly, in response to the international community's emphasis on anti-money laundering and countering the financing of terrorism, this year the TaiwanICDF communicated with our partner banks to adjust the remittance procedures to align more with practical needs and to ensure security. In the future, we will continue to comply with all regulations, such as quota and concentration limits, to ensure the appropriateness of the overall assets allocation.



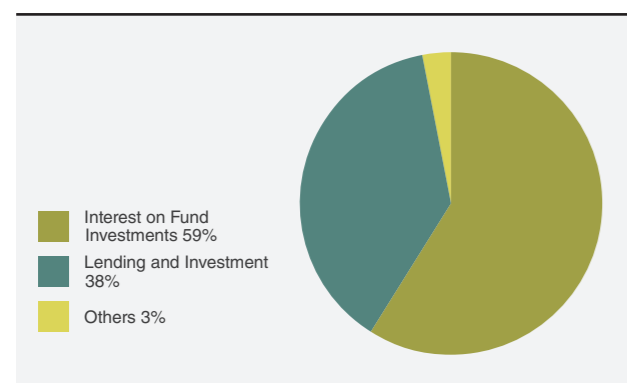
## Accounting Management

The TaiwanICDF's total revenues are derived predominantly from three main sources: interest and revenues from development lending and investment projects, income from financial investment, and funding for MOFA-commissioned projects. Interest and revenues from development lending and investment projects, and interest accrued on the Fund mainly support routine operations, including technical cooperation projects, humanitarian assistance, and scholarship programs, as well as the TaiwanICDF's administrative and management expenses. Income from MOFA-commissioned projects mainly supports the operation of various overseas MOFA-commissioned technical cooperation projects.

In 2019, operating revenues and non-operating income and gains amounted to NT\$1.86 billion, of which NT\$1.58 billion was allocated for commissioned projects. Revenue generated through the Fund was NT\$278.65 million, of which interest and revenues from lending and investment projects comprised 38 percent, interest on fund investments 59 percent, and other revenues 3 percent.

Total expenditures for 2019 were NT\$1.93 billion, of which NT\$1.58 billion was for MOFA-commissioned projects, and expenditures made through the Fund were NT\$341.61 million. Deducting expenditure from the revenue, the deficit in 2019 was NT\$62.96 million. The causes of the shortfall are as follows: The income from self-owned capital in 2019 was NT\$278.65 million. However, in order to maintain various foreign aid and technical cooperation programs, business expenditure was NT\$312.5 million, exceeding revenue by NT\$33.85 million. Furthermore, fluctuations in

Figure 1. Fund Revenue (2019)



the exchange rate of the US dollar and the RMB resulted in exchange losses of NT\$28.82 million.

For 2019 the TaiwanICDF Fund income and expenditure structure and figures, please refer to Figures 1 and 2:

### Fund Utilization and Net Worth

By the end of December 31, 2019, the net balance of the Fund was NT\$15.56 billion, including NT\$12.47 billion from the founding fund and donated fund, accumulated earnings of NT\$3.09 billion, and other items with a net worth of NT\$6.8 million. This represents a decline of NT\$56.16 million or 0.36 percent from 2018.

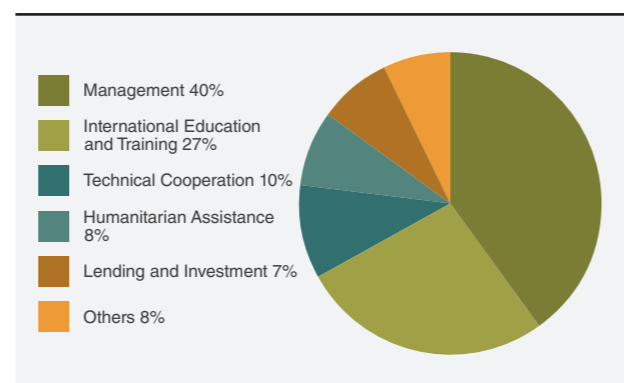
As of December 31, 2019, total assets stood at NT\$16.17 billion, of which current assets comprised 40.89 percent; long-term investments and loans 58.96 percent; real estate, factory plant, and equipment 0.11 percent; and other assets 0.04 percent. The organization's total liabilities were NT\$605.53 million and the total balance of all funds (the Fund plus accumulated earnings) was NT\$15.56 billion.

### Account management for delegations

In order to effectively utilize the information of the Account Management System for Delegations and optimize the system's operating efficiency, the TaiwanICDF strengthened the account management of delegations through the following:

- Utilizing the execution amount in the Account Management System for Delegations: Added an overview of the commissioned budget (including expenses incurred by the delegations), and directly calculated monthly expenditures in the Account Management System for Delegations as each

Figure 2. Fund Expenditure (2019)



program's actual implementation progress, to provide a timely view on budget executions and implementation progress of each delegation's program. This is helpful in finding, reviewing, and improving any issue in program implementation during budget execution progress assessments, in order to achieve efficiency in budget execution.

- Improving the operation efficiency of the Account Management System for Delegations:

A new function for importing accounting data from Excel into the Account Management System for Delegations was added to improve the efficiency of accounting operations. This addresses a few issues such as accounting personnel who are responsible for multiple programs, and network issues in residential areas of certain delegations that lead to frequent disconnections and unstable networks.

### Budget Execution

In 2019, MOFA contracted the TaiwanICDF to carry out overseas operations worth NT\$1.57 billion. Overall, the total budget for MOFA-commissioned projects was NT\$1.58 billion and the implementation rate was 100.68 percent.

Operating expenses (excluding expenses for contracted projects) amounted to NT\$312.5 million. Compared with the budgeted plan of NT\$310.88 million, the utilization

rate amounted to 100.52 percent. Budgeted and actual expenditures in 2019 are shown in Figure 3.

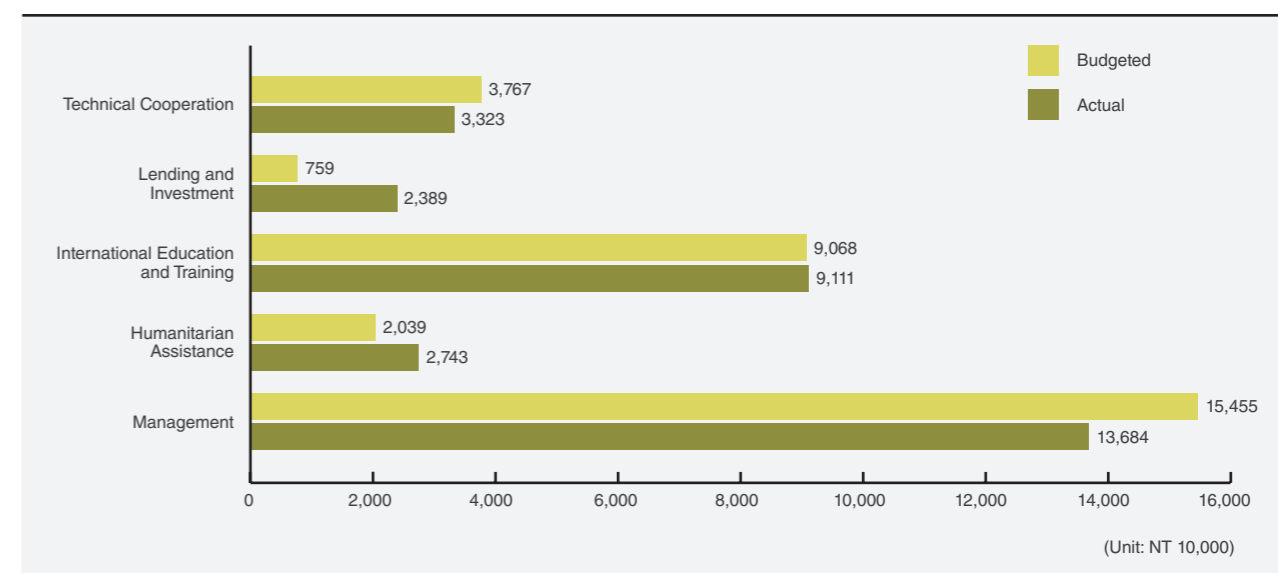
## Human Resources

### Strengthening and improving diverse professional skills

In order to adapt to global trends and utilize new technologies and tools in foreign aid activities, it is no longer sufficient to meet current program management and implementation needs with a single professional skill. Assisting employees in cultivating and strengthening diverse professional skills is crucial for a learning organization.

Following the 2018 Basic Agricultural and Farming Course and in addition to continuing with the 2019 Advanced Agricultural and Farming Course, the TaiwanICDF chose to focus on the topic of information and communication technologies, which has broad cross-domain applications, and launched the Basic Information and Communication Technology Course, combining theory and practice. Furthermore, domestic employees were encouraged to participate in overseas employees' pre-service and on-the-job training courses that cultivate management talents and

Figure 3. Budgeted and Actual Expenditure (2019)



build diverse knowledge and skills required for overseas work.

In addition, this year the TaiwanICDF has consolidated on-the-job training resources for overseas employees to enable those with related areas of expertise and training programs to jointly participate in professional training courses. Through experience sharing and learning from different stations, overseas employees can improve training productivity and cost effectiveness.

## Cybersecurity

In response to the needs to digitize our business and to address the practical necessity for cybersecurity, the TaiwanICDF has been gradually constructing its current cybersecurity protection network since 1999. At the same time, with combined measures such as detecting system security vulnerabilities and testing system penetration, multiple network layers monitor the organization from the inside out. Automated management tools such as data isolation and network filtering are used to strengthen the protection depth and security inspection from the outside, forming comprehensive the TaiwanICDF cybersecurity protection capabilities. Additionally, to address the cybersecurity protection system's vulnerabilities, every year we hold cybersecurity education and training, supplemented by email social engineering exercises to actively strengthen colleagues' awareness of cybersecurity.

This year, on the aforementioned basis and in compliance with the Cyber Security Management Act and its sub-laws that went into effect on January 1, regarding cybersecurity goals, we added a performance indicator, "Availability of Information and Communication System with Mid-Level and Above Defense Requirements," which is an internal objective for stable operation of important information and communication systems. In terms of laws and regulations, we reviewed and revised the TaiwanICDF's relevant regulations and internal control policies to integrate our procedures on cybersecurity incident notifications and responses into the national-level notification and response mechanism. In terms of knowledge and training, we incorporated the legislative spirit and impact of the Cyber Security Management Act in the general cybersecurity education and training courses for all staff, so that they are well versed in cybersecurity regulations. Cybersecurity personnel are certified for CompTIA Security+, the international

cybersecurity professional license, in accordance with government regulations on "Matters to be Conducted by the Specific Non-Governmental Agencies."

## Auditing

### 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 are in compliance with relevant policies, regulations, and procedural guidelines.
3. Examining whether assets at the TaiwanICDF and overseas missions are being effectively utilized and correctly itemized.
4. Examining whether projects met their intended objectives and achieved the anticipated results.
5. Conducting onsite audits for overseas technical missions to examine the status of internal controls and implementation outcomes.
6. Appraising essential operations over recent years and progress of the organization's annual work plan, to ensure the objectives and results are achieved efficiently and effectively.

### Audits in 2019

A total of 27 audits were conducted in 2019. The content of these audits represented issues of concern to senior management and auditing units, and focused on risks and internal controls.

Audits for 2019 were as follows: 10 audits in operations, 5 audits in services management, 4 audits in planning and management, 3 audits in accounting, 2 audits in investment and lending, 1 audit in salaries, 1 audit in assets and 1 audit in procurement. Distribution by audit is shown in Figure 4.

### Results of audits

In 2019, audits yielded a total of 45 recommendations for improvement regarding various matters, including 14 for operations, 11 for services management, 7 for cashier operations, 4 for personnel, 4 for assets, 3 for accounting, 1 for procurement, and 1 for internal controls. The distribution by audit recommendations is shown in Figure 5.

Audit results and subsequent recommendations are aimed at strengthening communication within and between

different departments, raising colleagues' awareness of risks, guaranteeing the safety of the organization's assets, and ensuring the reliability and accuracy of financial information, in an effort to boost our operational performance.

### Boosting operational performance

The 45 recommendations for improvement made by the TaiwanICDF this year can be divided into four categories according to audit findings: operations management, regulatory compliance, risk avoidance and project promotion. Among them, 11 recommendations were proposed to improve attendance management, regional technical cooperation programs, medicine and public health courses for the International Higher Education Scholarship Program, collective repatriation training for overseas technical mission members, the Healthcare Personnel Training Program, compliance with the Foundations Act, and overseas technical missions (Thailand, Bahrain, and Paraguay), in an effort to boost the TaiwanICDF's operational performance.

