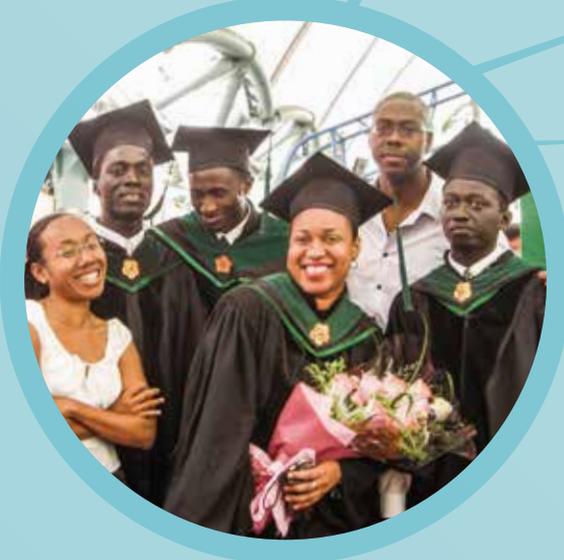




# 2014

International Cooperation and  
Development Fund  
Annual Report



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# Introducing the TaiwanICDF



## Vision

Partnerships for progress and sustainable development.



## Mission

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



## Core Values

Progress, development and humanity.

## History of the TaiwanICDF

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.

## 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.



1996

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

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.

## Strategy

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

Implement the principle of ownership

Respect the principle of alignment

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

Implement the principle of harmonization

Promote partnerships from multiple perspectives

## Cooperating Partners

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

## Sources of Funding

The TaiwanICDF was established with an initial endowment of NT\$11.6 billion, which was the net value of the IECDF's funds at the time of its dissolution. Sources of funding include the general fund, interest, returns on investments and income from commissions by the government or other institutions. As of December 31, 2014, the total balance of all funds was NT\$15.73 billion.



Overseas Experts

159



Domestic Personnel

116



Partner Countries

31

## 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.



# Preface

## Welcoming a Future of Sustainable Development

2014 could be said to have been an important turning point in international cooperation and development. Thanks to the tireless efforts of all stakeholders, the United Nations Millennium Declaration of 2000, coming to an end in 2015, has already seen great results in its eight major goals.

According to the UN's Millennium Development Goals Report, the proportion of the world's population living on less than US\$1.25 a day fell from 47 percent in 1990 to 22 percent in 2010, such that the goal of reducing extreme poverty by half was achieved five years ahead of schedule. Global death rates due to malaria fell by more than 25 percent between 2000 and 2010, and by 2012 annual mortality due to malaria had dropped by around 3.3 million. The proportion of the global population suffering from malnutrition also fell from 23.2 percent in 1992 to 14.9 percent in 2012. These unprecedented results are an inspiration to all workers in the field and also highlight the efficacy of aid work.

### **From the MDGs toward Sustainable Development**

Based on the achievements and orientation of prior stages, we now cast our eyes toward the next 15 years; how to reach even more ambitious goals has become a common core task for the whole international community.

In 2012, the UN's High-level Panel on Global Sustainability announced a set of Sustainable Development Goals (SDGs) as a follow up to the development agenda of the Millennium Development Goals (MDGs). In December 2014, UN Secretary-General Ban Ki-moon's synthesis report, *The Road to Dignity by 2030: Ending Poverty, Transforming All Lives and Protecting the Planet*, outlined three key areas in the advancement and respect of universal human rights – to end poverty and fight

inequalities, to ensure shared prosperity (women, youth and minorities), and to protect the natural environment – stressing 17 SDGs and 169 targets as the latest directions for global development strategies and action. The report also set the stage for the International Conference on Financing for Development, to be held in Ethiopia in July 2015, which will aim to establish a financing framework for the post-2015 development agenda. At the UN General Assembly to be held in New York in September, each member state will have to set goals for sustainable development, while new agreements on global environmental protection are also expected at the UN Framework Convention on Climate Change (UNFCCC) in Paris in December.

Although the Republic of China (Taiwan) is not a member of the United Nations, our country has actively participated in international cooperation and development for the past 50 years. Taiwan's proud economic achievement, known as the "Taiwan miracle," was the successful result of various forms of international cooperation together with the common efforts of Taiwan's government and people. Therefore, Taiwan fully realizes that all countries, rich and poor, share a common destiny. At this critical juncture for the UN's development agenda, Taiwan, as a member of the global village, will abide by the consensus on international cooperation and development, and continue to pursue partnerships for progress and sustainable development as it strives to share its experience of success with developing countries.

### **Pursuing Efficiency and Effectiveness in Line with International Trends of Change**

International cooperation projects have long been an extremely important facet of Taiwan's diplomatic work. As Taiwan's specialist development assistance organization, the International Cooperation and

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

林永樂



Development Fund (TaiwanICDF) shoulders the great responsibility of helping to promote official development assistance (ODA). This involves promoting friendly relations with diplomatic allies, fulfilling Taiwan's responsibilities as a member of the international community, safeguarding human security, contributing to the international community, and developing humanitarianism, all in compliance with the policy of viable diplomacy proclaimed by President Ma Ying-jeou, and abiding by his three foreign aid principles of appropriate motives, due diligence and effective practices. Such endeavors are promoting foreign aid projects, helping allies build sustainable development models, and helping fuel the development of the international community.

The TaiwanICDF was founded in 1996. Over the past 18 years, the organization has integrated funding, human resources and technologies, and, through its technical cooperation, education and training, humanitarian assistance, and lending and investment operations, carried out a host of medium- and long-term cooperation projects. To draw on the strengths of Taiwan, the TaiwanICDF focuses on five prioritized sectors – agriculture, public health, education, information and communications technology (ICT), and environmental protection – to deepen bilateral, multilateral and regional cooperative initiatives, by actively cooperating with international organizations.

In order to comply with the criteria of the Paris Declaration and reflect international aid trends, the TaiwanICDF has lately carried out a series of reforms, drawing up a vision statement and creating standardized models of result-oriented cooperation and development in order to formulate operational goals, deploy resources, and focus on priority areas. This year we will follow this strategic direction by improving management tools for appraisal,

project management and evaluation, elevating our performance accordingly and pursuing efficiency and effectiveness in terms of the aims of ODA operations so as to achieve the mandate of institutional sustainable development.

### **Developing Progressive Projects in the Context of Sustainable Development**

The prime objective of the MDGs was human development, focusing on the effective reduction of poverty and stressing the application of aid resources. Meanwhile, the newly developed SDGs stress global public goods by proposing more general and overarching strategies in the drive toward further human development. For this reason, the SDGs were drafted according to two considerations: global public goods as the engine that drives development, and human development as the ultimate goal of all development. Amid active global discussions regarding the post-2015 development agenda, Taiwan, among other responsible stakeholders in the international community, is striving to make greater contributions and exercising far-reaching influence.

With the first stage of the UN's MDGs completed, it is now important to start afresh. I am confident that the TaiwanICDF will continue to serve as a platform for international cooperation and development, actively marshaling government and civil resources in the pursuit of global sustainable development. In terms of global public goods, we will continue to implement projects promoting the economy, employment, good governance and global partnerships. In terms of human development – reducing poverty, ending hunger, promoting education and health, and achieving environmental sustainability – we will continue to make real contributions, both regionally and globally, toward peace and prosperity.



# Strategic Planning and Direction

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## Projects: From the Millennium Development Goals to the Post-2015 Sustainable Development Agenda

During the 42nd Session of the United Nations General Assembly, convened in 1987, the World Commission on Environment and Development noted that humanity was facing a series of major economic, social and environmental problems, recognizing for the first time the threat that economic development poses for the environment, and appealing to all countries to re-examine their development strategies and direction. At that time, the term “sustainable development” was defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” This also set in motion the organization of the UN Conference on Environment and Development, also known as the Earth Summit, in Rio de Janeiro, Brazil, in 1992.

Twenty years after the Earth Summit, the 2012 United Nations Conference on Sustainable Development (Rio+20) was held in Rio de Janeiro. Besides examining the progress and challenges involved in promoting sustainable development around the world, it was also expected that the summit would urge countries to forge a new political commitment to sustainable development.

Faced with the imminent 2015 target date for the MDGs, the UN Open Working Group on Sustainable Development Goals announced 17 draft Sustainable Development Goals (SDGs) in July 2014. At this time, the TaiwanICDF also actively identified the advantages of intervening, under the principle of sustainable development, in order to conform to the spirit of these SDGs. In recent years, the TaiwanICDF has since taken the initiative of promoting climate change mitigation and adaptation, environmental protection, the conservation of biodiversity, the development of renewable energy and other projects and operations related to sustainable development, helping the organization to follow international development communities and agendas.

The post-2015 SDGs also emphasize global public goods, proposing six general and

overarching “essential elements” – dignity, prosperity, justice, partnership, planet and people – and pursuing a course of integrated development toward mutual human prosperity, fundamental human rights, and economic, social and environmental sustainability. The SDGs serve as a continuation of the development agenda of the MDGs, considering human development to be the ultimate development goal, and global public goods to be the engine that drives the attainment of such development results. This development agenda, which combines human development and sustainable development, is focused primarily on solving issues of poverty, hunger, health, the use of water resources, energy production, urban housing, and the modes of production and consumption. It takes into consideration human-centered needs such as affordability, safety and accessibility, stresses the continuing effects of global climate change, and reaffirms the importance of maintaining ecosystems of all forms and of using resources sustainably. Moreover, in pursuing each specific goal, the agenda pays particular attention to minority groups and overall enabling environments, stressing tolerance for differences in gender, age, religion, occupation and disability, and the

integration of multiple disciplines and resource channels, as well as the strengthening of support to underdeveloped countries, landlocked nations and small island developing states, and fragile or war-torn countries, through financing, appropriate technologies, knowledge and information. It strives to end inconsistencies in the development and progress of different global regions and countries, in turn facilitating the prosperity and growth of all of humanity: “leave no-one behind.”

In other words, the post-2015 SDGs have redefined poverty as a multifaceted development issue, which, besides emphasizing impoverishment in terms of personal economics, health and capabilities, should also incorporate a holistic, institutional- and governance-oriented approach to social security, and should stress new global goals, so that responsibility is not limited to developing countries, but rather to all countries.