## Legal Affairs

The TaiwanICDF's legal compliance matters in 2019 mainly focused on complying with the Foundations Act and the "Regulations Regarding Authorization Provisions of the Foundations Act" by the Ministry of Foreign Affairs of the Republic of China (Taiwan) that came into effect

on February 1, 2019. In accordance with the above act and regulation, the TaiwanICDF's amendments to relevant internal regulations, such as "The TaiwanICDF Funds Management Regulations" and "The TaiwanICDF Funds Management Decision-making Standards," were gradually completed. Furthermore, the TaiwanICDF's 91st Board of Directors meeting enacted the "Ethical Management Guidelines" with a total of 13 articles. Its main contents include establishing the guidelines' authorization basis, principles, and policies; the definition and scope of the term "interest"; the implementation of legal compliance; the types of dishonest behaviors; the operation procedures and rules of conduct for preventing dishonesty; the scope and practices regarding avoidance of conflict of interest; educational training to prevent dishonesty; practices for supervising the implementation of the Ethical Management Guidelines; authorization to establish reporting; punishment and appeal policies for violation of the Ethical Management Guidelines; and the scope of disclosure for cases that are verified. The Ethical Management Guidelines will ensure management integrity and good governance of the TaiwanICDF in its business execution and organizational operations.

In addition, in order to comply with the progress of the "Risk-Based Non-Profit Organizations AML/CFT (Anti-Money Laundering/ Counter Financing Terrorism) Monitoring Mechanism," which was established across ministries and committees with assistance from the Anti-Money Laundering Office, Executive Yuan, the TaiwanICDF invited staff from the Anti-Money Laundering Office to

Figura 4. Audits (2019)

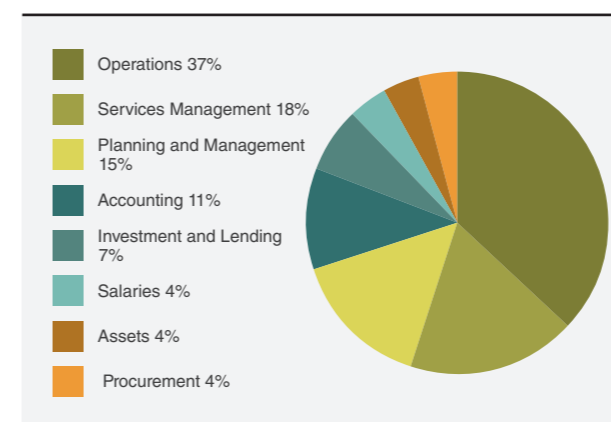
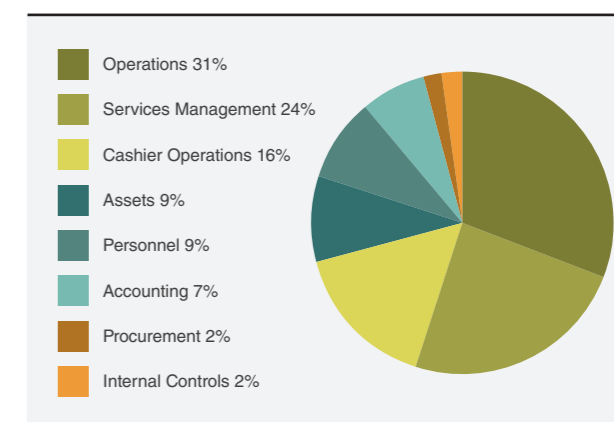


Figura 5. Audit Recommendations (2019)





conduct two educational training courses and advocacy for our board of directors, supervisors, managers, and staff. The training course contents include international normative requirements for AML/CFT, Taiwan's national risk assessment results and relevant legal requirements, threats and weaknesses faced by non-profit organizations, and best practices and guidelines for non-profit organizations. It helped the TaiwanICDF discern the key points in the aforementioned monitoring mechanism and the supporting measures in a timely manner in our business execution and organizational management. The TaiwanICDF will continue to review the regulations to ensure compliance with the laws as well as the TaiwanICDF's current status of practice, to achieve thoroughness in our internal regulations and to implement management integrity and good governance.

## PR and Promotional Materials

Following media and digital mainstream communication trends, the TaiwanICDF's public relations strategy this year focused on strengthening the role of user-generated content and creating a multi-media communication platform. In practice, we emphasize "creativity and breakthrough." In addition to continuing the quality of online marketing and video production in recent years, we have organized social media video programs for the first time, deepened campus outreach, improved publication quality, strengthened media interactions and external contacts, and increased cooperation with influential public and private sectors to increase visibility and further solidify the professional image of the TaiwanICDF as the foreign aid brand. The key activities are as follows:

### 1. Strengthening the diversity and categories of published contents:

By fully integrating with business promotion, in addition to publishing annual reports, e-newsletters, and news-related digital publications, and creating self-made multilingual short films covering a variety of topics, we also periodically produce online video programs. Furthermore, we have collaborated with the National Library to digitize annual reports and specialty books with zero budget, to create a platform for increasing visibility of our publications, and to enhance readability and dissemination rate for target audiences.

### 2. Friendly and proactive public relations:

We have utilized a short film on this year's new programs to reinforce visitors' perception about the TaiwanICDF's professional efficiency. We have also strengthened public communication through proactive response and engaging with the media and other communities.

### 3. Utilizing online marketing to enhance communication capabilities:

In addition to optimizing the official website design and adding revolving content on the homepage, we have also added web pages with videos about programs to increase returning traffic. The homepage of the official website has added dynamic embedded frames for YouTube and Facebook to strengthen links to different platforms and diversified operations on various social network sites. In addition, we have increased user engagement on the official website and social network platforms, and created a TaiwanICDF Instagram account to bolster communication with new audiences.

### 4. Spreading roots by strengthening awareness about the TaiwanICDF among students:

With the use of videos, we have connected the TaiwanICDF's activities with young audiences, including producing our first periodic online campus program about the TaiwanICDF on YouTube to bolster the TaiwanICDF's interaction with high school campuses; implementing the campus tour "Getting to Know the TaiwanICDF" and being invited by universities, high schools, junior high schools, and elementary schools in the country to speak in lectures and share experiences about our organization; and collaborating with textbook publishers in Taiwan to expand copyright authorization of the TaiwanICDF's materials with assistance from the Ministry of Education. These actions aim to deepen the effects of promoting foreign aid activities by spreading the roots of awareness through education.



## Organization Chart\*



\*Accurate as of December 31, 2019

## Board of Directors, Supervisors and Consultative Committee\*

<b>Directors and Supervisors</b>	<p>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.</p> <p>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.</p>	
<b>Membership of the eighth Board of Directors appointed to the end of June 2020</b>	<b>Chairman</b>	Jaushieh Joseph Wu Minister of Foreign Affairs
	<b>Directors</b>	Jong-Chin Shen Minister of Economic Affairs Chin-Long Yang Governor, Central Bank of the Republic of China (Taiwan) Chi-Chung Chen Minister, Council of Agriculture, Executive Yuan Ping-Cheng Lo Minister without Portfolio, Executive Yuan Shih-Chung Chen Minister of Health and Welfare Tzi-Chin Chang Minister, Environmental Protection Administration Miguel Li-Jey Tsao Vice Minister of Foreign Affairs Yung-Tung Wu Chairman, Hsin Kuo Min Hospital Mia Twu Professor, Dept. of Finance, National Chengchi University Mei-Lie Chu Vice President, National Chengchi University and Director, Central Bank of the Republic of China (Taiwan) Chung-Shu Wu Chairman, Taiwan Academy of Banking and Finance Li-Fen Lei Professor, Dept. of Agricultural Economics, National Taiwan University Wei-Wen Chang Head of Graduate Institute of International Human Resource Development, National Taiwan Normal University Yvonne Chiu Chairman, Information Service Industry Association of R.O.C
	<b>Standing Supervisor</b>	Hung-Wen Huang Deputy Director, Department of Special Fund Budget, DGBAS, Executive Yuan
	<b>Supervisors</b>	Bih-Jane Liu Professor, Dept. of Economics, National Taiwan University Yeh-Yun Lin Professor, Dept. of Business Administration, and Director, Center for Creativity and Innovation Studies, National Chengchi University
<b>Consultative Committee</b>	<p>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.</p>	
<b>Members of the Consultative Committee</b>	Ching-Shui Lee Former Leader, Taiwan Technical Mission to the Republic of Paraguay Hung-Yi Chiou Professor, School of Public Health, Taipei Medical University Wen-Shan Yang Adjunct Research Fellow, Institute of Sociology, Academia Sinica Sheng-Hsiung Huang CEO, Taiwan Network Information Center Shian-Shyong Tseng Vice President, Asia University Chien-Ming Lee Professor, Institute of Natural Resources Management, National Taipei University Eddie M. Chen Senior Specialist, Office of Risk Management, Asian Development Bank Chin-Jen Lee Assistant Professor, Ming Chuan University School of Law & Department of Economic and Finance Chung-Dar Lei Chairman, Taiwan Cooperative Bank Co. Wen-Zhong Huang Mediator and Conciliation Member, Taipei City Government Labor Dispute Mediation Committee	

\*Accurate as of December 31, 2019



## Report of Independent Accountants

PWCR19000200

To the International Cooperation and Development Fund (TaiwanICDF)

### Opinion

We have audited the accompanying balance sheets of the International Cooperation and Development Fund (TaiwanICDF) as of December 31, 2019 and 2018, and the related statements of comprehensive revenues and expenses, of changes in fund balances and of cash flows for the years then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the TaiwanICDF as of December 31, 2019 and 2018, and its results of operations and its cash flows for the years then ended in accordance with the requirements of "Regulations Governing Accounting Handling and Preparation of Financial Reports of Foundations established and approved by the Ministry of Foreign Affairs," accounting policies of TaiwanICDF (including proposed revision), the relevant laws and regulations formulated by the central government, Enterprise Accounting Standards ("EAS"), and related interpretations.

### Basis for opinion

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 (ROC GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the TaiwanICDF in accordance with the Code of Professional Ethics for Certified Public Accountants in the Republic of China (the Code), and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Emphasis of matter-custodianship of certain assets

As described in Note 11 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.

### Responsibilities of management for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the requirements of "Regulations Governing Accounting Handling and Preparation of Financial Reports of Foundations established and approved by the Ministry of Foreign Affairs," accounting policies of the TaiwanICDF (including proposed revision), the relevant laws and regulations formulated by the central government, "EAS" and related interpretations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the TaiwanICDF's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the TaiwanICDF or to cease operations, or has no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ROC GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error

and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ROC GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

1. Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
2. Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the TaiwanICDF's internal control.
3. Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
4. Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the TaiwanICDF's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the TaiwanICDF to cease to continue as a going concern.
5. Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chou, Hsiao-Tzu  
For and on behalf of PricewaterhouseCoopers, Taiwan  
March 27, 2020



## International Cooperation and Development Fund Balance Sheets

December 31, 2019 and 2018  
(Expressed in New Taiwan dollars)

Assets	Notes	December 31, 2019		December 31, 2018	
		Amount	%	Amount	%
<b>Current assets</b>					
Cash and cash equivalents	6(1)	\$ 5,143,536,478	32	\$ 5,837,101,581	37
Other receivables	6(4)	456,626,390	3	137,882,738	1
Prepayments		45,715,879	-	53,699,730	-
Held-to-maturity financial assets - current	6(3)	673,557,003	4	387,517,911	3
Other current assets		56,989,721	-	50,370,945	-
Current portion of long-term loans receivable	6(5) and 9	234,351,596	2	225,907,652	2
<b>Total current assets</b>		<b>6,610,777,067</b>	<b>41</b>	<b>6,692,480,557</b>	<b>43</b>
<b>Long-term loans and investment</b>					
Available-for-sale financial assets - noncurrent	6(2)	42,561,050	-	-	-
Held-to-maturity financial assets - noncurrent	6(3)	3,728,205,446	23	4,029,621,436	25
Financial assets carried at cost - noncurrent	6(6) and 9	2,289,343,521	14	2,061,417,118	13
Long-term loans receivable	6(5) and 9	3,472,609,263	22	2,949,746,881	19
<b>Total long-term loans and investment</b>		<b>9,532,719,280</b>	<b>59</b>	<b>9,040,785,435</b>	<b>57</b>
<b>Property, plant and equipment</b>					
	6(7)				
Machinery and equipment		13,845,783	-	15,588,843	-
Transportation equipment		1,183,337	-	1,374,255	-
Miscellaneous equipment		1,792,710	-	2,195,578	-
Leasehold improvements		737,448	-	886,495	-
<b>Net property, plant and equipment</b>		<b>17,559,278</b>	<b>-</b>	<b>20,045,171</b>	<b>-</b>
<b>Other assets</b>					
Deposits-out		319,344	-	327,657	-
Deferred expenses		6,670,949	-	9,157,957	-
<b>Total other assets</b>		<b>6,990,293</b>	<b>-</b>	<b>9,485,614</b>	<b>-</b>
<b>TOTAL ASSETS</b>		<b>\$ 16,168,045,918</b>	<b>100</b>	<b>\$ 15,762,796,777</b>	<b>100</b>
<b>LIABILITIES AND FUND BALANCES</b>					
<b>Current liabilities</b>					
Payables	6(8)	\$ 576,319,441	4	\$ 129,720,862	1
Collections payable		15,261,343	-	2,431,950	-
Other current liabilities		1,097,424	-	68,651	-
<b>Total current liabilities</b>		<b>592,678,208</b>	<b>4</b>	<b>132,221,463</b>	<b>1</b>
<b>Other liabilities</b>					
Other liabilities		12,846,894	-	11,893,873	-
<b>Total other liabilities</b>		<b>12,846,894</b>	<b>-</b>	<b>11,893,873</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>		<b>605,525,102</b>	<b>4</b>	<b>144,115,336</b>	<b>1</b>
<b>Fund balances</b>					
<b>Funds</b>					
Funds	6(10)	12,468,838,072	77	12,468,838,072	79
<b>Accumulated earnings</b>					
Accumulated earnings	6(11)	3,086,884,812	19	3,149,843,369	20
<b>Adjustment for other fund balances</b>					
Other accumulated earnings	6(2)	6,797,932	-	-	-
<b>TOTAL FUND BALANCES</b>		<b>15,562,520,816</b>	<b>96</b>	<b>15,618,681,441</b>	<b>99</b>
<b>SIGNIFICANT CONTINGENT LIABILITIES AND UNRECOGNISED CONTRACT COMMITMENTS</b>					
	9				
<b>TOTAL LIABILITIES AND FUND BALANCES</b>		<b>\$ 16,168,045,918</b>	<b>100</b>	<b>\$ 15,762,796,777</b>	<b>100</b>

The accompanying notes are an integral part of these financial statements.

## International Cooperation and Development Fund Statements of Comprehensive Revenues and Expenses

For the Years Ended December 31, 2019 and 2018  
(Expressed in New Taiwan dollars)

Items	Notes	December 31, 2019		December 31, 2018	
		Amount	%	Amount	%
<b>Operating revenues</b>					
Revenues from banking and finance operations		\$ 104,856,471	6	\$ 68,900,868	5
Revenues from contracted projects		1,584,913,379	94	1,256,977,175	95
<b>Total operating revenues</b>		<b>1,689,769,850</b>	<b>100</b>	<b>1,325,878,043</b>	<b>100</b>
<b>Operating expenses</b>					
Humanitarian assistance expenses		( 27,426,967 )	( 2 )	( 25,933,639 )	( 2 )
Banking and finance operations		( 23,893,193 )	( 1 )	( 36,869,369 )	( 3 )
International human resources		( 91,111,620 )	( 5 )	( 90,327,470 )	( 7 )
Technical cooperation expenses		( 33,229,251 )	( 2 )	( 38,307,495 )	( 3 )
General and administrative expenses		( 136,843,960 )	( 8 )	( 140,041,694 )	( 10 )
Contracted project expenses	6(12)	( 1,584,913,379 )	( 94 )	( 1,256,977,175 )	( 95 )
<b>Total operating expenses</b>		<b>( 1,897,418,370 )</b>	<b>( 112 )</b>	<b>( 1,588,456,842 )</b>	<b>( 120 )</b>
<b>Net operating losses</b>		<b>( 207,648,520 )</b>	<b>( 12 )</b>	<b>( 262,578,799 )</b>	<b>( 20 )</b>
<b>Non-operating income and gains</b>					
Financial income	6(14)	164,028,506	10	178,534,282	14
Other non-operating income	6(15)	9,762,869	-	12,450,458	1
<b>Total non-operating income and gains</b>		<b>173,791,375</b>	<b>10</b>	<b>190,984,740</b>	<b>15</b>
<b>Non-operating expenses and losses</b>					
Financial expenses		( 28,815,453 )	( 2 )	( 31,651,654 )	( 3 )
Other non-operating expenses		( 285,959 )	-	( 639,266 )	-
<b>Total non-operating expenses and losses</b>		<b>( 29,101,412 )</b>	<b>( 2 )</b>	<b>( 32,290,920 )</b>	<b>( 3 )</b>
<b>Deficiency of revenues over expenses</b>		<b>( \$ 62,958,557 )</b>	<b>( 4 )</b>	<b>( \$ 103,884,979 )</b>	<b>( 8 )</b>
<b>Other comprehensive income</b>					
Unrealized valuation gains from available-for-sale financial assets	6(2)	\$ 6,797,932	1	\$ -	-
<b>Total comprehensive losses</b>		<b>( \$ 56,160,625 )</b>	<b>( 3 )</b>	<b>( \$ 103,884,979 )</b>	<b>( 8 )</b>

The accompanying notes are an integral part of these financial statements.

## International Cooperation and Development Fund Statements of Changes In Fund Balance

For the Years Ended December 31, 2019 and 2018  
(Expressed in New Taiwan dollars)

	Notes	Fund		Accumulated earnings	Accumulated other comprehensive income Unrealized valuation gains from available-for-sale financial assets	Total
		Founding fund	Endowment fund			
<b>2018</b>						
Balance at January 1, 2018		\$ 11,614,338,576	\$ 854,499,496	\$ 3,253,728,348	\$ -	\$ 15,722,566,420
Deficiency of revenues over expenses for 2018		-	-	( 103,884,979 )	-	( 103,884,979 )
Balance at December 31, 2018		\$ 11,614,338,576	\$ 854,499,496	\$ 3,149,843,369	\$ -	\$ 15,618,681,441
<b>2019</b>						
Balance at January 1, 2019		\$ 11,614,338,576	\$ 854,499,496	\$ 3,149,843,369	\$ -	\$ 15,618,681,441
Deficiency of revenues over expenses for 2019		-	-	( 62,958,557 )	-	( 62,958,557 )
Other comprehensive income for 2019	6(2)	-	-	-	6,797,932	6,797,932
Balance at December 31, 2019		\$ 11,614,338,576	\$ 854,499,496	\$ 3,086,884,812	\$ 6,797,932	\$ 15,562,520,816

The accompanying notes are an integral part of these financial statements.



## International Cooperation and Development Fund Statements of Cash Flows

For the Years Ended December 31, 2018 and 2017

(Expressed in New Taiwan dollars)

	Notes	2018	2017
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Loss before tax		( \$ 62,958,557 )	( \$ 103,884,979 )
Adjustments			
Adjustments to reconcile profit (loss)			
Depreciation	6(7)(13)	4,425,606	4,608,086
Amortization	6(13)	3,408,408	6,687,747
Reversal of allowance for bad debts	6(15)	( 3,626,573 )	( 3,514,937 )
Held-to-maturity financial assets - interest amortization		4,847,618	3,629,616
Loss on disposal of fixed assets	6(7)	36,832	537,344
Financial assets carried at cost-impairment loss	6(6)	17,171,015	29,380,098
Changes in assets and liabilities			
Receivables		23,719,778	( 11,596,973 )
Prepayments		( 6,492,553 )	2,893,376
Other current assets		( 6,618,776 )	57,537,412
Accrued expenses		( 1,910,074 )	5,473,097
Other payables		124,901,590	642,949
Collections payable		12,829,393	11,168
Other current liabilities		1,028,773	1,451
Other liabilities		( 21,979 )	( 61,534 )
Cash inflow (outflow) generated from operations		110,740,501	( 7,656,079 )
Net cash flows from (used in) operating activities		110,740,501	( 7,656,079 )
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Increase in long-term lending	6(5)	( 781,791,997 )	( 482,233,940 )
Proceeds from long-term loans receivable	6(5)	254,119,016	383,767,326
Increase in available-for-sale financial assets	6(2)	( 35,763,118 )	-
Increase in held-to-maturity financial assets		( 581,962,454 )	( 823,132,090 )
Proceeds upon maturity of held-to-maturity financial assets		588,104,999	355,686,545
Increase in financial assets carried at cost	6(6)	( 252,280,000 )	-
Decrease in financial assets carried at cost	6(6)	7,182,582	3,274,860
Increase in fixed assets	6(7)	( 1,976,545 )	( 4,406,102 )
Decrease (increase) in deposits-out		8,313	( 23,250 )
Increase in deferred assets		( 921,400 )	( 1,466,900 )
Net cash flows used in investing activities		( 805,280,604 )	( 568,533,551 )
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Increase (decrease) in deposits-in		975,000	( 2,508,500 )
Net cash flows from (used in) financing activities		975,000	( 2,508,500 )
Net decrease in cash and cash equivalents		( 693,565,103 )	( 578,698,130 )
Cash and cash equivalents at beginning of year		5,837,101,581	6,415,799,711
Cash and cash equivalents at end of year		\$ 5,143,536,478	\$ 5,837,101,581

The accompanying notes are an integral part of these financial statements.

## International Cooperation and Development Fund Notes To the Financial Statements

December 31, 2019 and 2018

(Expressed in New Taiwan dollars, except as otherwise indicated)

### 1. HISTORY AND ORGANIZATION

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. THE DATE OF AUTHORISATION FOR ISSUANCE OF THE FINANCIAL STATEMENTS AND PROCEDURES FOR AUTHORISATION

These financial statements were authorised for issuance by the Board of Directors on March 27, 2020.

### 3. CHANGES IN ACCOUNTING POLICIES

None.

### 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all reporting periods, unless otherwise stated.

#### (1) Compliance statement

The financial statements of the TaiwanICDF have been prepared in accordance with the requirements of "Regulations Governing Accounting Handling and Preparation of Financial Reports of Foundations established and approved by the Ministry of Foreign Affairs", accounting policies of the TaiwanICDF (including proposed revision), the relevant laws and regulations formulated by the central government, Enterprise Accounting Standards ("EAS") and related interpretations.

The financial statements of 2019 are the first set of financial statements that have been prepared in accordance with the abovementioned regulations and standards. The financial statements of 2018 were reclassified in accordance with the classification requirements of the abovementioned regulations and standards. Please refer to Note 12 for details.

#### (2) Basis of preparation

Government funding are recognised as revenue at current expenses plus accrual reserved fund as total annual expenses based on matching of costs with revenues. Others are accounted at accrual basis. In addition, the financial statements of the TaiwanICDF adopted accrual basis, anything accounted at cash basis will be adjusted to accrual basis during closing of accounts.

#### (3) Foreign currency translation

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 at 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.