### Deploying Integrated and Multidisciplinary Projects for Post-2015 Agenda

In terms of the TaiwanICDF’s current development work and compliance with the post-2015 development agenda, with respect to global public goods we will continue



to pursue projects and operations aimed at developing economies, job security, ensuring good governance and maintaining global partnerships; in terms of human development, we will continue to pursue projects and operations aimed at reducing poverty, ending hunger, providing education, and promoting health and environmental sustainability.

Regarding the TaiwanICDF's overall development strategy, our organization sees the policies set out in Taiwan's White Paper on Foreign Aid Policy: Partnerships for Progress and Sustainable Development as forming its vision for long-term development, and implements a mission to strengthen international cooperation and enhance foreign relations through the promotion of economic development, social progress, and the welfare of all mankind, while our core strategy is to respond to international development trends, draw on Taiwan's comparative advantages, integrate public and private sector resources, and strengthen cooperative partnerships. By boosting operational performance and organizational efficiency, we strive to transform the output of

our work into outcomes, applying the three foreign aid principles of adhering to appropriate motives, due diligence and effective practices.

We continue to pursue our operational priorities according to long-term strategies already established, while our new projects have gradually moved toward a more integrated, interdisciplinary approach. In addition, the TaiwanICDF fully respects the importance of the overall "institution" in development, and so, as we continue to help our partner countries develop economically, we consider institutional improvements to be a key component of project capacity building, starting by helping to improve public institutions for our partner countries so that it is possible to tackle development problems at their roots.

In 2014, the TaiwanICDF implemented a total of 74 projects and general operations. Of these, 42 were agricultural projects, accounting for about 57 percent of the year's projects, four involved public health and medicine (5%), six involved education (8%), four involved ICT (5%), and four involved

environmental protection (5%), while the remaining 14 projects touched on other disciplines (19%). In the future, we will continue to focus our resources on development projects prioritizing agriculture, public health and medicine, education, ICT and environmental protection. Managing for results, we will approach the content of projects and their implementation from a more comprehensive angle, supporting our partner countries with a mixture of assistance methods and tools, such as technical cooperation, lending and investment, grants and training. At the same time, we will synergize the power of NGOs and private organizations to continue deepening different bilateral and multilateral aid models, rapidly replicating and promoting successful project experiences. We will make full use of Taiwan's development experience and knowledge in carrying out our aid work, broadening the beneficiaries of our projects and pursuing more equitable distributive justice, and inclusive growth.

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## Management: Activating Management Tools and Improving the Operations of Our Organization

Reform is a process involving the continuous pursuit of progress. To seek innovation in our work and management mechanisms, the TaiwanICDF continues to accumulate lessons learned with regard to the project cycle, making immediate revisions and adjustments to project content and implementation direction through implementation monitoring and performance reviews. In addition to this, we are constantly introducing management tools supporting organizational management and project design. This year we continued to pursue a course of organizational reforms, enhancing our use of appraisal, project management and performance evaluation tools in accordance with our strategic goal of facilitating the effective implementation of international aid programs and pursuing sustainable development.

Regarding the accumulation of project management knowledge and experience, after taking into consideration the nature of our aid tools, the recommendations of Taiwanese embassies and overseas representative offices, and the differences in the conditions in our partner countries, we have reviewed all of our working regulations and dynamically adjusted existing methodologies according to the characteristics of Taiwan's foreign aid work. This has included activating project management tools, drawing up draft regulations about mission directors, improving the effectiveness of budget utilization, and encouraging colleagues and enhancing professional training, all with the aim of integrating our core capabilities so that we may continue developing foreign aid-related working methods that are suitable for the TaiwanICDF, and that are realistic

and feasible, and thereby render current management tasks all the more pragmatic.

Regarding the activation of project management tools, to reduce project implementation thresholds and raise the efficiency of planning activities, we have adapted feedback from staff, simplifying the format of our design and monitoring framework (DMF), helping and guiding our staff in completing the design of projects. In addition, to enhance our flexibility in responding to needs proposed by our partner countries, we have revised guidelines regarding work plans and adjusted internal control procedures, applying a rolling structure for the proposal of projects and strengthening the connections between work plans and budgets.

Regarding mission directors, taking the characteristics of Taiwan's foreign aid work into consideration, the TaiwanICDF is working in a spirit that recognizes the need to transform its technical cooperation. We have responded to problems involving horizontal links and coordination between project managers, as well as the recommendations of Taiwanese embassies, by appointing general coordinators for technical cooperation. After weighing opinions, available resources and startup costs, we have integrated the framework governing project managers and overseas technical missions, and drafted a proposal to appoint a "director" at each technical mission, whose presence would be helpful in boosting the management efficiency of our overseas teams.

Regarding improvements to the effectiveness of budget utilization, considering the administrative procedures of some of our partner countries, and following an assessment of our partner countries'

capacities, institutional integrity and willingness, we have revised the utilization of expenditures according to the conditions in each country. This will expedite disbursements made for new projects and boost the efficiency of implementation.

In terms of encouraging colleagues, to raise staff morale and foster team unity, we have revised year-end performance appraisal and continue to manage personnel performance. We also convened a conference with overseas technical mission leaders and project managers, building a consensus and proposing reforms to technical cooperation projects.

In terms of enhancing professional training, we continue to strengthen our personnel training, arranging professional skills training for staff returning from abroad in order to improve their abilities in new areas.

We have also taken measures to increase income and reduce expenses. By investing in exchange-traded funds, we increased operating resources more effectively, creating a surplus in our 2014 budget. We will continue to increase the efficiency of our annual budget and strive to reduce management expenses, thereby practicing more effective financial management.

In conclusion, we at the TaiwanICDF will do our utmost to fulfill our duties as a foreign aid organization. Giving consideration to our characteristics and expertise, we will actively respond to the requirements of our diplomatic mission and carefully assess the feasibility of projects to ensure that the operations of our organization are sustainable, striving to provide a long-range contribution to development topics of global concern.



# 2

## Special Reports

## Operational Priorities

“Strengthen international cooperation and enhance foreign relations through the promotion of economic development, social progress, and the welfare of all mankind” — this is the TaiwanICDF’s mission and responsibility, stipulated in Article I of the Act for the Establishment of the International Cooperation and Development Fund, and Article II of the organization’s act of endowment, and is the fundamental principle followed by the TaiwanICDF in pushing forward with its work. To respond to the changing and increasingly complex development needs of the international community, we have mapped out our all-encompassing Vision 2022 and clearly outlined our long-term goals and direction for the next decade. We have also initiated reform and transformed projects, introducing innovative ideas to our work, such as an approach to project management involving managing for results, also raising project management capabilities in order to break through existing resource constraints, and creating unique advantages and strengths in our aid work, increasing aid efficiency.

To implement the principle of managing for results, the TaiwanICDF has formulated two core strategies for carrying out its aid work: (1) Respond to international development trends, drawing on Taiwan’s comparative advantages; and (2) integrate public and private sector resources, and strengthen cooperative partnerships. In addition, we have made a number of Taiwan’s comparative advantages – agriculture, public health and medicine, education, ICT and environmental protection – operational priorities, allocating resources and giving priority to projects relevant to such areas.

Our operational priorities make the best use of limited resources, as the TaiwanICDF cannot respond to all of the needs of its partner countries. We have identified these priorities based on our capacities and advantages, and contribute reasonable resources accordingly, sufficient to meet the standards required for aid effectiveness.

As such, the TaiwanICDF also acts in accordance with the cooperative themes set by the International Cooperation and Development Act, putting an emphasis on the infrastructure and sustainable development of primary sectors first. We also abide by the main indicators set out in the MDGs, together with the

priority needs of partner countries, establishing operational priorities for our projects based on comparative advantages, and focusing resources according to an annual work plan.

All of the key components of TaiwanICDF projects abide by our core strategies and priority areas in drawing up the corresponding financial resources, enhancing the budgeting operations of work plans and improving the overall effectiveness with which capital is utilized. We regularly inspect the progress of every project, gradually adjusting the scope of priority areas for the benefit of long-term planning and resource utilization in order to achieve project goals and vision as effectively as possible, as well as to maintain an appropriate flexibility. If a particular project does not fall within

the scope of our priority areas, its rationale will be reviewed before a final decision is made.

In the remainder of this chapter we look at the specific goals and action plans of our various priority areas, as well as operations and projects that tally with the Sustainable Development Goals (SDGs), such as poverty reduction, ending hunger, education, health, environmental sustainability, economics and job security, and governance and global partner relationships.

To really support the principle of ownership and achieve sustainable development, personnel with the Rice Seed Production Capacity Enhancement Project in Haiti explain field planning work to local farmers responsible for seed production.



## Agriculture

Agricultural projects have been an important category of foreign aid for Taiwan ever since 1959, when Taiwan dispatched its first agricultural technical team to Vietnam. With previous agricultural projects responding to the first MDG, the eradication of extreme poverty and hunger, agricultural projects currently make up some 65 percent of all TaiwanICDF projects, and primarily focus on production. In recent years, in response to global initiatives on the impact of climate change and the post-2015 SDGs, our approach toward agricultural projects has not only involved raising partner countries' production, distribution and sales capacity, but has also become oriented toward needs driven increasingly by regional characteristics and phased development, providing appropriate solutions and deepening cooperative relationships with professional international institutions.

### Projects Commensurate with Development Needs

After many years of practical experience, the TaiwanICDF's agricultural projects, which have mainly focused on assisting local people, have amassed rich experience for our organization. We are presently expanding on past successes, and, in accordance with the crop production and marketing process, progressing from assistance by expanding distribution, toward seedling production, and downstream, toward agricultural product transportation and sales. Taking seedling production as an example, our Rice Seed Production Capacity Enhancement Project in Haiti builds on the depths of the Taiwan Technical Mission's previous success in local agriculture

extension, linking up Taiwan's experience of producing healthy seedlings and providing healthy rice seeds and professional capacity building, deepening and increasing the impact of the project.

Additionally, as partner countries become more developed, their needs relating to agricultural projects also change. In the past, partner countries were looking to increase the production of staple crops, but at their current stage many are increasingly concerned with the quality and nutritional value of their crops. In terms of improving crop quality, our Vegetable, Fruit and Upland Crop Quality and Safety Improvement Project in St. Kitts and Nevis, for example, has introduced Taiwanese systems for the rapid detection of pesticide residues, providing assurances in terms of the production of agricultural produce. Elsewhere, the climate of Pacific island nations is not wholly appropriate for large-scale commercial production, and so the TaiwanICDF has introduced the concept of a balanced diet linked to local lifestyles. Our Horticulture Project in Kiribati, for example, has been successfully promoted, in depth, having blended with local living patterns. The project has also trained local seedling staff, increasing revenues and reducing

dependence on imported foodstuffs.

The TaiwanICDF's cooperation with professional international organizations has also tended toward diversification and closer ties; combining existing international resource networks and Taiwan's areas of expertise can help partner countries in engaging in sustainable agricultural production. For instance, the Regional Lending Program for Coffee Rust in Central America, a cooperative project being implemented with the Central American Bank for Economic Integration (CABEI), is using the region's current banking resources network and Taiwan's experience in plant diseases and pest management, re-lending capital to small-scale farmers so that they can replace coffee plants and prevent disease and insect pests, and thereby reduce the impact of coffee rust on the local coffee industry.

- 1 To reduce the coffee rust epidemic in Central America, the TaiwanICDF has been visiting plantations to confirm the site of outbreaks and to propose possible interventions.
- 2 The establishment of a seedling nursery in Kiribati has supported self-sufficiency and generated income.



1



2

## Case Study 1

## Vegetable, Fruit and Upland Crop Quality and Safety Improvement Project, St. Kitts and Nevis



A partner country situated in the Caribbean Sea, St. Kitts and Nevis relied on sugar production as the backbone of its economy in the 1970s. However, the industry's offshore migration was followed by a wave of factory closings, and the government gradually wound up the country's sugar industry, carrying out a number of land release measures, as well as devoting effort toward the establishment of non-sugar-based agriculture by way of crop diversification.

Nevertheless, the previous agricultural structure, essentially limited to a single crop, meant that farmers lack knowledge about soil fertility and rely on a small selection of expensive, imported fertilizers. The dearth of local fertilizers and pesticides and the lack of concepts and techniques for their safe use, combined with a lack of monitoring during harvest time and the absence of a system for detecting pesticide residues before produce reaches the market, have all led to a need to import agricultural produce worth more than US\$40 million every year in order to meet the demands of tourist hotels and supermarket chains.

To solve this long-standing problem, the government of St. Kitts and Nevis proposed this project in hopes that it could help raise the quantity and quality of agricultural crops, and thereby also improve the agricultural production environment and reduce the foreign exchange losses caused by importing agricultural produce.

Agricultural technical cooperation between Taiwan and St. Kitts and Nevis commenced as early as 1982, but

in a change from the past, when the cooperative model was largely based around traditional modes of thought regarding production, the approach toward the current project is based around a project management system. The initiative looks at soil improvement, composting, fertilizing, plant protection and pesticide residues as it progresses toward quality agriculture characterized by virus-free or "healthy" farming.

### Raising Techniques, Moving Toward Quality Agriculture

Initially, both countries contributed funding, with St. Kitts and Nevis being responsible for implementation and with Taiwan providing assistance, guidance and consultation, thereby putting the principle of ownership into practice so that the project will remain sustainable once it is phased over in the future. Next, in coordination with the development of the St. Kitts and Nevis tourism industry and the need to guarantee the quality of crops and the safety of produce, planning for a rapid pesticide residue detection system was carried out, and residue detection stations are being built to help the relevant personnel develop technical and detection capacity, and to gradually promote the concept of good agricultural practices (GAP). At the same time, a soil fertility analysis service station and compost demonstration farm is being established to foster analytic and manufacturing capacity, which will be coordinated

with the manufacture and application of compost to improve soil quality. A variety of professional training workshops are also being held to instill in farmers the correct and safe use of pesticides, and the rational application of fertilizer, as well as to foster crop disease prevention, soil management and fertilization techniques.

This project will take place over a three-year period. Since March 2014, when project implementation got under way, the detection stations and the renovation and construction of the pesticide residue laboratory have both been completed, while pesticide residue detection services have also been extended. Multiple training workshops on plant diseases and insect pest prevention, and the collection of basic data on soil analysis,

farmer production and marketing operations, are also under way. On this basis, it is estimated that as a result of the implementation of this project, the average per unit yield of fruits,

vegetables and upland crops for farmers due to receive guidance will rise by 10 percent, and that in terms of pesticide residue detection, some 30 percent of locally produced fruits, vegetables and upland crops will be screened for pesticides before such produce reaches the market.

10 %

Rise in average per unit yield for farmers who receive guidance

## Case Study 2

# Rice Seed Production Capacity Enhancement Project, Haiti



Rice is the main staple of the Haitian diet, with some 60,000 hectares of rice under cultivation. However, rice seed production only amounts to 600 tons, barely meeting 14 percent of national requirements. Farmers cannot acquire sufficient quantities of quality seed rice, which means it has been impossible to raise production yields.

Because the basic maintenance of a rice industry rests on the breeding and propagation of high-quality varieties, rice produced in Taiwan has long retained its advantages, with the quality and genetic characteristics of high-quality varieties safeguarded by a “three-step propagation system.” Farmers have access to high-quality seeds, and there is a continuous investment in cultivation techniques, the improvement of varieties, post-harvest processing and rice seed propagation.

Having observed Taiwan’s abundant experience, the government of Haiti proposed this cooperation project so as to raise its own seed rice production capacity. Commissioned by the Ministry of Foreign Affairs (MOFA), the TaiwanICDF will thus send, between 2014 and 2018, project management and specialized technical personnel to cooperate in technical assistance and capacity building with the Haitian Ministry of Agriculture, Natural Resources and Rural Development (MARNDR), the Organization for the Development of the Artibonite Valley

(ODVA) and the Direction Département de l’Artibonite (DDA), jointly raising Haiti’s capacity to produce high-quality rice seed.

### Strengthening Inspection Systems For High-quality Rice Seed, Improving Institutional Functions

The MARNDR will oversee project implementation, while Taiwanese specialists will play a guiding role. In addition to providing professional technical training courses at the appropriate time and making suggestions on planning paddy layouts, Taiwanese and Haitian project managers

will hold regular meetings to coordinate on-farm work and resource allocation, and to ensure that both sides reach consensus on implementation in the expectation of gradually enhancing the professional capacity of Haiti’s technical staff.

Technical improvements in the cultivation of paddy rice and the production of rice seed form the foundation of any rice industrial chain, and so to advance the development of Haiti’s rice industry, it will be necessary to establish a national-level trial and research center, carrying out research on paddy rice breeding, the production and maintenance of breeder seed, germplasm collection and the demonstration of paddy rice cultivation. An annual budget was allocated, beginning in the very first

year, for the purpose of renovating the offices at Haiti’s original experimental farm and maintaining irrigation facilities. The project will also assist Haiti in establishing a rice seed laboratory, including all necessary seed inspection equipment and seed testing operations manuals. Four rice seed inspectors recommended by Haitian authorities will also visit Taiwan to complete a round of professional, specialized training in rice seed testing, and will be responsible for holding training classes and helping with rice seed field inspections following their return to Haiti.

In addition, Taiwan will send short-term specialists to help Haiti’s national commission for seed production to draft regulations on seed production and supply, formulating rice seed inspection laws and regulations with reference to those in Taiwan, responding to Haiti’s current situation and requirements in keeping with the principle of ownership. The project’s ultimate goal is to nurture 800 seed farmers over five years, generating the capacity to produce high-quality rice seed so that annual production reaches 2,000 tons of seed, and thereby raising Haiti’s utilization of high-quality, locally produced seed from the current 14 percent to 45 percent.

45 %

Forecasted utilization of high-quality, locally produced rice seed

## Case Study 3

## Horticulture Project, Kiribati



According to surveys and data collected by public health and medical agencies in Kiribati, the prevalence of chronic diseases, such as diabetes, cardiovascular disease, and strokes, is 69 percent. The fatality rate for diabetes alone is the highest among all South Pacific island nations.

To help I-Kiribati people adjust their dietary habits and to promote the consumption of fruits and vegetables, the TaiwanICDF began carrying out a Horticulture Project in 2004. Improving farmers' fruit and vegetable production techniques and promoting the concept of vegetable consumption as an effective means of preventing chronic illnesses, the project has progressed in leaps and bounds over the years.

### Two Phases: Changing Habits, from Supply to Consumption

The project was divided into two phases. Phase I, with an objective of creating a demand for cultivation, took place from 2004 to 2011. Demonstration farms were built, seedlings were distributed free of charge, and cooking classes were held to popularize the consumption of vegetables. Phase II, running from 2011 to 2014, saw the gradual transfer of relevant techniques to farmers, so that they could become self-sufficient. Help was also provided in building three nurseries and eight production and marketing centers, while access roads to restaurants and supermarkets were opened, and a complete fruit and vegetable production, marketing and supply chain was established.

Following Phase II of the project, it is now much easier for I-Kiribati consumers to obtain fresh, inexpensive vegetables, and to develop the habit of eating such produce. Farmers operating the nurseries and production and marketing centers have been generating annual revenues of around AUS\$85,000 (about NT\$2.5 million), with yearly growth of such activities running at 30 percent. As such, the project has captured the attention of a number of international organizations, and particularly the UN's International Fund for Agricultural Development (IFAD), which previously led a fact-finding delegation to learn about the venture, and which now plans to replicate the same operating model on four of Kiribati's outer islands, thus continuing to promote the project's influence.

Exploring the reasons behind the success of this project, in terms of supply-side considerations, assistance in setting up nurseries has stabilized sources of vegetable seeds and the selection of a variety of crops suited to the short planting season of South Pacific island nations, while organic farming based on crop rotation has lowered the risk of disease and insect pest damage and encouraged a more diversified, balanced diet. At the consumer end, the promotion of cooking classes, the training of seed teachers, the design of cookbooks promoting specific crops and invitations to I-Kiribati

women to take part in cooking classes has allowed the Taiwan Technical Mission to increase acceptance of the project among I-Kiribati citizens.

To address dietary education from the roots, the project will come to an end this year, with 2015 seeing the launch of a six-year Nutrition Enhancement Project. Through the increased production

of fruit and vegetables, the promotion of on-campus nutrition classes, the improvement of on-campus cafeteria environments, the design of menus and the creation of a nutrition monitoring mechanism, middle school students will have access to nutritional lunches and learn about healthy eating concepts, thus helping the I-Kiribati government to more thoroughly and comprehensively improve the health of its people.