- (4) 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:
- Assets that are expected to be realised, or are intended to be sold or consumed within the normal operating cycle;
  - Assets held mainly for trading purposes;
  - Assets that are expected to be realised within twelve months from the balance sheet date;
  - Cash or cash equivalents, excluding cash and cash equivalents that are restricted from being exchanged, used to settle liabilities for at least twelve months after the balance sheet date or restricted by other factors.
- B. Liabilities that meet one of the following criteria are classified as current liabilities; otherwise they are classified as non-current liabilities:
- Liabilities that are expected to be settled within the normal operating cycle;
  - Liabilities arising mainly from trading activities;
  - Liabilities that are to be settled within twelve months after the balance sheet date;
  - Liabilities for which the repayment date cannot be deferred unconditionally for at least twelve months after the balance sheet date.
- (5) Cash equivalents  
Cash equivalents refer to short-term, highly liquid time deposits or investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.
- (6) 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.
- (7) Available-for-sale financial assets
- A. Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories.
- B. On a regular way purchase or sale basis, available-for-sale financial assets are recognised and derecognised using trade date accounting.
- C. Available-for-sale financial assets are initially recognised at fair value plus transaction costs that are directly attributable to the acquisition of the financial assets. These financial assets are subsequently remeasured and stated at fair value, and any changes in the fair value of these financial assets are recognised in other comprehensive income.
- (8) Held-to-maturity financial assets
- A. Held-to-maturity financial assets are non-derivative financial assets with fixed or determinable payments and fixed maturity date that the TaiwanICDF has the positive intention and ability to hold to maturity other than those designated as at fair value through profit or loss or as available-for-sale on initial recognition and those that meet the definition of loans and receivables.
- B. If the TaiwanICDF has sold or reclassified more than an insignificant amount of held-to-maturity investments before the maturity date during the current or the two preceding financial years, any financial assets should not be classified as held-to-maturity financial assets and all of its remaining held-to-maturity investments must be reclassified as available-for-sale
- C. On a regular way purchase or sale basis, held-to-maturity financial assets are recognised and derecognised using settlement date accounting.
- D. Financial assets are initially recognised at fair value plus transaction costs that are directly attributable to the acquisition of the financial assets, and subsequently measured at amortised cost using the effective

interest method, less impairment loss. Amortised interest of assets is recognised in profit or loss.

- (9) Receivables  
Retained money receivable on completed projects  
Any unfunded projects that need to be included in the final accounts due to the government budget, or need to be approved to be retained until next year.
- (10) Financial assets measured at cost
- A. Financial assets measured at cost are equity instruments that do not have a quoted market price in an active market and whose fair value cannot be reliably measured or derivatives that are linked to and must be settled by delivery of such unquoted equity instrument
- B. On a regular way purchase or sale basis, financial assets measured at cost are recognised and derecognised using trade date accounting.
- C. Financial assets measured at cost are initially recognised at fair value plus transaction costs that are directly attributable to the acquisition and subsequently measured at cost.
- (11) Impairment of financial assets
- A. The TaiwanICDF assesses at each balance sheet date whether there is objective evidence that a financial asset or a group of financial assets is impaired as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.
- B. The criteria that the TaiwanICDF uses to determine whether there is objective evidence of an impairment loss is as follows:
- Significant financial difficulty of the issuer or debtor;
  - A breach of contract, such as a default or delinquency in interest or principal payments;
  - For economic or legal reasons relating to the borrower's financial difficulty, granted the borrower a concession that a lender would not otherwise consider;
  - It becomes probable that the borrower will enter bankruptcy or other financial reorganisation;
  - The disappearance of an active market for that financial asset because of financial difficulties;
  - Observable data indicating that there is a measurable decrease in the estimated future cash flows from a group of financial assets since the initial recognition of those assets, although the decrease cannot yet be identified with the individual financial asset in the group, including adverse changes in the payment status of borrowers in the group or national or local economic conditions that correlate with defaults on the assets in the group;
  - Information about significant changes with an adverse effect that have taken place in the technology, market, economic or legal environment in which the issuer operates, and indicates that the cost of the investment in the equity instrument may not be recovered;
  - A significant or prolonged decline in the fair value of an investment in an equity instrument below its cost.
- C. When the TaiwanICDF assesses that there has been objective evidence of impairment loss of financial assets, the amount of impairment loss is determined as follows according to the category of financial assets:
- (a) Financial assets measured at amortised cost  
The amount of the impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate, and is recognised in profit or loss. If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment loss was recognised, the previously recognised impairment loss is reversed through profit or loss to the extent that the carrying amount of the asset does not exceed its amortised cost that would have been at the date of reversal had the impairment loss not been



recognised previously. Impairment loss is recognised and reversed by adjusting the carrying amount of the asset through the use of an impairment allowance account.

(b) Financial assets measured at cost

The amount of the impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at current market return rate of similar financial asset, and is recognised in profit or loss. Impairment loss recognised for this category shall not be reversed subsequently. Impairment loss is recognised by adjusting the carrying amount of the asset through the use of an impairment allowance account.

(c) Available-for-sale financial assets

The amount of the impairment loss is measured as the difference between the asset's acquisition cost (less any principal repayment and amortisation) and current fair value, less any impairment loss on that financial asset previously recognised in profit or loss, and is reclassified from 'other comprehensive income' to 'profit or loss'. If, in a subsequent period, the fair value of an investment in a debt instrument increases, and the increase can be related objectively to an event occurring after the impairment loss was recognised, such impairment loss is reversed through profit or loss. Impairment loss of an investment in an equity instrument recognised in profit or loss shall not be reversed through profit or loss. Impairment loss is recognised and reversed by adjusting the carrying amount of the asset through the use of an impairment allowance account.

(12) Long-term loans receivable

Foreign currency loans are stated at historical exchange rates.

(13) Property, plant and equipment

A. Property, plant and equipment are initially recorded at cost. Borrowing costs incurred during the construction period are capitalised.

B. In case of replacement of one part of the property, plant and equipment, the new part is capitalised to the extent that it is probable that future economic benefits associated with the item will flow to the TaiwanICDF, and the carrying amount of the part replaced is derecognised. All other repairs and maintenance are charged to profit or loss when incurred.

C. Property, plant and equipment are measured at cost model subsequently. Land is not depreciated. Other property, plant and equipment are depreciated using the straight-line method over their estimated useful lives. Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately, unless it is impracticable. The estimated useful lives of property, plant and equipment are as follows:

Machinery and equipment	3 ~ 10 years
Transportation equipment	2 ~ 10 years
Miscellaneous equipment	3 ~ 10 years
Leasehold improvements	5 years

D. If expectations for the assets' residual values and useful lives differ from previous estimates or the patterns of consumption of the assets' future economic benefits embodied in the assets have changed significantly, any change is accounted for as a change in estimate under EAS 4, 'Accounting policies, estimates and errors', from the date of the change.

(14) Impairment of non-financial assets

A. The TaiwanICDF assesses at each balance sheet date the recoverable amounts of those assets where there is an indication that they are impaired. The impairment loss on revalued assets is recognised in other comprehensive income to the extent of amount of unrealised revaluation surplus; excess is recognised in profit or loss, if any.

B. Where the recoverable amount increases in subsequent period, the book value of the asset is adjusted to its recoverable amount. The carrying amount after reversal should not exceed its book value (less depreciation or amortisation amount) that would have been if the impairment had not been recognised.

Reversal of impairment loss is recognised in profit or loss, but gain on reversal of impairment loss on revalued assets is recognised in profit or loss to the extent of impairment loss initially recognised in profit or loss; excess is recognised in other comprehensive income as unrealised revaluation surplus of the asset.

(15) Retirement plan

Retained money payable on completed projects

Any unfunded projects that need to be included in the final accounts due to the government budget or need to be approved to be retained until next year.

(16) Revenues, Costs and Expenses

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 percent 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 percent 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.

(17) 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 Statement of Financial Accounting Standards. 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.

(18) 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.

## 5. CRITICAL ESTIMATES AND KEY SOURCES OF ASSUMPTION UNCERTAINTY

None.

## 6. DETAILS OF SIGNIFICANT ACCOUNTS

### (1) Cash and cash equivalents

	December 31, 2019	December 31, 2018
Petty cash	\$ 110,000	\$ 110,000
Demand deposits	973,596,983	178,021,866
Time deposits	4,169,829,495	5,558,969,715
Cash equivalents		
- Bonds purchased under resale agreements	-	100,000,000
<b>Total</b>	<b>\$ 5,143,536,478</b>	<b>\$ 5,837,101,581</b>

### (2) Available-for-sale financial assets

Items	December 31, 2019	December 31, 2018
Non-current items:		
Exchange trade funds	\$ 35,763,118	\$ -
Valuation adjustments	6,797,932	-
<b>Total</b>	<b>\$ 42,561,050</b>	<b>\$ -</b>

A. The TaiwanICDF recognised \$6,797,932 in other comprehensive income for fair value changes.

B. The fair values of investment in exchange traded funds are based on the closing price in market on balance sheet date.

### (3) Held-to-maturity financial assets

	December 31, 2019	December 31, 2018
Current items		
Corporate bonds	\$ 673,557,003	\$ 387,517,911
Accumulated Impairment	-	-
<b>Total</b>	<b>\$ 673,557,003</b>	<b>\$ 387,517,911</b>
Non-current items		
Government bonds	\$ 484,528,749	\$ 281,932,870
Corporate bonds	3,243,676,697	3,747,688,566
Net	3,728,205,446	4,029,621,436
Accumulated Impairment	-	-
<b>Total</b>	<b>\$ 3,728,205,446</b>	<b>\$ 4,029,621,436</b>

The TaiwanICDF recognised interest income of \$102,597,024 and \$95,276,259 for the years ended December 31, 2019 and 2018, respectively.

### (4) Other receivables

	December 31, 2019	December 31, 2018
Retained money receivable on completed projects	\$ 365,582,251	\$ 27,498,784
Interest receivable	91,637,556	101,992,541
Other receivables	3,686	8,981,744
	457,223,493	138,473,069
Less: Allowance for doubtful accounts	( 597,103 )	( 590,331 )
	<b>\$ 456,626,390</b>	<b>\$ 137,882,738</b>

### (5) Long-term loans receivable

	December 31, 2019	December 31, 2018
Current items		
Current portion of long-term loans receivable	\$ 242,764,354	\$ 234,429,930
Less: Allowance for doubtful accounts	( 8,412,758 )	( 8,522,278 )
Net	\$ 234,351,596	\$ 225,907,652
Non-current items		
Long-term loans receivable	\$ 3,532,565,595	\$ 3,013,227,038
Less: Allowance for doubtful accounts	( 59,956,332 )	( 63,480,157 )
Net	\$ 3,472,609,263	\$ 2,949,746,881
<b>Total</b>	<b>\$ 3,706,960,859</b>	<b>\$ 3,175,654,533</b>

A. 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, 2019 and 2018, the total outstanding loans denominated in U.S. dollars, Australia dollars and Euro dollars amounted to US\$62,461,384.36, AU\$20,227,983, €34,012,905.09 and US\$60,104,801.31, AU\$20,227,983 and €20,837,674.52, respectively.

B. Allowances for doubtful accounts were based on the Regulation for the TaiwanICDF Dealings with Past Due/Non-Performing Loans and Bad Debts.

C. 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 the TaiwanICDF's 51st board resolution, the 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. The MOFA stated in a letter dated on April 16, 2014 that there were no payments made by MOFA for year 2014 and installments would resume starting from 2015 through annual budgets, and a payment of US\$500,000 was made in year 2016 to 2019. As of December 31, 2019, the MOFA had repaid US\$8,293,162.77 and the remaining balance was US\$2,710,325.55.

D. There was no significant past due loan as of December 31, 2019 and 2018.

E. See Appendix 1 for the statement of changes in long-term loans for the year ended December 31, 2019.

**(6) Financial assets measured at cost**

Items	December 31, 2019		December 31, 2018	
	Carrying Amount	Ownership	Carrying Amount	Ownership
<b>Equity investments accounted for using cost method:</b>				
Overseas Investment & Development Corporation	\$ 175,000,000	19.44%	\$ 175,000,000	19.44%
Less: Accumulated Impairment	( 6,000,000 )		( 6,000,000 )	
	169,000,000		169,000,000	
BTS India Private Equity Fund Limited	113,333,733	6.80%	120,516,315	6.80%
	( =US\$ 3,640,112 )		( =US\$ 3,857,799 )	
Less: Accumulated Impairment	( 113,333,733 )		( 96,162,718 )	
	( =US\$ 3,640,112 )		( =US\$ 3,135,340 )	
	-		24,353,597	
Taiwan's Agricultural Development Corporation	20,000,000	8.33%	20,000,000	8.33%
Less: Accumulated Impairment	( 6,910,615 )		( 6,910,615 )	
	13,089,385		13,089,385	
Net	182,089,385		206,442,982	
<b>International institution investment fund:</b>				
FIISF-Small Business Account-Phase III	1,174,490,000		922,210,000	
	( =US\$ 38,000,000 )		( =US\$ 30,000,000 )	
Agribusiness Account	474,630,000		474,630,000	
	( =US\$ 15,000,000 )		( =US\$ 15,000,000 )	
Less: Accumulated Impairment	( 18,165,864 )		18,165,864	
	( =US\$ 591,433 )		( =US\$ 591,433 )	
	1,630,954,136		1,378,674,136	
EBRD Financial Intermediary and Private Enterprises Investment	476,300,000		476,300,000	
Special Fund-Agribusiness Account	( =US\$ 15,000,000 )		( =US\$ 15,000,000 )	
Net	2,107,254,136		1,854,974,136	
Total	\$ 2,289,343,521		\$ 2,061,417,118	

- A. The TaiwanICDF and the European Bank for Reconstruction Development (EBRD) entered into a contribution agreement dated May 19, 2011 in respect of the Financial Intermediary and Private Enterprises Investment Special Fund (FIPEISF)-Small Business Account III (SBA III), as amended on April 19, 2017 and March 19, 2019, pursuant to which the TaiwanICDF had committed US\$50,000,000. The contribution to SBA III is used to co-finance EBRD lending operations with financial intermediaries for on-lending to micro and small enterprises. The TaiwanICDF's accumulated contribution amounted to US\$38,000,000 and US\$30,000,000 as of December 31, 2019 and 2018, respectively.
- B. The TaiwanICDF and the Inter-American Development Bank (IDB) entered into an agreement dated March 27, 2006 in respect of the Specialized Financial Intermediary Development Fund (SFIDF), pursuant to which the TaiwanICDF had committed US\$15,000,000. The contribution to the SFIDF is used to co-invest in, or co-finance well-performing microfinance institutions with the LAB of IDB Group. The TaiwanICDF's accumulated contribution both amounted to US\$15,000,000 as of December 31, 2019 and 2018.
- C. The TaiwanICDF and the EBRD entered into a contribution agreement dated November 18, 2015 in respect of the FIPEISF-Agribusiness Account (ABA), pursuant to which the TaiwanICDF had committed US\$15,000,000. The contribution to the ABA is mainly used to co-finance EBRD lending operations for the private enterprises operating in agribusiness sector. The TaiwanICDF's accumulated contribution both amounted to US\$15,000,000 as of December 31, 2019 and 2018.
- D. The above listed foreign currency investments projects are stated using the historical exchange rate.
- E. See Appendix 2 for the statement of changes in financial assets carried at cost for the year ended December 31, 2019.

**(7) Property, plant and equipment**

	Machinery and equipment	Transportation equipment	Miscellaneous equipment	Leasehold improvements	Total
At January 1, 2019					
Cost	\$ 37,035,686	\$ 3,565,597	\$ 5,251,345	\$ 3,857,054	\$ 49,709,682
Accumulated depreciation	( 21,446,843 )	( 2,191,342 )	( 3,055,767 )	( 2,970,559 )	( 29,664,511 )
	\$ 15,588,843	\$ 1,374,255	\$ 2,195,578	\$ 886,495	\$ 20,045,171
Opening net book amount as at January 1	\$ 15,588,843	\$ 1,374,255	\$ 2,195,578	\$ 886,495	\$ 20,045,171
Additions	1,940,355	23,800	12,390	-	1,976,545
Disposals	( 34,532 )	-	( 2,300 )	-	( 36,832 )
Depreciation charge	( 3,648,883 )	( 214,718 )	( 412,958 )	( 149,047 )	( 4,425,606 )
Closing net book amount as at December 31	13,845,783	\$ 1,183,337	\$ 1,792,710	\$ 737,448	\$ 17,559,278
At December 31, 2019					
Cost	\$ 38,839,514	\$ 3,589,397	\$ 5,247,635	\$ 3,857,054	\$ 51,533,600
Accumulated depreciation	( 24,993,731 )	( 2,406,060 )	( 3,454,925 )	( 3,119,606 )	( 33,974,322 )
	\$ 13,845,783	\$ 1,183,337	\$ 1,792,710	\$ 737,448	\$ 17,559,278
At January 1, 2018					
Cost	\$ 35,492,832	\$ 3,489,497	\$ 5,234,553	\$ 3,857,054	\$ 48,073,936
Accumulated depreciation	( 20,029,243 )	( 1,892,944 )	( 2,673,116 )	( 2,694,134 )	( 27,289,437 )
	\$ 15,463,589	\$ 1,596,553	\$ 2,561,437	\$ 1,162,920	\$ 20,784,499
Opening net book amount as at January 1	\$ 15,463,589	\$ 1,596,553	\$ 2,561,437	\$ 1,162,920	\$ 20,784,499
Additions	4,239,760	96,000	70,342	-	4,406,102
Disposals	( 525,104 )	( 3,316 )	( 8,874 )	( - )	( 537,294 )
Depreciation charge	( 3,589,402 )	( 314,982 )	( 427,277 )	( 276,425 )	( 4,608,086 )
Closing net book amount as at December 31	15,588,843	\$ 1,374,255	\$ 2,195,628	\$ 886,495	\$ 20,045,221
At December 31, 2018					
Cost	\$ 37,035,686	\$ 3,565,597	\$ 5,251,345	\$ 3,857,054	\$ 49,709,682
Accumulated depreciation	( 21,446,843 )	( 2,191,342 )	( 3,055,767 )	( 2,970,559 )	( 29,664,511 )
	\$ 15,588,843	\$ 1,374,255	\$ 2,195,578	\$ 886,495	\$ 20,045,171



**(8) Payables**

	December 31, 2019	December 31, 2018
Accrued expenses	\$ 38,626,090	\$ 40,536,164
Retained money payable on completed projects	393,134,342	69,527,279
Other payables	144,559,009	19,657,419
	\$ 576,319,441	\$ 129,720,862

**(9) Retirement funds**

A. 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 \$98,215,436 and \$97,437,497 as of December 31, 2019 and 2018, respectively.

B. The details of employees' retirement funds allocated by the TaiwanICDF are as follows:

	For the years ended December 31	
	2019	2018
Balance at the beginning of the year	\$ 97,437,497	\$ 94,130,724
Interest income	985,119	980,565
Contribution during the year	2,340,000	2,326,208
Payments during the year	( 2,547,180 )	-
Balance at the end of the year	\$ 98,215,436	\$ 97,437,497

C. Effective September 1, 2009, the 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 the 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.

D. 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 percent 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, 2019 and 2018 amounted to \$9,292,906 and \$10,288,317, respectively.

**(10) Fund**

A. The founding fund balance of \$11,614,338,576 (Total assets of \$11,634,131,427 less total liabilities of \$19,792,851) 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 as \$11,634,131,427 was based on the closing balance of assets of the IECDF management committee. As of September 5, 2018, the total amount of the assets registered with the TaiwanICDF was \$15,722,566,420.

B. The donated fund of the TaiwanICDF consisted of the following items:

(a) The amount of \$4,423,541 from MOFA's Committee of International Technical Cooperation (CITC) was consolidated in the TaiwanICDF on July 1, 1997.

(b) The amount of \$600,000,000 was donated by the MOFA on January 16, 1999.

(c) The MOFA provided the amount of \$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.

**(11) 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.

**(12) Contracted project expenses**

	For the years ended December 31	
	2019	2018
Personnel expenses	\$ 414,721,426	\$ 424,192,427
Operating expenses	1,001,838,803	681,147,464
Travel and transportation expense	47,628,097	45,240,798
Equipment investment expense	120,725,053	106,396,486
Total	\$ 1,584,913,379	\$ 1,256,977,175

**(13) Personnel expenses, depreciation and amortization**

	For the years ended December 31	
	2019	2018
Personnel expenses(Note)		
Salaries	\$ 126,276,003	\$ 126,523,918
Labor and health insurance	11,041,800	11,025,998
Pension	9,292,906	10,288,317
Others	5,305,273	5,326,113
	\$ 151,915,982	\$ 153,164,346
Depreciation	\$ 4,425,606	\$ 4,608,086
Amortization	\$ 3,408,408	\$ 6,687,747

**(14) Financial income**

	For the years ended December 31	
	2019	2018
Interest income	\$ 163,884,306	\$ 178,534,282
Investment income-non-operating	144,200	-
	\$ 164,028,506	\$ 178,534,282

**(15) Other non-operating income**

	For the years ended December 31	
	2019	2018
Reversal of allowance for doubtful accounts	\$ 3,626,573	\$ 3,514,937
Subsidy and donation income	478,815	4,534,050
Others	5,657,481	4,401,471
	\$ 9,762,869	\$ 12,450,458

**(16) 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 2017 have been assessed and approved by the Tax Authority.

**7. RELATED PARTY TRANSACTIONS**

- (1) Name of subsidiaries and the relationship with the TaiwanICDF

Name of related party	Relationship with the TaiwanICDF
Ministry of Foreign Affairs.	The TaiwanICDF is an entity of government relations under its control

- (2) Revenues from contracted projects are the subsidy received from the contracted projects of the Ministry of Foreign Affairs.

**8. PLEDGED ASSET**

None.

**9. SIGNIFICANT CONTINGENT LIABILITIES AND UNRECOGNISED CONTRACT COMMITMENTS**

- (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\$193,932,578.92 and US\$194,474,578.92 as of December 31, 2019 and 2018, respectively. The total amount of loans drawn down amounted to US\$141,666,954.36 and US\$141,274,789.48, and the undisbursed committed balance amounted to US\$52,265,624.56 and US\$53,199,789.44 as of December 31, 2019 and 2018, respectively. Additionally, the loan amount in Euro dollars amounted to €56,553,755.54 as of December 31, 2019 and 2018. The total amount of loans drawn down amounted to €34,012,905.09 and €20,837,674.52, and the undisbursed committed balance amounted to €22,540,850.45 and €35,716,081.02 as of December 31, 2019 and 2018, respectively. Moreover, the loan amount in Australia dollars amounted to AU\$20,227,983.00 as of December 31, 2019 and 2018. The total amount of loans drawn down amounted to AU\$20,227,983.00, and the undisbursed committed balance amounted to AU\$0 as of December 31, 2019 and 2018.
- (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\$105,000,000 and US\$65,000,000, of which US\$72,215,985 and US\$64,215,985 had been invested as of December 31, 2019 and 2018, respectively. The recalled amount of the investments are US\$784,015 and US\$0 as of December 30, 2019 and 2018, respectively. The undisbursed committed balance amounted to US\$32,000,000 and US\$0 as of December 31, 2019 and 2018, 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\$195,000,000 as of December 31, 2019 and 2018. The undisbursed committed balance amounted to NT\$0 as of December 31, 2019 and 2018.
- (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 percent of the most recent official land price per square meter multiplied by the rental area and divided by 12.
- B. Building: 10 percent of the current taxable building value divided by 12.

**10. SIGNIFICANT EVENTS AFTER BALANCE SHEET DATE**

None.

## 11. 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, 2019 and 2018, the book value of fixed assets under custodianship was \$250,532,404 and \$305,170,397, respectively. In addition, as of December 31, 2019 and 2018, 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 \$29,283,318 and \$32,122,207, respectively.

(2) The MOFA has engaged the TaiwanICDF to manage the Central American Economic Development Fund (ROC-CAEDF). As of December 31, 2019 and 2018, the total amount of ROC-CAEDF was \$7,904,129,198 and \$7,940,072,590, respectively, and the details of the financial assets of the ROC-CAEDF are as follows:

	December 31, 2019	
	US\$	NT\$
Demand deposits	\$ 1,414,790.73	\$ 42,415,426
Time deposits	237,416,825.69	7,123,736,435
Interest receivable	4,765,651.76	142,874,240
Prepaid expenses	282,510.94	8,615,171
Corporate bonds	19,177,876.71	586,487,926
	\$ 263,057,655.83	\$ 7,904,129,198

	December 31, 2018	
	US\$	NT\$
Demand deposits	\$ 1,305,714.00	\$ 40,105,005
Time deposits	240,411,254.28	7,384,231,673
Interest receivable	4,474,955.08	137,446,743
Prepaid expenses	225,468.91	6,953,461
Corporate bonds	12,137,425.66	371,335,708
	\$ 258,554,817.93	\$ 7,940,072,590

## 12. INITIAL APPLICATION OF EAS

The financial statements of 2019 are the first set of financial statements that have been prepared in accordance with the requirements of "Regulations Governing Accounting Handling and Preparation of Financial Reports of Foundations established and approved by the Ministry of Foreign Affairs", accounting policies of the TaiwanICDF (including proposed revision), the relevant laws and regulations formulated by the central government, EAS and related interpretations. The financial statements of 2018 were reclassified in accordance with the classification requirements of the abovementioned regulations and standards. Information relating to reclassification is as follows:

(1) Significant reclassification adjustments for the balance sheets for the year ended December 31, 2018.