## Sixfold

Increase in annual sales of fruit and vegetables from 2012 to 2014

## Regional Lending Program for Coffee Rust in Central America



Coffee has always been the most important industry in Central America. In recent years, climate change has led to an increase in outbreaks of coffee rust, and so the TaiwanICDF has proposed to its local development partners in the region – including the Central American Bank for Economic Integration (CABEI), and the International Regional Organization for Plant and Animal Health (OIRSA) – the concept of combining prevention technologies with financial services, in the hope of integrating the key strengths of different development organizations and jointly promoting a regional development project that can reduce the damaging effects of coffee rust.

In 2013, we dispatched inspection teams on two occasions, visiting – alongside the relevant CABEI and OIRSA officials – local agriculture departments, coffee associations, farmers' organizations and individual farmers in El Salvador, Guatemala, Honduras and Nicaragua so as to get an idea of the scale of local coffee industries and the level of damage they were suffering. Through field studies in different coffee growing areas, we made a definitive diagnosis on the epidemic from a technical perspective and suggested effective countermeasures that could be introduced. Next, in order to create a consensus among stakeholders throughout the coffee industry, we invited domestic and foreign experts of plant pathology to visit Honduras at the end of the year, holding a seminar in conjunction with the OIRSA. The event brought together producers,

government representatives, academics and farmers from countries suffering from coffee rust so that they could exchange views on different themes and discuss the problems and requirements involved in the management of the industrial chain. A further round of field surveys was conducted after the seminar, with the attending specialists and participants carrying out joint analysis, collated from their various points of view, in order to understand the constraints faced by each country in terms of field management techniques. From there, improved, integrated policies and a regional-level promotional strategy were drawn up to serve as a foundation for the promotion of long-term technical assistance projects.

Elsewhere, to support the development of a coffee industry value chain, the TaiwanICDF has been actively discussing such matters with CABEI, which is responsible for private sector development, and in particular discussing the provision of agricultural loans to small-scale coffee farmers, who are most vulnerable to the twin pressures of international market supply and demand, and the production and marketing systems used for their own crops.

### Small-scale Farmers First to Benefit From Increased Lending Assistance

After much discussion and consultation, the TaiwanICDF and CABEI will jointly promote a Regional Lending

Program for Coffee Rust in Central America, based on the key strengths and advantages of each organization and providing loans and technical assistance grants. It is anticipated that the program will formally get under way after the signing of the loan agreement next year. Countries needing assistance will be able to apply to CABEI for a sovereign loan, with such funding then being loaned out to small-scale coffee farmers via coffee associations or organizations.

Although issues with coffee rust have been around for some time, this time small-, medium- and large-scale producers alike are all suffering

because of the severe epidemic brought on by a warming climate and excessive rain. Epidemics no longer know borders, so the TaiwanICDF and CABEI have raised their commitments

to co-finance this regional program, with prevention and plant health management. The most vulnerable small-scale farmers have been selected as initial target recipients in the hope of generating positive feedback, spurring other international organizations and the private sector to invest more resources, and together help the local coffee industry return to the scale it was before being so badly damaged by the coffee rust epidemic.

20,600

Coffee farmers expected to receive lending assistance

## Public Health and Medicine

Public health and medicine has long been a developmental focus of international aid. Among the eight MDGs announced by the UN in 2000, three relate to public health and medicine: reducing child mortality; improving maternal health; and combating HIV/AIDS, malaria and other diseases. According to the UN's 2014 Millennium Development Goals Report, these three goals have shown a high degree of success; by May 2012, for instance, the mortality rate for children aged five and under was reduced by approximately half from its 1990 baseline; in 2013 the mortality rate among pregnant women had fallen from 380 to 210 per 100,000; and the use of anti-malarial drugs had saved 3 million lives between 2000 and 2012.

As for the prevention of HIV/AIDS, World Bank indicators reveal that sub-Saharan Africa remains a center of the epidemic, and that although the proportion of adult HIV/AIDS sufferers has started to fall, about 58 percent of adult HIV/AIDS sufferers in Africa are female, increasing the risk of direct mother-to-baby transmission.

The UN's post-2015 Sustainable Development Goals (SDGs) cover 17 major items, including ending hunger; achieving food security and improved nutrition and promoting

sustainable agriculture; ensuring healthy lives and promoting well-being for all at all ages; and ensuring the availability and sustainable management of water and sanitation for all. With such content and indicators, the SDGs are more diverse than the MDGs, and more inclusive, and can be pursued through strategies of a more interdisciplinary nature.

The development of health care in Taiwan has yielded a range of specializations, including public policy formulation, public health advocacy, the development of community healthcare systems, and the monitoring and management of epidemics, all of which have borne successful experiences that can serve as a reference to partner countries. Thus, in terms of medium- and long-term public health and medical development strategies, besides focusing on Taiwan's priority areas and the needs of partner countries, we are also well placed to respond to international trends in development assistance, promoting programs to help pregnant women and supporting the prevention of chronic diseases as we continue to pursue the MDGs and SDGs.

To take our Capacity Building Project for the Prevention and Control of Chronic Renal Failure in Belize as

one example, this project relies upon Taiwan's own efforts in the prevention of chronic diseases, and especially its expertise and experience of preventing renal diseases. Through the integration of the resources present among Taiwanese medical organizations, the TaiwanICDF is assisting Belize to build a basic system to prevent chronic renal diseases and metabolic syndrome, including by strengthening public health promotion and education capabilities, building capacity in the care of chronic diseases, and by establishing case management and tracking systems. Our Healthcare Personnel Training Program and the dispatch of experts will also help us to build the capacity of partner countries, strengthening public health financing systems, basic equipment, health information systems, health personnel and research capacity, and thereby generating a more positive impact among such partners.

- 1 As part of the Healthcare Personnel Training Program, Mishella Moveni Tutua, a dentistry manager from the Solomon Islands, observes students simulating operations at Kaohsiung Medical University's College of Dental Medicine.
- 2 To improve maternal health and child mortality rates, an identification mission visits Swaziland for the Maternal and Child Health Improvement Project.



1



2

## Case Study 1

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



According to the World Health Organization, non-communicable diseases (NCDs) are the leading cause of death in Belize, followed by diabetes, coronary heart disease, strokes, hypertension, liver diseases and kidney diseases. Belize's Ministry of Health has also found that over 60 percent of the country's population is obese, and that the prevalence of chronic diseases such as adult hypertension and diabetes exceeds 30 percent, creating daunting health problems. Since these demographic groups are a high risk for chronic kidney diseases, then if Belize is unable to control such diseases effectively, patients in these high-risk groups will face the possibility of needing dialysis at relatively early ages. The high medical costs involved are a serious burden to Belize.

### Helping to Build a Basic Prevention And Control System Focusing on Prevention and Capacity Building

In light of Taiwan's ample experience in preventing chronic diseases, in August 2013 Belizean authorities submitted a related request, and the TaiwanICDF and Far Eastern Memorial Hospital dispatched a joint identification mission to Belize. Subsequently, a fact-finding and appraisal mission was also dispatched to Belize in April 2014.

As part of this process, it was found that there is room for improvement in Belize in terms of both front-end disease prevention and back-end treatment services. In particular, there is insufficient experience of preventing or raising awareness of chronic diseases. Lacking

the full picture on epidemiological information, Belizean authorities are unable to take effective preventative measures against diseases, resulting in a continuing increase in the number of patients suffering from end-stage renal disease, which in time may prove to be a heavy economic burden.

Based on the findings of their investigation and drawing on Taiwan's own experience, the TaiwanICDF and Far Eastern Memorial Hospital then designed the Capacity Building Project for the Prevention and Control of Chronic Renal Failure in Belize, marshaling domestic experts in chronic disease – particularly chronic kidney disease – to help Belize in building a basic prevention system.

In terms of project goals, the TaiwanICDF and Belizean authorities have reached a consensus that the project's resources focus on disease prevention, and with capacity building based around treatment. By strengthening public health education and promotion capabilities regarding chronic diseases, by building specialized medical capacity for chronic diseases, by establishing a case management and tracking system, by providing epidemiological statistical analysis reports and by providing recommendations on optimizing the economic value of dialysis operations, this project will help Belizean personnel to develop prevention programs suited to local conditions. From March to

May 2014, Belizean physicians were invited to Taiwan to undergo specialized training in renal medicine and familiarize themselves with Taiwan's prevention model. The TaiwanICDF will dispatch a project manager to implement the project once the relevant cooperation agreement is concluded.

Chronic disease prevention and control is not only an important issue for Belize; it is also a pressing regional issue facing the governments of Latin America and the Caribbean. Thus, if this

prevention and control system can be built effectively, it will be able to serve as a reference for chronic disease prevention and control for all countries in the region.

80 %

Medical institutions capable of screening for high-risk cases of chronic renal failure

## Education

The accumulation of human resources lies at the very root of a country, no matter what the status of its economic development, and the application of educational resources and the expansion of opportunities are keys to the development of a country's economy, society and environment. In terms of the call of the MDGs to "achieve universal primary education" and to "eliminate gender disparity in [...] all levels of education," the goal of gender equality has been partially achieved as part of efforts to provide educational opportunities at a primary level in the most underdeveloped countries. Expanding on this, a primary goal of the upcoming international development agenda will be to "ensure inclusive and equitable quality education and promote life-long learning opportunities for all."

### **Building Capacity through Scholarships, Workshops and Vocational Training**

The TaiwanICDF implements its International Higher Education Scholarship Program, and international workshops and vocational training, to assist partner countries in building human capital and cultivating skilled labor, with the scholarship program offering degree programs in academic disciplines such as agriculture, ICT, public health and medicine, the environment and education through cooperation with prestigious public and private universities in Taiwan.

Starting in 1998, the TaiwanICDF has been applying Taiwan's own strengths to address partner countries' national development needs, by providing scholarships for overseas students to undertake high-level education, by offering a

variety of courses in core fields such as agriculture and public health, and by helping partner countries in establishing local vocational training systems. As part of our Vocational Training Technical Assistance Project in Burkina Faso, for example, we are working in line with the country's human resources development policy by training vocational seed teachers, strengthening partnerships among production, education and vocational training systems, and creating the technicians needed for long-term economic development, boosting the benefits of the project through the horizontal integration of components.

### **Promoting Mandarin-Language Education**

Since 2014 we have been offering Mandarin-taught programs as part of the curricula of our undergraduate scholarships, deepening the living and learning experience of scholarship recipients studying in Taiwan. This option has been added to undergraduate programs alongside the existing all-English option for undergraduate and postgraduate programs, with cooperating institutions carrying out such operations on a trial basis over a two-year period. 2014 also saw the TaiwanICDF bolster the government's efforts to promote Mandarin-language education by dispatching Mandarin teachers overseas to join with partner institutions in training seed teachers and aiding the successful development of Mandarin-language education.

In response to the SDGs and appeals for the development of vocational and higher education, the TaiwanICDF will continue to increase its scholarships and the number of recipients of Taiwan's vocational

and higher education systems, as well as focus on the TaiwanICDF's operational priorities, fostering the professionals needed in the job markets in partner countries.

### **Meeting Partners' Development Strategies by Training Professionals Skilled In Emerging Specialties**

To help cultivate the human resources needed for long-term development in developing small-island and African countries, the TaiwanICDF is actively looking to provide effective programs linked to the relevant educational and employment programs in partner countries. Such efforts will help in preventing problems such as the inability to effectively accumulate human capital and the presence of labor forces that lack the skill to adapt to market changes, often as result of risks such as a country's size, internal political factors or other global crises. This is especially the case with young people, women, minorities and other underutilized human resources, and limits a country's economic growth, industrial development and ability to solve long-standing issues of poverty.

In terms of cultivating talent in highly specialized fields, the TaiwanICDF will increase access to health care, engineering and environmental curricula, complementing partner countries' national development strategies to reinforce investment in emerging local industries, and providing higher education resources in areas such as ICT, mechanical engineering and the sciences, thereby adding leverage to aid efforts.

## Case Study 1

# Overseas Professional Mandarin Teacher Dispatching Project



Responding to the global upsurge in people studying Mandarin and in compliance with Taiwan's goal of promoting Mandarin-language education, in 2014 the TaiwanICDF transformed its long-standing program of Mandarin-language teaching volunteers into a program involving the dispatch of professional Mandarin-language teachers to partner countries, providing the outside world with access to more professional and higher quality Mandarin teaching programs. The aim is to accelerate Taiwan's policy of exporting Mandarin and to strengthen cultural exchanges between Taiwan and its partner countries.

### Elevating Teaching Quality through Specialization and Differentiation

The Overseas Professional Mandarin Teacher Dispatching Project, launched by the TaiwanICDF, sends professional Mandarin teachers – either certified by the Ministry of Education or graduated from a Mandarin-language teaching program in Taiwan – to serve in Taiwan's partner countries.

Unlike the previous program, which involved Mandarin-teaching volunteers, the newer program features teachers who not only hold Mandarin-language teaching certificates or associated diplomas, but who have also already gained professional knowledge and practical experience in teaching, and are capable of teaching and designing curricula for students of different age groups and educational background in line with their abilities. This way, they can help to fuel the interest of local people

in studying Mandarin and Taiwanese culture.

To enhance the visibility and impact of this project, Taiwanese embassies and representative offices have assigned professional Mandarin teachers to a number of official organizations in our partner countries, including diplomatic academies, civil service training centers and national vocational training bureaus. To satisfy the demands of academic institutions, instructors have also been placed in partner countries' higher education institutions, offering Mandarin courses to students.

In terms of the project's approach to cooperation, the TaiwanICDF is responsible for selecting qualified Mandarin teachers and for providing their salaries, while the partner organizations hosting such teachers offer a classroom, facilities and related administrative support. To control teaching quality, teachers are required to produce annual teaching plans, maintain a record of student attendance and learning, and deliver to the relevant Taiwanese embassy or representative office quarterly reports, which will be reviewed and annotated before being submitted to the TaiwanICDF.

In addition to having the necessary teaching skills and a passion for their profession, the teachers selected for the program must also display a sense of purpose in promoting Taiwan as an exporter of Mandarin, and be eager to

use teaching as a means of sharing and exchanging culture with the citizens of our partner countries.

The TaiwanICDF hopes that this specialized and differentiated Mandarin

teacher dispatching program will elevate the quality of the output of Taiwan's Mandarin-language teaching, in turn helping to build Taiwan's global reputation for Mandarin-language education. In

2014, we sent 11 professional Mandarin teachers to serve in Panama, Nicaragua, El Salvador, Paraguay, St. Vincent and the Grenadines, the Solomon Islands, Palau and Jordan.

8

Countries receiving accredited Mandarin teachers

## Information and Communications Technology

According to recommendations by the UN Economic and Social Council and the International Telecommunication Union, the introduction of e-government into the world of aid would help the governments of developing countries in improving government efficiency, boosting the transparency of governance, strengthening social ties with citizens and increasing public satisfaction with the service quality of government agencies.

Taiwan has been proficient in developing associated e-government technologies. Through online cash flow, e-signature technologies and applications, and other online government services, the public can easily file taxes, process vehicle registrations and driver's licenses, and much more. Moreover, hospital visits require nothing more than the presentation of a single National Health Insurance card for health care personnel to access medical history, records of pharmaceutical use and other such medical data. Similarly, when traveling abroad, citizens can save time queuing for passport inspection by using an automated clearance system known as an e-gate.

### **Focusing on Ownership and Capacity Building to Develop E-government**

With the rapid advancement of ICT, the rapid dissemination of new skills and knowledge has become commonplace thanks to the Internet, and the governments of many partner countries now wish to introduce many of the pragmatic e-government measures developed by Taiwan so as to satisfy the need for more efficiency and convenience in the lives of their citizens. Responding to the expectations of such partners

and given ample experience in implementing e-government programs, the TaiwanICDF has been prudent enough to appraise local conditions and take the concepts of ownership and capacity building into consideration, implementing the following specific measures:

1. Address any problems in terms of basic inadequacies in a government's network infrastructure during project inception.
2. Involve executive agencies in the joint commitment of resources and participation in system development and installation.
3. Have executive agencies jointly responsible for project implementation, monitoring and coordination with the TaiwanICDF.
4. Assist partner countries in building capacity in information security management via the national ICT centers already established by Taiwan.
5. Work with partner countries in building the required capacity among local personnel, boosting the abilities of local technicians through project implementation.

Since 2013, the TaiwanICDF has been assisting Belize in establishing an online system that provides auditing services for the import and export of goods on the same basis as these principles, introducing Taiwan's experience of trade automation and enabling Belizean importers and exporters to obtain government-issued trade certificates through this online platform of services. This is greatly reducing procedural costs and time, supporting the speedy response to international market demands and reducing non-tariff barriers, in turn improving Belize's investment environment.

### **Improving Partners' Use of Applications and Cross-Cutting Utilization of Data**

Besides improving the abilities of partner countries, we are also working hard on ensuring that information literacy becomes more deeply rooted. For example, through the power of schools and community, an ICT-based education program which commenced in Honduras in 2007 has enabled students and instructors to use centralized computer equipment and stable, Internet-connected facilities to communicate with the world, bridging the digital divide.

With the support that ICT can bring to education, the empowerment of women and government accountability and transparency, the TaiwanICDF will continue to apply its experience in implementing e-government programs by assisting the government of Swaziland in building its capacity to manage electronic documents and files, while also implementing cross-cutting utilizations of data in public health projects, such as the Capacity Building Project for the Prevention and Control of Chronic Renal Failure in Belize, and the Health Information Management Efficiency Enhancement Project in Paraguay, thereby enabling citizens in partner countries to enjoy the results of Taiwan's ICT-related resources in the field of health care.

## Case Study 1

# ICT Technical Cooperation Project, Belize



According to 2013 Central Bank of Belize data, the country's volume of imports and exports has been increasing year by year, with total annual trade amounting to US\$1.49 billion. Belize's chief trading partners are other Central American countries and the United States. Its main exports are fresh agricultural produce, ready-made garments and edible oils, while its main imports include mechanical equipment, chemicals and fuel oil. As a member of the WTO, Belize has a great need for trade facilitation, but its import-export system has been hindered by the lack of complete information, and the introduction of proper ICT tools is urgently needed.

Taiwan's achievements in ICT development and associated operations are well known to all, with Taiwan having surpassed expectations in numerous areas of hardware manufacture, software design and telecoms applications. Promoting Taiwan's ICT capabilities through international cooperation projects can not only boost the position of its technological products and patents at a global level, but also better highlight the benefits of international cooperation, strengthening Taiwan's influence in international affairs.

### Integrating the Systems of Separate Agencies to Enhance Effectiveness

In 2013, the TaiwanICDF and Belize joined forces on a four-year ICT

Technical Cooperation Project designed to assist the government of Belize in boosting the efficiency of its existing import-export licensing and permit issuing processes. Technical assistance and the development of ICT systems led to the design of the Belize Electronic Licenses and Permits System (BELAPS), which provides an online signature function. The license application and issuing procedures of Belize's Fisheries Department, Forestry Department, the Belize Bureau of Standards, the Belize Agricultural Health Authority and the Ministry of Natural Resources and Agriculture have also been integrated, providing individuals and businesses with a one-stop service using online media, and thereby reducing the time and fees involved in processing the relevant licenses.

The introduction of BELAPS will also assist Belizean authorities in linking Belize's own Automated System for Customs Data (ASYCUDA) with the United Nations

Conference on Trade and Development (UNCTAD), integrating multiple functions including inspection, customs, cash flow, data integration and data analysis, enabling Belize's electronic customs system to comply with international standards and increasing the accuracy of data and the effectiveness of its use. This will boost the volume of Belizean imports and exports, boosting the country's trade facilitation in turn.

During systems development, the project has focused on building the capacity of cooperating units. In addition to equipping the Belizean government with the capacity to operate and secure its systems through technology transfer and training, the project will also enhance the ICT capacity of Belizean personnel. In 2014, for instance, two Belizean seed instructors came to Taiwan, undertaking Java programming training and acquiring their Oracle Certified Professional Java SE Programmer qualifications. By sharing their experiences in comprehensive professional training and systems development, they can help cooperating units and the government as a whole in building the capacity to develop systems independently, which will have the effect of making this case of international cooperation all the more sustainable.