	Previous R.O.C GAAP	Effect of transition	"Regulations Governing Accounting Handling and Preparation of Financial Reports of Foundations established and approved by the Ministry of Foreign Affairs"; accounting policies of the TaiwanICDF (including proposed revision), the relevant laws and regulations formulated by the central government, EAS and related interpretations.	Remark
<b>Current assets</b>				
Cash and cash equivalents	\$ 5,837,101,581	-	\$ 5,837,101,581	
Other receivables	137,882,738	-	137,882,738	
Prepayments	53,699,730	-	53,699,730	
Held-to-maturity financial assets - current	387,517,911	-	387,517,911	
Other current assets	50,370,945	-	50,370,945	
Current portion of long-term loans receivable	225,907,652	-	225,907,652	
<b>Total current assets</b>	<b>6,692,480,557</b>	<b>-</b>	<b>6,692,480,557</b>	
<b>Long-term loans and investments</b>				
Available-for-sale financial assets - noncurrent	-	-	-	
Held-to-maturity financial assets - noncurrent	4,029,621,436	-	4,029,621,436	
Financial assets carried at cost - noncurrent	2,061,417,118	-	2,061,417,118	
Long-term loans receivable	2,949,746,881	-	2,949,746,881	
<b>Total Long-term loans and investments</b>	<b>9,040,785,435</b>	<b>-</b>	<b>9,040,785,435</b>	
<b>Fixed assets</b>				
Cost	49,709,682	( 49,709,682 )	-	(3)A.
Less: Accumulated depreciation	( 29,664,511 )	29,664,511	-	(3)A.
<b>Net fixed assets</b>	<b>20,045,171</b>	<b>( 20,045,171 )</b>	<b>-</b>	



	Previous R.O.C GAAP	Effect of transition	“Regulations Governing Accounting Handling and Preparation of Financial Reports of Foundations established and approved by the Ministry of Foreign Affairs”, accounting policies of the TaiwanICDF (including proposed revision), the relevant laws and regulations formulated by the central government, EAS and related interpretations.	Remark
<b>Property, plant and equipment</b>				
Machinery and equipment	-	15,588,843	15,588,843	(3)A.
Transportation equipment	-	1,374,255	1,374,255	(3)A.
Miscellaneous equipment	-	2,195,578	2,195,578	(3)A.
Leasehold improvements	-	886,495	886,495	(3)A.
<b>Net property, plant and equipment</b>	-	20,045,171	20,045,171	
<b>Other assets</b>				
Deposits-out	\$ 327,657	\$ -	\$ 327,657	
Deferred expenses	9,157,957	-	9,157,957	
<b>Total other assets</b>	9,485,614	-	9,485,614	
<b>Total assets</b>	\$ 15,762,796,777	\$ -	\$ 15,762,796,777	
<b>Current liabilities</b>				
Payables	129,720,862	-	129,720,862	
Collections payable	2,431,950	-	2,431,950	
Other current liabilities	68,651	-	68,651	
<b>Total current liabilities</b>	132,221,463	-	132,221,463	
<b>Other liabilities</b>				
Deposits-in	11,762,000	( 11,762,000 )	-	(3)B.
Deposits payable	131,873	( 131,873 )	-	(3)B.
Other liabilities	-	11,893,873	11,893,873	(3)B.
<b>Total other liabilities</b>	11,893,873	-	11,893,873	
<b>Total liabilities</b>	144,115,336	-	144,115,336	
<b>Fund balances</b>				
Funds				
Funds	12,468,838,072	-	12,468,838,072	
Accumulated earnings				
Accumulated earnings	3,149,843,369	-	3,149,843,369	
<b>Total fund balances</b>	15,618,681,441	-	15,618,681,441	
<b>Total liabilities and fund balances</b>	\$ 15,762,796,777	\$ -	\$ 15,762,796,777	

(2) Significant reclassification adjustments for the statements of comprehensive revenues and expenses for the year ended December 31, 2018.

	Previous R.O.C GAAP	Effect of transition	“Regulations Governing Accounting Handling and Preparation of Financial Reports of Foundations established and approved by the Ministry of Foreign Affairs”, accounting policies of the TaiwanICDF (including proposed revision), the relevant laws and regulations formulated by the central government, EAS and related interpretations.	Remark
<b>Operating revenues</b>				
Revenues from banking and finance operations	\$ 1,256,977,175	\$ -	\$ 1,256,977,175	
Revenues from contracted projects	68,900,868	-	68,900,868	
<b>Total operating revenues</b>	1,325,878,043	-	1,325,878,043	
<b>Operating expenses</b>				
Humanitarian assistance expenses	( 25,933,639 )	-	( 25,933,639 )	
Banking and finance operations	( 36,869,369 )	-	( 36,869,369 )	
International human resources	( 90,327,470 )	-	( 90,327,470 )	
Technical cooperation expenses	( 38,307,495 )	-	( 38,307,495 )	
General and administrative expenses	( 140,041,694 )	-	( 140,041,694 )	
Contracted project expenses	( 1,256,977,175 )	-	( 1,256,977,175 )	
<b>Total operating expenses</b>	( 1,588,456,842 )	-	( 1,588,456,842 )	
<b>Net operating losses</b>	( \$ 262,578,799 )	\$ -	( \$ 262,578,799 )	
<b>Non-operating income and gains</b>				
Interest on fund investments	178,534,282	( 178,534,282 )	-	(3)C.
Other revenues	12,450,458	( 12,450,458 )	-	(3)D.
Financial income	-	178,534,282	178,534,282	(3)C.
Other non-operating income	-	12,450,458	12,450,458	(3)D.
<b>Total non-operating income and gains</b>	190,984,740	-	190,984,740	
<b>Non-operating expenses and losses</b>				
Loss on disposal of fixed assets	( 537,344 )	537,344	-	(3)E.
Exchange losses	( 31,651,654 )	31,651,654	-	(3)F.
Other expenses	( 101,922 )	101,922	-	(3)E.
Financial expenses	-	( 31,651,654 )	( 31,651,654 )	(3)F.
Other non-operating expenses	-	( 639,266 )	( 639,266 )	(3)E.
<b>Total non-operating expenses and losses</b>	( 32,290,920 )	-	( 32,290,920 )	
<b>Deficiency of revenues over expenses</b>	( \$ 103,884,979 )	\$ -	( \$ 103,884,979 )	

(3) Reasons for reconciliation are outlined below:

- A. In accordance with the requirements of “Regulations Governing Accounting Handling and Preparation of Financial Reports of Foundations established and approved by the Ministry of Foreign Affairs” and accounting policies of the TaiwanICDF (including proposed revision) revised in 2019, “Fixed assets” was reclassified to “Property, plant and equipment” and shown in the balance sheet.
- B. In accordance with the requirements of “Regulations Governing Accounting Handling and Preparation of Financial Reports of Foundations established and approved by the Ministry of Foreign Affairs” and accounting policies of the TaiwanICDF (including proposed revision) revised in 2019, “Deposits-in” and “Deposits payable” were combined in “Other liabilities.”
- C. In accordance with the requirements of “Regulations Governing Accounting Handling and Preparation of Financial Reports of Foundations established and approved by the Ministry of Foreign Affairs” and accounting policies of the TaiwanICDF (including proposed revision) revised in 2019, “Interest on fund investments” was shown in “Financial income.”
- D. In accordance with the requirements of “Regulations Governing Accounting Handling and Preparation of Financial Reports of Foundations established and approved by the Ministry of Foreign Affairs” and accounting policies of the TaiwanICDF (including proposed revision) revised in 2019, “Other revenues” was shown in “Other non-operating income.”
- E. In accordance with the requirements of “Regulations Governing Accounting Handling and Preparation of Financial Reports of Foundations established and approved by the Ministry of Foreign Affairs” and accounting policies of the TaiwanICDF (including proposed revision) revised in 2019, “Loss on disposal of fixed assets” and “Other expenses” were shown in “Other non-operating expenses.”
- F. In accordance with the requirements of “Regulations Governing Accounting Handling and Preparation of Financial Reports of Foundations established and approved by the Ministry of Foreign Affairs” and accounting policies of the TaiwanICDF (including proposed revision) revised in 2019, “Exchange losses” was shown in “Financial expenses.”

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

For the Year Ended December 31, 2019

(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	\$ 108,945,861	\$ -	\$ 17,257,850	\$ 91,688,011	May. 2010 ~ May. 2029 (Note)
Quimistan Valley Irrigation Project in Honduras	53,750,210	-	17,960,552	35,789,658	Nov. 2005 ~ Nov. 2021
Housing Solidarity Reconstruction Program in Honduras	46,200,000	-	9,240,000	36,960,000	May. 2004 ~ Nov. 2023
Phase I Solidarity Reconstruction Program in Nicaragua	54,195,045	-	9,920,790	44,274,255	Jul. 2004 ~ Jan. 2024
Phase II Housing Solidarity Reconstruction Program in Nicaragua	56,996,172	-	8,185,124	48,811,048	Mar. 2006 ~ Sep. 2025
Guatemala Rio Polochic Region Recovery Program	34,814,759	-	6,927,300	27,887,459	Jul. 2004 ~ Jan. 2024
Technical Education Project in Guatemala	61,020,890	-	17,434,540	43,586,350	Aug. 2007 ~ Feb. 2022
Housing Solidarity Reconstruction Program in El Salvador	36,509,026	-	6,526,220	29,982,806	Nov. 2004 ~ May. 2024
Program for Environmental Pollution Control in Critical Areas in El Salvador	42,836,966	-	17,587,817	25,249,149	Nov. 2006 ~ May. 2021
Belize Tourism Development Project / Caracol road	31,564,807	-	4,134,262	27,430,545	Nov. 2005 ~ May. 2026
Belize Southern Highway Rehabilitation Project	10,823,938	-	10,823,938	-	Aug. 2003 ~ Feb. 2019
Program for Modernizing the National Congress and the Office of the Comptroller General in Dominican Republic	48,409,407	-	6,367,176	42,042,231	Nov. 2004 ~ May. 2026
Drinking Water Distribution Project in Petion-Ville-Lot I in Haiti	21,963,319	-	1,914,610	20,048,709	May. 2007 ~ Nov. 2029
Rural Credit Project in Burkina Faso	21,683,974	-	4,786,116	16,897,858	Nov. 2005 ~ May. 2023
Microfinancing and Capacity Building Project in the Gambia	6,939,832	-	1,601,499	5,338,333	Mar. 2010 ~ Sep. 2024
Agricultural Production Reactivation Phase II in Nicaragua	86,035,055	-	8,781,860	77,253,195	Mar. 2011 ~ Sep. 2028
Lower Usuthu Smallholder Irrigation Project in Eswatini	66,727,560	-	8,897,008	57,830,552	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	\$ 88,759,849	\$ -	\$ 7,439,598	81,320,251	Sep. 2014 ~ Mar. 2031
Technical and Vocational Education and Training Project in the Gambia	47,538,915	-	3,684,962	43,853,953	Jan. 2016 ~ Jul. 2031
CABEI's Special Fund for the Social Transformation of Central America	110,972,163	-	10,088,380	100,883,783	May. 2012 ~ Nov. 2029
CABEI SMME Re-lending Project--Phase II	83,214,287	-	41,607,142	41,607,145	Jan. 2014 ~ Jul. 2020
CABEI's Special Fund for the Social Transformation of Central America Phase II	229,083,744	-	15,684,818	213,398,926	Nov. 2014 ~ May. 2032
Taiwan ICDF-CABEI Technological and Vocational Education and	37,200,734	-	6,079,964	31,120,770	Jan. 2015 ~ Jul. 2024
Repair and Upgrade of Bonriki International Airport (Kiribati)	489,421,455	-	-	489,421,455	Sep. 2021 ~ Mar. 2044
Belize City House of Culture and the Downtown Rejuvenation Project	38,551,977	54,691,993	4,626,060	88,617,910	Mar. 2018 ~ Sep. 2031
The Green Energy Special Fund	863,096,479	459,288,538	-	1,322,385,017	The period depends on the sub-projects.
The Home Energy Efficiency and Renewable Energy Project In The Republic Of The Marshall Islands	30,840,000	-	-	30,840,000	Nov. 2021 ~ May. 2031
National Broadband Plan	347,700,544	193,219,466	-	540,920,010	Jul. 2021 ~ Jan. 2030
Integral Microfinance Project (EI Salvador)	91,860,000	-	6,561,430	85,298,570	Jul. 2019 ~ Jan. 2026
Tuvalu Convention Centre at Funafuti	-	74,592,000	-	74,592,000	Jan. 2020 ~ Jul. 2029
	3,247,656,968	\$ 781,791,997	\$ 254,119,016	3,775,329,949	
Less: Allowance for doubtful accounts	( 72,002,435 )			( 68,369,090 )	
	<b>\$ 3,175,654,533</b>			<b>\$ 3,706,960,859</b>	

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 there were no payments made by MOFA for year 2014 and installments would resume starting from 2015 through annual budgets, and a payment of US\$500,000 was made in year 2016 to 2019. As of December 31, 2019, the MOFA had repaid US\$3,293,162.77 and the remaining balance was US\$2,710,325.55.