5,000

Beneficiaries expected to benefit from customs clearance support

## Case Study 2

## Information Technology School Project, Honduras



To enhance the computer skills of Honduran elementary and junior high school students so they can better understand the world, gain new knowledge and benefit from enhanced competitiveness, the government of Honduras proposed a program requesting that Taiwan assist in creating or improving computer classrooms in each of the nation's 2,250 public schools, fitting each with equipment and facilities including air conditioning, electricity, lighting, school desks, 15 desktop computers, a server and online communications equipment, as well as cultivating trained computer instructors. The estimated total cost for this program was about US\$77 million.

To marshal Taiwan's superior development strengths, at the end of 2007 the TaiwanICDF echoed trends in international development, responding to the Honduran government's commitment to educational development by signing for an Information Technology School Project that would provide a loan of US\$5 million. The project came to a successful conclusion in 2014.

### Enhancing the Overall ICT Environment through Software and Hardware

Looking back at the course of the project, once the TaiwanICDF's funding was in place, the management of the project passed to the Honduras Council of Science and Technology under a unified equipment procurement scheme. All personal computers were required to include wireless network cards, for example, while in order to stimulate

elementary school students' interest in studying Spanish and mathematics, computer-aided teaching software and general office software such as Microsoft Word, Excel and PowerPoint were also included.

A TaiwanICDF mission dispatched in November 2014 concluded that the installation of ICT equipment and corresponding software has elevated the academic advancement rate of students who have completed elementary and junior high school, and has also exposed community residents to the Internet, helping to increase the stability of local society.

However, monitoring activities also found that in addition to the hardware considerations that come with this type of project, associated software and personnel are also very important. Since the goal is to boost the computer skills of elementary and junior high school students, it is necessary to pay attention to the needs of students at different stages of learning when appraising which software to install, as teaching software aimed at elementary school students is not always applicable for junior high school students. Further, file size constraints can affect the overall performance of computers — although fortunately, in the case of this project, professional computer training for instructors had raised their ability to adapt, and in the event that software becomes inconsistent with users' needs,

it will be possible to switch to other, more suitable software fairly rapidly.

As for computer systems, to address the obstacles affecting network connectivity, schools need to be asked about Internet use in advance, in order to prevent a situation in which equipment is purchased en masse but does

not conform to their needs, while it is also necessary for systems to comply with telecom regulations. The Honduran government is confronting the issue of barriers to connectivity head on

by revising telecom regulations, and has tasked the National Communications Commission with the ongoing management of the project, utilizing communications funds managed by the commission to continue to set up wireless communications networks in Honduran schools and public spaces, so that the ICT hardware provided by different sources can be used to maximum effectiveness.

# 1,189

Computer classrooms established in participating schools

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## Environmental Protection

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Climate change has become an environmental phenomenon that humans may be unable to reverse, and as such it is necessary to deal with the challenges it creates. At the UN's conferences on climate change, signatory countries have been urged to redirect aid to help the world's least developed countries (LDCs) in adapting to the impacts brought on by climate change. The Nairobi Work Programme, for instance, is currently putting words into action, and asking that industrialized nations take the initiative to help LDCs in building the capacity to cope with climate change, with key tasks including climate and environmental risk assessment and prevention.

### **Strengthening Capacity to Adapt to Climate Change, Developing Renewable Energy and Greenhouse Gas Reduction Projects**

The TaiwanICDF launched its Capability Enhancement in Using Geographic Information Systems in Central America—Nicaragua in 2010 in order to assist its partner country in building disaster prevention, relief and recovery capabilities. The project integrates advanced space and remote sensing, geographic information systems (GIS) and global positioning system (GPS) technologies from Taiwan, helping Nicaragua to carry out advanced monitoring of the weather and natural environment. In times of disaster, such technologies have been used to monitor large-scale environmental destruction, complementing everyday functions that have helped the Nicaraguan government in maintaining an effective handle on land use and change, and serving as an important tool with which to monitor the environment, conserve

forests, manage changes in land use and support disaster prevention.

Among the UN's post-2015 Sustainable Development Goals (SDGs), environmental sustainability targets remain an important theme for international cooperation and development. As part of this, the recommended tasks and indicators are becoming more finely specialized, requiring enterprises to shoulder greater responsibility for environmental sustainability. There is also a need to develop partnerships between society and government in order to address everything from regional and domestic environmental protection to global-scale environmental issues. In the future, cooperation between the public and private sectors should become the norm.

The Green Energy Special Fund (GESF) established between the TaiwanICDF and the European Bank for Reconstruction and Development (EBRD) defines a number of investment priorities based around municipal and environmental infrastructure, with funding for sub-projects involving LED street lights, solar energy and energy-saving public transportation. In addition to providing leverage to elevate Taiwan's visibility in Eastern Europe and Central Asia, this can also help Taiwan to expand its markets in industries in which it is strong, such as ICT, solar photovoltaic technologies and LED-based energy-saving lighting. To respond to the SDGs' recommendations regarding the promotion of environmental sustainability via public and private sector cooperation, the project's implementation framework is based around tripartite cooperation among financial institutions, development

assistance organizations and partner country governments.

The TaiwanICDF will continue to assist partner countries in building the capacity to adapt to climate change. Providing technical know-how on conservation, we will continue to develop assistance programs relating to renewable energy and greenhouse gas emissions. Regarding the serious problems caused by climate change, including food crises and the depletion of water resources, and given the fact that a number of our partner countries are environmentally fragile island nations or lack self-sufficiency in food production, the design of future agricultural projects will list climate change as an important risk, and we will marshal Taiwan's advanced ICT, water resource management and renewable energy technologies to design programs suited to local circumstances, helping partner countries adapt to changes brought on by climate change and seizing this opportunity to develop sustainable agriculture.

The TaiwanICDF has sent GIS instructors to Nicaragua to assist in training professionals and building analytical capacity.



## Case Study 1

## Capability Enhancement in Using Geographic Information Systems in Central America—Nicaragua



Countries in Central America suffer from frequent natural disasters and lack for effective management and planning across broad swathes of land. As such, they require the technical tools to carry out prevention strategies, manage changes to land use, and utilize natural resources sustainably.

To this end, Nicaragua, one of our partner countries in the region, noted Taiwan's advanced capacity in satellite technology and signed a technical cooperation agreement with us in 2010, hoping to introduce GIS in order to improve the government's administrative capacity.

The implementation of the project is based on the TaiwanICDF's project design and implementation model. A special team was assembled by the Resource Satellite Receiving Station based at National Central University's National Space Organization and the Center for Space and Remote Sensing Research, making use of Taiwan's FORMOSAT-2 satellite to carry out a multi-phase land monitoring mission and thereby assisting Nicaragua in understanding land use at key nature reserves, and providing recommendations on disaster response.

### Applying Taiwan's Advantages to Realize Environmentally Sustainable Development

During 2014, the project helped Nicaragua to monitor 27 nature reserves, reporting on any changes detected and conducting on-site surveys and revitalization work with partner organizations. For example,

the Ministry of the Environment and Natural Resources assembled an on-site survey team, making use of change point data provided by the project to successfully stop coffee farmers from using land illegally in Serranía Dipilto-Jalapa, levying fines of 600,000 córdoba (about US\$24,600). This was a key result as part of the ministry's work during the year, helping to publicize the project and having a positive effect on its efforts with regard to environmental sustainability.

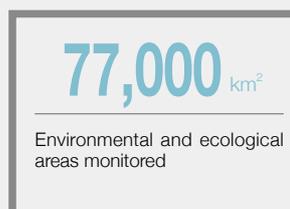
In 2014, three major natural disasters occurred in Nicaragua: an earthquake in the Lake Managua area in April, a landslide in El Ayote in June, and a landslide at El Concepcion Volcano in September. After receiving equipment designed for disaster photography, in each of these cases the project team provided the Nicaraguan Institute for Territorial Studies (INETER) with pertinent satellite imaging and disaster assessment reports within two weeks, helping disaster relief teams to ascertain the severity and extent of the disasters, and to plan the resources needed for on-site survey work more effectively. INETER's disaster analysis reports will also serve as a reference for future disaster contingency strategies.

To respond to the recent needs of Central American countries suffering the effects of global warming and climate change, the project has also helped Nicaragua to monitor over 77,000 km<sup>2</sup> of key nature reserves each year, as

well as provided 14 emergency disaster image and analysis reports, 10 GIS training sessions, and training for more than 250 specialized personnel. Valued by partner countries, the agencies that the project has partnered with have

appointed ministry-level personnel to take part in the management of the project, and department-level personnel to serve as communication channels. The use

of Taiwan's satellite imaging and GIS technology as part of this cooperation program has also been mentioned at UN climate change conferences and other international conferences, successfully boosting the publicity of results.



## Case Study 2

# EBRD Green Energy Special Fund



To provide financial investments that spur the development of emerging industrial nations, since 2011 the TaiwanICDF has been cooperating on the Green Energy Special Fund (GESF), established with the European Bank for Reconstruction and Development (EBRD), in hopes of encouraging the EBRD's countries of operation in Eastern Europe, Central Asia and North Africa to invest in municipal infrastructure by applying the best available technologies that could achieve significant levels of CO<sub>2</sub> savings via preferential funding.

### Cooperation with EBRD Leveraging Multiplier Effect of Inputs

The goal of the GESF is to address the affordability gap faced by the EBRD's countries of operation in boosting their efficiency of energy use. The program provides loans to municipal governments in developing countries in Central Europe, Eastern Europe and Central Asia, promoting their investment in energy efficient technologies. GESF sub-projects are financed by loans, with the principal and interest to be returned to the TaiwanICDF in accordance with the agreement with the EBRD and the TaiwanICDF.

The GESF's contributions in boosting the energy saving and energy efficiency of these regions' public services have received widespread attention during 2014 thanks to the signing and implementation of water resource,

solid waste management and smart transportation projects in Eastern Europe, as well as LED street lighting projects in Central Asia and North Africa. Three sub-projects have been signed for since the fund was established: an LED street lighting project in Almaty, Kazakhstan; an urban roads project in Chişinău, Moldova; and a water supply and wastewater project in Vâlcea, Romania.

At the signing ceremony for the LED street lighting project in Almaty, Kazakhstan, on June 10, 2014, EBRD president Sir Suma Chakrabarti made a point of thanking Taiwan for its technical assistance and funding support toward the GESF. The bank's Twitter page also took on a dedicated theme – "Taiwan government helps Almaty shine even brighter!" – to highlight the contributions of Taiwan's development experience

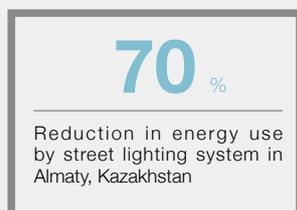
toward improving municipal infrastructure in Almaty. The project is expected to yield a 70 percent reduction in energy use by Almaty's street lighting system. The project has gained widespread attention

from many countries, and more than 10 countries are currently in talks with the EBRD regarding similar lighting projects.

In addition to the LED street lighting project, the GESF has also subsidized an LED street light project in the Moldovan capital of Chişinău and a water resource management project in the southern Romanian city of Vâlcea, receiving widespread acclaim from local

governments and the European Union.

The project is the first program of cooperation between the TaiwanICDF and the EBRD to focus on energy saving and carbon reduction. We hope that marshaling Taiwan's advantages in environmental protection technologies can broaden the scope of projects through cooperation with the EBRD and the GESF, assisting partner countries in pursuing environmentally sustainable development despite resource constraints, and thereby achieving a synergistic, leveraging effect.



## Case Study 3

## Energy Efficiency and Solar System Project, Marshall Islands



The Marshall Islands, one of the TaiwanICDF's partner countries in the South Pacific, is constrained by limited natural resources and has to import fossil fuels from overseas to support its needs in terms of transportation and power generation. As a low-lying country, the nation is also threatened by rising sea levels. Faced with the double jeopardy of climate change and severely fluctuating international oil prices, the Marshall Islands needs to adopt development measures as quickly as possible so as to adapt to this increasingly severe environmental challenge.

### Promoting Solar Energy to Provide Energy and Alleviate Pressure

The photovoltaic technology used in generating solar energy is user-friendly and scalable, and can serve the needs of homes and small-scale power distribution stations. Such technology is better than diesel in terms of power transmission costs and unfavorable energy losses, but is easily affected by weather, resulting in an unstable power supply unsuitable for serving as a base load power source. It can, however, serve as an auxiliary energy source, and thus solar photovoltaic systems are appropriate for an island nation that is generally reliant on diesel generators, but which also needs to generate power for home use in rural areas isolated from the main power grid.

With solar photovoltaic power generation able to solve the predicament faced by the Marshall Islands, the Marshalls Energy Company proposed a project to the TaiwanICDF in hopes that we would provide funding to support the installation of grid-connected solar photovoltaic systems and replacement of energy-saving home appliances, which, in addition to increasing energy efficiency, could also reduce the country's fossil fuel consumption.

The TaiwanICDF subsequently dispatched personnel to the Marshall Islands to conduct on-site inspections and visit the relevant stakeholders, learning more about their needs and views. We also drafted in consultants and experts from the Ministry of Economic Affairs' Bureau of Energy and the Industrial Technology Research Institute's Green Energy and Environment Research Laboratories to

preliminarily establish the feasibility of the project, to ensure that the Marshall Islands' climate and environment are suitable for the development of solar power, to confirm

that the Marshalls Energy Company possesses the ability to maintain operations, and to gain a better understanding of stakeholders' needs and views, as well as to continue to help the Marshalls Energy Company in strengthening the project's sustainability at the design stage.

The TaiwanICDF succeeded

in incorporating Marshall Islands government agencies such as the Ministry of Finance, the Ministry of Resources and Development and the Marshall Islands Development Bank, to jointly participate in the promotion of the project, making its implementation arrangement all the more rigorous. In total, the TaiwanICDF will provide US\$4 million in loans for the benefit of around 350 households, with Marshall Islands authorities forecasting the reduction of fossil fuel consumption in the household sector by 14 percent. We believe that this will ease the environmental pressures faced by the Marshall Islands and consolidate the close ties between Taiwan and this partner country.

14 %

Forecasted reduction of fossil fuel consumption in the household sector

3

Operations



With the post-2015 Sustainable Development Goals (SDGs) representing the issue of the moment in terms of international cooperation and development, the TaiwanICDF not only continues to achieve results based around the MDGs, but is also seeking to establish a new framework based upon the SDGs as the context for its next phase of development. This will include projects promoting economic development, job security and good governance, and global partnerships that promote “global public goods.” We are also developing several other operations designed to reduce poverty, put an end to hunger, improve health and education systems, and safeguard environmental sustainability, all in the hope of contributing toward human development.

As Taiwan’s specialist development assistance organization, over many years the TaiwanICDF has responded to the needs of partner countries and helped them in building capacity via Taiwan’s comparative advantages, implementing a range of operations based around technical cooperation, lending and investment, international human resources, humanitarian assistance and overseas volunteering. As part of this process we have gradually put the principles of the Paris Declaration into practice, including ownership and managing for results, thereby enhancing aid effectiveness and supporting the pursuit of sustainable development.

The TaiwanICDF has also undergone its own reforms in accordance with the practices of international organizations, and will continue to pursue complementary measures. Drawing on objective,

scientific analyses, we are also better able to pinpoint and resolve problems encountered during the implementation of each project, improving and enhancing our organization’s operations.

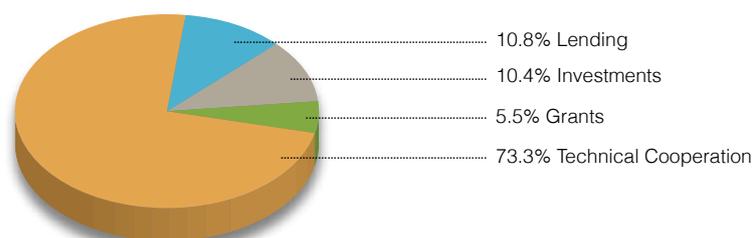
#### **Emphasizing the Supervision And Appraisal of Projects, Ensuring Project Quality and Effectiveness**

The TaiwanICDF takes both financial and technical feasibility into account when implementing its projects. We first assess needs, allocating resources on a results-oriented basis, and, by following the project cycle, begin with project identification, preparation, appraisal, approval, implementation, completion and post-evaluation, providing a solid basis for successful results. We are striving to make every project as cost effective as possible

by utilizing systematic considerations and goal-oriented processes.

In terms of projects and funding, total expenditures associated with all TaiwanICDF projects in 2014 amounted to NT\$1.73 billion (including lending and investments of NT\$367 million, and technical assistance and grants of NT\$1.36 billion). The largest share of expenditures was given over to technical cooperation (73.3 percent, or NT\$1.27 billion), and then projects funded by lending (10.8 percent, or NT\$186.1 million), investments (10.4 percent, or NT\$180.9 million) and grants (5.5 percent, or NT\$95.7 million).

Figure 1 Total Expenditures by Project (2014)



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## Technical Cooperation

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Taiwan has been promoting international agricultural assistance projects ever since 1959, even during its time as a recipient of international aid, implementing such initiatives over many years through overseas technical missions and project-based technical support provided by project managers. Taiwan's professional know-how and experience of agriculture, public health and medicine, education, ICT and environmental protection are passed on to partner countries in order to expand their potential for national development within the context of their existing infrastructure.

The TaiwanICDF operates Taiwan Technical Missions and carries out specially commissioned projects on behalf of the Ministry of Foreign Affairs, besides engaging in its own public health and medical projects.

The planning of the TaiwanICDF's projects follows the principle of ownership espoused in the Paris Declaration. The TaiwanICDF understands the specific needs of partner countries and integrates these countries' economic, social and environmental protection development strategies, providing

assistance via Taiwan's own comparative advantages, and invites associated institutions and experts to participate in the appraisal and examination of projects. Meanwhile, the TaiwanICDF also sends specialists to every partner country to carry out on-site evaluations, during which specialists negotiate with the government and stakeholders to identify core issues, to appraise project feasibility and to develop strategies. Projects are approved and then implemented by our partner countries, with TaiwanICDF specialists providing the necessary technical support and consultation during this phase, as well as assisting cooperating units to carry out basic training that builds capacity and ensures project effectiveness, thereby maximizing the effectiveness with which resources are utilized, and promoting the sustainable development of projects.

In recent years, the TaiwanICDF has striven to upgrade the technical level of projects, integrating issues such as the prevention of agricultural epidemics, the conservation of biodiversity, e-government and GIS into its cooperative initiatives. The

transfer of skills taking place as part of these projects is of great help to the overall development of partner countries.

### Overseas Missions

In 2014, MOFA commissioned the TaiwanICDF to oversee the operations of 15 technical, medical and trade missions and one other branch office, staffed by a total of 82 technicians (including seven resident officers), and to handle 25 projects and new projects under preparation in 29 partner countries.

Given the differing conditions and capacities of different areas, the TaiwanICDF follows the principle of taking measures suited to local conditions, and pursues only the most appropriate approaches toward implementation. Technical missions have been stationed in areas where infrastructure is poor and technical human resources are lacking, with such missions serving as the driving force behind project implementation, and with specialists at cooperating units and technicians implementing the more straightforward aspects of projects and gradually building capacity in the project implementation process.



1



2

A total of nine technical missions were in operation in Asia-Pacific, overseeing projects involving agriculture, horticulture, aquaculture and animal husbandry; two technical missions and one medical mission in Africa oversaw projects involving agriculture, horticulture and medicine; and two technical missions and one trade mission in Latin America and the Caribbean oversaw projects involving horticulture, agriculture and trade. By the end of 2014 a total of seven projects had been successfully handed over to partner countries and remained under operation, while ongoing projects continued to be implemented according to schedule. We also continued to enhance the capacity building of technicians in cooperating units in the hope of achieving sustainable project operations through bilateral technical cooperation.

To take the Hog-raising Project implemented by the Taiwan Technical Mission in the Solomon Islands as an example of the TaiwanICDF's efforts vis-à-vis sustainable operations, the project served as a national development

initiative designed to promote local pork production, aiming to promote consumption of pork and strengthen local technicians' breeding and feed production capabilities. The mission also cooperated with international organizations such as the Secretariat of the Pacific Community (SPC) and Gesellschaft für Internationale Zusammenarbeit (GIZ) in providing comprehensive support to this partner country.