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

For the Year Ended December 31, 2019

(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	19.44%	\$ 175,000,000	-	\$ -	-	\$ -	19.44%	\$ 175,000,000	None
Less: Accumulated impairment		( 6,000,000 )		-		-		( 6,000,000 )	
		169,000,000		-		-		169,000,000	
BTS Private Equity Fund in India	6.80%	120,516,315		-		7,182,582	6.80%	113,333,733	None
Less: Accumulated impairment		( 96,162,718 )		( 17,171,015 )		-		( 113,333,733 )	
		24,353,597		( 17,171,015 )		7,182,582		-	
Taiwan's Agricultural Development Corporation	8.33%	20,000,000		-		-	8.33%	20,000,000	None
Less: Accumulated impairment		( 6,910,615 )		-		-		( 6,910,615 )	
		13,089,385		-		-		13,089,385	
		206,442,982		( 17,171,015 )		7,182,582		182,089,385	
<b>International Institution Investment Fund:</b>									
Agribusiness Account		474,630,000		-		-		474,630,000	None
FIISF-Small Business Account-Phase III		922,210,000		252,280,000		-		1,174,490,000	None
Less: Accumulated impairment		( 18,165,864 )		-		-		( 18,165,864 )	
		1,378,674,136		252,280,000		-		1,630,954,136	
Financial Intermediary Development Fund		476,300,000		-		-		476,300,000	None
		1,854,974,136		252,280,000		-		2,107,254,136	
<b>Total</b>		<b>\$ 2,061,417,118</b>		<b>\$ 235,108,985</b>		<b>\$ 7,182,582</b>		<b>\$ 2,289,343,521</b>	



## Cooperation Projects in 2019

### East Asia and Pacific

Country	Project	Sector	Type of Assistance	Priority Area
Thailand	Integrated Pest Management in Vegetable Production and Fruit Flies Control Project in Royal Project Foundation	Production (Agriculture)	Technical Assistance	Agriculture
	Gloriosa, Sweet Potato Virus-Free Seedling and Grape Root Stock Production Project	Production (Agriculture)	Technical Assistance	Agriculture
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Education)	Technical Assistance (Volunteer)	Education
Cambodia	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)	Other
Indonesia	Strengthening Incubator Agribusiness with Human Resources Development in Bandung	Production (Agriculture)	Technical Assistance	Agriculture
	High Quality Rice Seed Development Project in South Sulawesi (Indonesia)	Production (Agriculture)	Technical Assistance	Agriculture
	Sigi-Biomaru Livelihood Support Program (Indonesia)	Humanitarian Aid (Reconstruction)	Technical Assistance	Agriculture
	Central Sulawesi Earthquake WASH Support Program (Indonesia)	Humanitarian Aid (Reconstruction)	Technical Assistance	Environment
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)	Public Health and Medicine
	HCV Research Project in Indonesia	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
Philippines	Integrated Action for Children's Nutrition Project (Philippines)	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)	Public Health and Medicine
Palau	Horticulture Extension Project	Production (Agriculture)	Technical Assistance	Agriculture
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Vocational Training Project for the Pacific	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)	Public Health and Medicine
Papua New Guinea	Farmers Training Cooperation Project	Production (Agriculture)	Technical Assistance	Agriculture
Solomon Islands	Vegetable and Fruit Improvement Project	Production (Agriculture)	Technical Assistance	Agriculture
	Integrated Hog-raising Project	Production (Agriculture)	Technical Assistance	Agriculture
	Food Crop Improvement Project	Production (Agriculture)	Technical Assistance	Agriculture
	Beekeeping Project	Production (Agriculture)	Technical Assistance	Agriculture
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Vocational Training Project for the Pacific	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	TaiwanICDF Overseas Volunteers Program	Production (Agriculture)	Technical Assistance (Volunteer)	Agriculture

Country	Project	Sector	Type of Assistance	Priority Area
Nauru	Vegetable Production and Nutrition Enhancement Project	Production (Agriculture)	Technical Assistance	Agriculture
	Egg Production Project	Production (Agriculture)	Technical Assistance	Agriculture
	Microfinance Development Fund—Pilot Project	Economic Infrastructure and Services (Banking and Financial Services)	Technical Assistance	Other, ICT
	Vocational Training Project for the Pacific	Social Infrastructure and Services (Education)	Technical Assistance	Education
Marshall Islands	Horticulture Project	Production (Agriculture)	Technical Assistance	Agriculture
	Livestock Project	Production (Agriculture)	Technical Assistance	Agriculture
	Home Energy Efficiency and Renewable Energy Project	Economic Infrastructure and Services (Energy generation, supply and efficiency/renewable energy)	Lending	Environment
	Vocational Training Project for the Pacific	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Construction of the Track and Field for 2022 Micronesian Games in the Republic of the Marshall Islands	Government and Civil Society (Government and Civil Society-General)	Lending	Other
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Environment/Other)	Technical Assistance (Volunteer)	Environment, Other
Kiribati	Milkfish Aquaculture Project	Production (Agriculture)	Technical Assistance	Agriculture
	Nutrition Enhancement Project	Production (Agriculture)	Technical Assistance	Agriculture
	Pig rearing Project	Production (Agriculture)	Technical Assistance	Agriculture
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
Tuvalu	Vocational Training Project for the Pacific	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Horticulture Expansion Project	Production (Agriculture)	Technical Assistance	Agriculture
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Tuvalu Convention Centre at Funafuti	Government and Civil Society (Government and Civil Society-General)	Lending	Other
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)	Public Health and Medicine
Fiji	Vegetable Production, Marketing Extension and Capacity Building Project	Production (Agriculture)	Technical Assistance	Agriculture
	Aquaculture Project	Production (Agriculture)	Technical Assistance	Agriculture

## Africa and West Asia

Country	Project	Sector	Type of Assistance	Priority Area
Tunisia	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III— Tunisia Leasing S.A. SME Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Other
Turkey	FIPEISF-Agribusiness Account-Subproject: Yayla Turkey project	Production (Agriculture)	Lending	Agriculture
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Refugees Act and Communicate for Health (REACH): Using Technology to Increase Health Literacy and Health Care Access for Refugees in Turkey	Humanitarian Aid (Health)	Technical Assistance	Public Health and Medicine
Lebanon	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III— Lebanon Green Economy Financing Facility-Bank Audi Pilot Project	Multisector/Cross-cutting (Environmental Protection)	Lending	Environment
Jordan	Improvement of Solid Waste Management for Host Communities and Syrian Refugees in Azraq Town Project (Jordan)	Humanitarian Aid (Reconstruction)	Technical Assistance	Other
	Rain water catchment systems for schools and community centers in Jordan	Social Infrastructure and Services (Water Supply and Sanitation)	Technical Assistance	Other
	Green Energy Special Fund—GAM Solid Waste Project	Economic Infrastructure and Services (Energy generation, supply and efficiency/renewable energy)	Lending	Environment
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)	Other
Bahrain	Horticultural Crops Development Consultants Dispatch Project	Production (Agriculture)	Technical Assistance	Agriculture
	Aquaculture Development Consultant Dispatch Project	Production (Agriculture)	Technical Assistance	Agriculture
Saudi Arabia	Date Palm Cultivation and Tissue Culture Consultant Dispatch Project	Production (Agriculture)	Technical Assistance	Agriculture
	Marine Fish Research Consultant Dispatch Project	Production (Agriculture)	Technical Assistance	Agriculture
	Transport Technical Cooperation Consultant Dispatch Project	Economic Infrastructure and Services (Transport and Storage)	Technical Assistance	Other
Uganda	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)	Public Health and Medicine
Eswatini	Electronic Document and Records Management System (EDRMS) Development Project	Economic Infrastructure and Services (Communications)	Technical Assistance	ICT
	Pig Industry Enhancement Project	Production (Agriculture)	Technical Assistance	Agriculture
	Technical and Vocational Education and Training Enhancement Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Seed Potato Production Project	Production (Agriculture)	Technical Assistance	Agriculture
	Fruit Tree Production and Marketing Project	Production (Agriculture)	Technical Assistance	Agriculture
	Maternal and Infant Health Care Improvement Project in the Kingdom of Eswatini	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Maternal and Infant Health Care Improvement Project in the Kingdom of Eswatini (Phase II)	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)	Public Health and Medicine

## Latin America and the Caribbean

Country	Project	Sector	Type of Assistance	Priority Area
Guatemala	Bamboo Industries Project	Production (Agriculture)	Technical Assistance	Agriculture
	Project for the Strengthening of Marketing Capacity in Family Farming	Production (Agriculture)	Technical Assistance	Agriculture
	Project for the Capacity Strengthening to Support the Incubation and Entrepreneurship for MIPYMEs	Economic Infrastructure and Services (Business)	Technical Assistance	Other
	Project for the Revitalization of Crafts and Youth Entrepreneurship in Antigua Guatemala and Surrounding Municipalities in Sacatepéquez	Economic Infrastructure and Services (Business)	Technical Assistance	Other
	Project for Promotion of Medical Technology for Improvement of Maternal-Neonatal Health in Guatemala	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Latin America and the Caribbean Countries Vocational Training Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
Nicaragua	Rice Seed Research, Development and Production Extension Project	Production (Agriculture)	Technical Assistance	Agriculture
	Bamboo Cultivation and Handicraft Production Efficiency Enhancement Project	Production (Agriculture)	Technical Assistance	Agriculture, Environment
	Common Bean Research, Development and Production Extension Project	Production (Agriculture)	Technical Assistance	Agriculture
	Plantain Development Project	Production (Agriculture)	Technical Assistance	Agriculture
	Strengthen Capacity for GIS Metadata and Disaster Resilience Project	Multisector/Cross-cutting (Other multisector)	Technical Assistance	Environment
	Family Fish Farming Promotion Project	Production (Agriculture)	Technical Assistance	Agriculture
	Mariculture Project	Production (Agriculture)	Technical Assistance	Agriculture
	Strengthening Fruit and Vegetable Production Project	Production (Agriculture)	Technical Assistance	Agriculture
	Capacity Building for Commercialization of Agricultural Products Project	Production (Agriculture)	Technical Assistance	Agriculture
	One Town, One Product Project	Economic Infrastructure and Services (Other)	Technical Assistance	Other
	The Research on Adjustment Measures for Climate Change in Upland Rice Project	Production (Agriculture)	Technical Assistance	Agriculture, Environment
	Project for Strengthening Chronic Kidney Disease (CKD) Prevention and Control System in Nicaragua	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Specialized Financial Intermediary Development Fund—Support for Access to Financial Services for Mini-markets (Pulperias), Microenterprises and Small Businesses in Nicaragua	Economic Infrastructure and Services (Banking and Financial Services)	Lending/Investment	Other
CABEI-TaiwanICDF Fund for Consulting Service - Pre-investment Project for Replacement of Nueva Segovia Department Hospital	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine	
Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine	
Latin America and the Caribbean Countries Vocational Training Project	Social Infrastructure and Services (Education)	Technical Assistance	Education	
Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education	
TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Education/Health)	Technical Assistance (Volunteer)	Education, Public Health and Medicine	

Country	Project	Sector	Type of Assistance	Priority Area
Belize	Genetic Improvement in Sheep and Goat Project	Production (Agriculture)	Technical Assistance	Agriculture
	Belize Motor Vehicle Registration and License System Project	Economic Infrastructure and Services (Communications)	Technical Assistance	ICT
	Belize Urban Resilience and Disaster Prevention Project	Multisector/Cross-cutting (Other multisector)	Technical Assistance	Environment
	Belize City House of Culture and Downtown Rejuvenation Project	Multisector/Cross-cutting (Environmental Protection)	Lending	Environment
	National Broadband Plan	Economic Infrastructure and Services (Communications)	Lending	ICT
	Capacity Building Project for the Prevention and Control of Chronic Renal Failure in Belize	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Project for Strengthening Medical Imaging System in Belize	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Latin America and the Caribbean Countries Vocational Training Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
Honduras	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Information/Health)	Technical Assistance (Volunteer)	ICT, Public Health and Medicine
	Honduras Expanding Avocado Seedling Production Project	Production (Agriculture)	Technical Assistance	Agriculture
	Honduras Expanding Avocado Cultivation Project	Production (Agriculture)	Technical Assistance	Agriculture
	Pig Breeding and Reproduction Project	Production (Agriculture)	Technical Assistance	Agriculture
	Forest Pest Management Project	Multisector/Cross-cutting (Other multisector)	Technical Assistance	Environment
	Improving Community Resilience in the Dry Corridor of Honduras Project	Humanitarian Aid (Disaster prevention and preparedness)	Technical Assistance	Agriculture
	Healthy Seed Potato Production Project	Production (Agriculture)	Technical Assistance	Agriculture
	Healthy Avocado Seedling Production Project	Production (Agriculture)	Technical Assistance	Agriculture
	Latin America and the Caribbean Countries Vocational Training Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
Haiti	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)	Other
	National Rice Seed Production Enhancement Project in North/North-East	Production (Agriculture)	Technical Assistance	Agriculture
	National Rice Seed Production Enhancement Project in Artibonite	Production (Agriculture)	Technical Assistance	Agriculture
	National Rice Seed Production Enhancement Project in South	Production (Agriculture)	Technical Assistance	Agriculture
Haiti	Latin America and the Caribbean Countries Vocational Training Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education

Country	Project	Sector	Type of Assistance	Priority Area
St. Kitts and Nevis	Enhancing Agricultural Adaptive Capacity to Climate Variability Project	Production (Agriculture)	Technical Assistance	Agriculture
	Land Administration Information System Project	Economic Infrastructure and Services (Communications)	Technical Assistance	ICT
	Capacity Building Project for the Prevention and Control of Chronic Kidney Disease	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Nevis Small Enterprises Re-Lending Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Other
	St. Kitts and Nevis Pinney's Beach Park Project	Social Infrastructure and Services	Technical Assistance	Other
	Latin America and the Caribbean Countries Vocational Training Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health/ Education/Other)	Technical Assistance (Volunteer)	Public Health and Medicine, Education, Other
St. Vincent and the Grenadines	Banana Revitalization Project in St. Vincent and the Grenadines	Production (Agriculture)	Technical Assistance	Agriculture
	Intelligent Bus Management and Monitoring System Project for Saint Vincent and the Grenadines	Social Infrastructure and Services (ICT)	Technical Assistance	ICT
	Latin America and the Caribbean Countries Vocational Training Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Capacity Building Project for the Prevention and Control of Diabetes	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
St. Lucia	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Information/Health)	Technical Assistance (Volunteer)	ICT, Public Health and Medicine
	Project for Enhancing the Efficiency of Production-Distribution Supply Chain in Fruit and Vegetable Sector in St. Lucia	Production (Agriculture)	Technical Assistance	Agriculture
	Banana Productivity Improvement Project	Production (Agriculture)	Technical Assistance	Agriculture
	Project for ICT in Education in St. Lucia	Economic Infrastructure and Services (Education)	Technical Assistance	Education
	Latin America and the Caribbean Countries Vocational Training Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Education)	Technical Assistance (Volunteer)	Education
Ecuador	Oyster Cultivation Development Project	Production (Agriculture)	Technical Assistance	Agriculture
	Health Information Management Efficiency Enhancement Project	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Project to Strengthen Capacity for Commercial Production of Orchids	Production (Agriculture)	Technical Assistance	Agriculture
Paraguay	Project to Strengthen Capacity to Support Development of MSMEs	Production (Industry)	Technical Assistance	Other
	Surubi Fingerling Breeding and Cultivation Project	Production (Agriculture)	Technical Assistance	Agriculture
	Regional Bank Cooperation Project	Economic Infrastructure and Services (Banking and Financial Services)	Technical Assistance	Other
	Latin America and the Caribbean Countries Vocational Training Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health/Other)	Technical Assistance (Volunteer)	Public Health and Medicine, Other



Country	Project	Sector	Type of Assistance	Priority Area
Regional Cooperation Projects	Specialized Financial Intermediary Development Fund	Economic Infrastructure and Services (Banking and Financial Services)	Investment	Other
	CABEI-TaiwanICDF Fund for Consulting Service	Multisector/Cross-cutting (Other multisector)	Technical Assistance	Other
	Regional Lending Program for Coffee Rust in Central America	Production (Agriculture)	Lending	Agriculture
	Specialized Financial Intermediary Development Fund – Prospero Microfinanzas Fund	Economic Infrastructure and Services (Banking and Financial Services)	Investment	Other

### Central Asia and Middle East

Country	Project	Sector	Type of Assistance	Priority Area
Bosnia and Herzegovina	Green Energy Special Fund—BiH Elektrokrajina Power Distribution Upgrade Project	Economic Infrastructure and Services (Energy generation, supply and efficiency)	Lending	Environment
	Green Energy Special Fund—BiH Elektro-Bijeljina Smart Metering Expansion Project	Economic Infrastructure and Services (Energy generation, supply and efficiency)	Lending	Environment
	Green Energy Special Fund (GESF)-BiH Zenica CHP Station Upgrade and Modernization Project	Economic Infrastructure and Services (Energy generation, supply and efficiency)	Lending	Environment
Serbia	Green Energy Special Fund (GESF)-Serbia Belgrade Solid Waste PPP Project	Economic Infrastructure and Services (Energy generation, supply and efficiency)	Lending	Environment
Romania	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III—Romanian Green Economy Finance Facility	Multisector/Cross-cutting (Environmental Protection)	Lending	Environment
	Green Energy Special Fund—Romania Bacau Urban Energy Efficiency Project	Multi/Cross-cutting (Other Multisector, including Urban and Rural Development Projects)	Lending	Environment
Bulgaria	Green Energy Special Fund—Bulgaria Sofia Electric Buses Acquisition Project	Multi/Cross-cutting (Other Multisector, including Urban and Rural Development Projects)	Lending	Environment
Moldova	Green Energy Special Fund—Chisinau Urban Road Sector Project	Multi/Cross-cutting (Other Multisector, including Urban and Rural Development Projects)	Lending	Environment
	FIPEISF—Agribusiness Account—Moldova Glass Container Company	Production (Agriculture)	Lending	Agriculture
	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III—Moldova Express Leasing Microcredit	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Other
Ukraine	FIPEISF-Agribusiness Account-Ukraine Grain Company	Production (Agriculture)	Lending	Agriculture
Turkmenistan	FIPEISF-Agribusiness Account-Salty Snacks Project	Production (Agriculture)	Lending	Agriculture
	FIPEISF-Agribusiness Account-DFF Taze Ay Extension	Production (Agriculture)	Lending	Agriculture
	FIPEISF-Agribusiness Account-Atamyrat Ali poultry meat producer Turkmenistan	Production (Agriculture)	Lending	Agriculture
	FIPEISF-Agribusiness Account-Taze Ay Halal project	Production (Agriculture)	Lending	Agriculture
	FIPEISF-Agribusiness Account-D Group Turkmenistan	Production (Agriculture)	Lending	Agriculture

### Inter-regional Projects

Country	Project	Sector	Type of Assistance	Priority Area
Inter-regional Projects	Overseas Investment & Development Corp.	Production (Industry)	Investment	Other
	Taiwan Agricultural Global Marketing Company	Production (Agriculture)	Investment	Agriculture
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	International Human Resources Development Workshop Program	Social Infrastructure and Services (Education)	Technical Assistance (Workshop)	Education
	International Higher Education Scholarship Program	Social Infrastructure and Services (Education)	Technical Assistance (Scholarship)	Education
	Taiwan Youth Overseas Service	Social Infrastructure and Services/Economic Infrastructure and Services/Production (Overseas Service)	Technical Assistance (Health/Communications/ICT/Agriculture, Forestry and Fishery)	Other
	TaiwanICDF Overseas Volunteers Program	Production/Social Infrastructure and Services (Agriculture/Education/Information/Health/Environment/Other)	Technical Assistance (Volunteer)	Agriculture, Education, ICT, Public Health and Medicine, Environment, Other
	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III	Economic Infrastructure and Services (Banking and Financial Services)	Investment	Other, Environment
	Green Energy Special Fund	Multisector/Cross-cutting (Environmental Protection)	Lending	Environment
	EBRD Financial Intermediary and Private Enterprises Investment Special Fund-Agribusiness Account	Production (Agriculture)	Investment	Agriculture
Financial Intermediary and Private Enterprises Investment Special Fund-Sustainable Agribusiness Value Chain Account	Production (Agriculture)	Investment	Agriculture	

## Cooperation Projects with International Organizations and NGOs in 2019

	Organization	Project	Sector	Type of Assistance	Priority Area
International Organizations	European Bank for Reconstruction and Development (EBRD)	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III	Economic Infrastructure and Services (Banking and Financial Services)	Investment	Other, Environment
		Green Energy Special Fund	Multisector/Cross-cutting (Environmental Protection)	Lending	Environment
		EBRD Financial Intermediary and Private Enterprises Investment Special Fund—Agribusiness Account	Production (Agriculture)	Investment	Agriculture
		Financial Intermediary and Private Enterprises Investment Special Fund-Sustainable Agribusiness Value Chain Account	Production (Agriculture)	Investment	Agriculture
	Central American Bank for Economic Integration (CABEI)	CABEI-TaiwanICDF Fund for Consulting Service	Multisector/Cross-cutting (Other Multisector)	Technical Assistance	Other
		Regional Lending Program for Coffee Rust in Central America	Production (Agriculture)	Lending	Agriculture
		International Human Resources Development Workshop Program	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Inter-American Development Bank (IDB)	IDB/MIF—Specialized Financial Intermediary Development Fund	Economic Infrastructure and Services (Banking and Financial Services)	Investment	Other
	Pan American Development Foundation (PADF)	International Human Resources Development Workshop Program	Social Infrastructure and Services (Education)	Technical Assistance (Workshop)	Education
	International Regional Organisation for Plant and Animal Health (OIRSA)	Huanglongbing (HLB) Prevention and Capacity Building Project	Production (Agriculture)	Technical Assistance	Agriculture
	Afro-Asian Rural Development Organization (AARDO)	International Human Resources Development Workshop Program	Social Infrastructure and Services (Education)	Technical Assistance	Education

	Organization	Project	Sector	Type of Assistance	Priority Area
NGOs	Mercy Corps	Rain Water Catchment Systems for Schools and Community Centers in Jordan	Social Infrastructure and Services (Water and Sanitation)	Technical Assistance	Other
		Central Sulawesi Earthquake WASH Support Program (Indonesia)	Humanitarian Aid (Reconstruction)	Technical Assistance	Environment
		TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health/Other)	Technical Assistance (Volunteer)	Public Health and Medicine, Other
	World Vision	Integrated Action for Children's Nutrition Project (Philippines)	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
		TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)	Public Health and Medicine
		Sigi-Biomaru Livelihood Support Program (Indonesia)	Humanitarian Aid (Reconstruction)	Technical Assistance	Agriculture
	CARE Honduras	Improving Community Resilience in the Dry Corridor of Honduras Project	Humanitarian Aid (Disaster Prevention and Preparedness)	Technical Assistance	Other
		TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)	Other
	Action Against Hunger (ACF)	Improvement of Solid Waste Management for Host Communities and Syrian Refugees in Azraq Town Project (Jordan)	Humanitarian Aid (Reconstruction)	Technical Assistance	Other
	Friends International	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)	Other
	Step 30 International Ministries	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)	Public Health and Medicine
	Center for Disease Analysis Foundation (CDAF)	HCV Research Project in Indonesia	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Center for Sustainable Development, Columbia University (CSD)	Refugees Act and Communicate for Health (REACH): Using Technology to Increase Health Literacy and Health Care Access for Refugees in Turkey	Humanitarian Aid (Health)	Technical Assistance	Public Health and Medicine



## International Cooperation and Development Fund

The TaiwanICDF'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.

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