Elsewhere, the ROC-Burkina Faso Medical Project implemented by the Taiwan Medical Mission has adhered to the principle of managing for results. In recent years, the project has provided clinical services, promoted health education and held local training courses designed to build the capacity of local personnel in the fields of medical engineering, midwifery and medical administration.

### Projects

MOFA also commissioned the TaiwanICDF to carry out 29 special projects. For countries with better infrastructure and higher project participation rates, the TaiwanICDF implements such projects using a

project manager system.

A project manager system involves dispatching a project manager to a partner country to supervise the progress of a project. Partner countries may designate one or more technicians to participate in projects in accordance with the directions and strategies defined by project orientation, program management and the project cycle. These technicians will also finalize a project's content, goals, implementation schedule and financing, as well as the tasks of all cooperating technicians, to ensure project effectiveness and strengthen the control of inputs.

In 2014, the TaiwanICDF posted 60 technicians overseas to oversee a range of projects involving vocational training, ICT, the production of local specialties, landscaping and transport construction, and horticulture and aquaculture. Some 41 projects were also under evaluation for the Latin America and Caribbean region, as were 11 for Asia-Pacific, and five for Africa.

To take our ICT Technical Cooperation Project in St. Vincent and the Grenadines as an example



- 1 Wang Der-lon (third from right), a technician with the Taiwan Technical Mission in the Solomon Islands, demonstrating to students the purpose and techniques involved in operating on pigs.
- 2 Technical and vocational education and training programs help to cultivate the expertise of young people in our partner countries, supporting their future career development, as well as such countries' economic development.
- 3 The Taiwan Medical Mission in Burkina Faso hosts its first medical engineering training workshop, including an outdoor session on the repair and maintenance of operating tables.

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of such operations, the project aims to assist St. Vincent and the Grenadines in promoting the utilization of e-government services, closing the digital divide, and developing ICT-related human resources. A National ICT Center has been set up and serves as an integrated ICT platform in this partner country, while the project has also provided training courses to expand ICT capacity among government officials.

Elsewhere, we continued to develop projects in emerging disciplines based on partners' needs, in accordance with their specific national development strategies. To take our Census and Classification of Plant Resources in the Solomon Islands as an example, statistics indicate that the country's abundant ecosystems are home to more than 7,000 native species. In the past 10 years, however, massive deforestation and the cultivation of cash crops such as oil palm and cocoa has caused the gradual reduction of native forests, putting the existence of many native species under significant pressure and driving others to the brink of extinction. This led Solomon Islands authorities to invite the TaiwanICDF to implement a five-year project that aims to conduct a survey of local plant species, promote local conservation and enhance local botanical capacity in support of sustainable development.

### **Public Health and Medicine**

Providing globalized medical and humanitarian assistance and contributing toward the welfare of the global health and medical environment are leading streams of thought within the field of international health care, and serve as a vision

for the MDGs. With these goals set to expire in 2015, the TaiwanICDF continues to develop public health and medical operations based on the post-2015 development agenda, integrating past experiences and promoting related projects based on the principle of ownership, including through its Healthcare Personnel Training Program, and its Used Medical Equipment Donation and Training Project, as well as other public health and medical projects.

Working with Taiwanese medical institutions and organizations, the TaiwanICDF has raised the capacity of medical personnel in partner countries through the implementation of its Healthcare Personnel Training Program, inviting overseas medical personnel to Taiwan to attend clinical training over periods of approximately one to three months. Sharing experiences and transferring medical techniques improves participants' professional capacity to great effect. In addition to the fact that the program raises the visibility of Taiwan's advantages in health and medicine through cooperation with 17 institutions, participants are also expected to provide assistance to future TaiwanICDF projects by becoming instructors or project facilitators after returning home.

Furthermore, our Used Medical Equipment Donation and Training Project responds to partner countries' requirements in accordance with the state of their health care environment, cooperating with the Ministry of Health and Welfare's Global Medical Instruments Support and Service Program in procuring and repairing second-hand medical equipment. In 2014, we donated medical equipment to St. Vincent and the Grenadines and Palau, and also held associated training in Palau.

Elsewhere, the TaiwanICDF is currently implementing a Strengthening the Management of HIV/AIDS, Tuberculosis and Hypertension among Mobile Populations in Southern Africa Project. Working with international organizations, our aim is to enhance the tracking efficiency for mobile populations suffering from HIV/AIDS, tuberculosis and hypertension within the health information systems in South Africa and Malawi, thereby increasing survival rates. In addition to inviting officials to Taiwan for observation activities in 2014, the project has also completed the installation of hardware and conducted training on related software at partner hospitals in Malawi, including a System Software Development, Maintenance and Troubleshooting Training Course and a System Hardware Operations, Maintenance and Troubleshooting Training Course.

In the future, the TaiwanICDF will continue to implement core strategies and respond to the needs of partner countries based on Taiwan's own advantages, launching new public health and medical projects, such as a Capacity Building Project for the Prevention and Control of Chronic Renal Failure in Belize, and a Maternal and Infant Health Care Improvement Project in Swaziland. Meanwhile, we will not only integrate resources, strengthen partnerships and develop new projects through cooperation with various public and private departments, but also transfer public health experience to partner countries, raising partner countries' capacity building and their potential to develop sustainably.

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## Interview 1

**Senator Camillo Gonsalves, Minister of Foreign Affairs, Foreign Trade, Commerce and Information Technology, St. Vincent and the Grenadines**

### Present, Future Cooperation in ICT Developing E-Government, Realizing Local Potential in St. Vincent and the Grenadines



“Taiwanese cooperation is really going to revolutionize the way our government deals with ICT and our people interact with the government.”

That’s the view of Senator Camillo Gonsalves as he surveys the TaiwanICDF’s ICT Technical Cooperation Project and discusses plans for future cooperation in e-government in his native St. Vincent and the Grenadines, speaking during a visit to TaiwanICDF headquarters at the start of a weeklong visit to Taiwan in December.

Senator Gonsalves is directly responsible for the promotion and development of his country’s ICT sector, and for the government’s Information Technology Services Division (ITSD), whose personnel have worked alongside the TaiwanICDF since the project began in 2011.

The crown jewel and culminating feature of the initiative was the establishment of the SVG E-Government Centre, the nation’s hub for ICT.

“The ‘before Taiwan’ story is that we were antiquated; a lot of work was being done by this or that individual ministry or individual department, but there was no coordination among them,” Senator Gonsalves says. “Very often different systems were being used. Very often the skillsets from one department to another were vastly different, and there was no single space or place for training and coordination to occur.

“Taiwan first helped us with the physical space, of creating for us an area for e-governance training, a physical facility,” Senator Gonsalves continues. “They’ve helped us to equip it, so that

provided an essential gathering space for government professionals to go to, to learn how to use equipment and to coordinate our own ICT development. They’ve also provided a number of trainers that are also doing excellent work in teaching Vincentians – not only within the government but also within the private sector – on the proper uses of the technology, and they’ve provided a great amount of software that has also helped facilitate the training process.”

#### **Operating Under Local Ownership Thanks to Significant Capacity Building Efforts**

Nowadays, the center’s own ICT specialists play host to training courses designed to support the work of government personnel from across the country, and are also working on the creation of a number of systems and platforms designed to streamline government operations. But as Senator Gonsalves explains, the smooth management of the center under local ownership has come about only thanks to significant capacity building efforts on the part of the TaiwanICDF and the ITSD.

“One of the great things about ICDF cooperation and the cooperation in this particular space is that it’s all very sustainable,” he says. “One of the things that they have done, when they first came in, was to help us to prepare ourselves to run it ourselves. They have reached a level of comfort and our own citizens now have a level of comfort with the technology and its potential that [the TaiwanICDF has] taken a step back.

They’re still there to the extent that we need them, but thus far it’s been run entirely by local talent, and we’re very proud of that.”

With the center having been officially opened in May 2013, the early stages of a new project tentatively referred to as the “Electronic Document and Records Management System Project” began to take shape through 2014.

Identified and raised by the government of St. Vincent and the Grenadines, the initiative will involve the installation of a cross-government network of infrastructure and applications capable of handling government documents and records in a standard and secure electronic format.

“It’s not necessarily the sexiest project, but it’s certainly a project that will have sexy results, because people will feel better about the way in which they are interacting with the government, and the government itself will do its business much more efficiently,” Senator Gonsalves says.

With this further cooperation in the pipeline, Senator Gonsalves says that he is very happy with how his country’s ICT revolution is progressing.

“What we have, we believe, are very resourceful, creative people that are willing to learn, and if given the opportunity can be very successful. Taiwan and the ICDF have done a great deal in helping us to realize that potential, and people are very eager to assist, very eager to learn, and, if I may say so, are doing very well in the new roles that Taiwan has prepared them for.”

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## Interview 2

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**Myknee Sirikolo, Director, National Herbarium and Botanical Gardens, Solomon Islands**

### **Building the Capacity to Identify And Safeguard the Solomon Islands' Valuable Plant Biodiversity**



“I like my job. It takes me out into the higher mountains, you have to cross flooded rivers, some nights we don't sleep in our tent because it's wet, and it's a sacrifice, to make biodiversity come to the classroom, come to the public. So it's a challenge, but it's very adventurous, that's the nature of our job.”

The scenes he's describing are a far cry from his modern hotel room in Taiwan, yet Myknee Sirikolo, director of the National Herbarium and Botanical Gardens in his native Solomon Islands, has no trouble conjuring up visions of his homeland's pristine jungle island habit.

As the Solomon Islands' most experienced botanist, Myknee leads a team of nearly 20 staff responsible for the operations of the herbarium and gardens based in the country's capital, Honiara, working under the Ministry of Forestry and Research.

Myknee is here in Taiwan as one of six Solomon Islanders participating in the TaiwanICDF's Workshop on Biodiversity and the Germplasm Conservation of Plant Resources, arranged to fit into the wider operations of an ongoing TaiwanICDF project, the Census and Classification of Plant Resources in the Solomon Islands, which is being carried out by the Solomon Islands government and the TaiwanICDF, alongside experts from Taiwan's National Museum of Natural Science and Dr. Cecilia Koo Botanic Conservation Center.

Myknee explains that the goal of the project is to establish the capacity to investigate plant resources and to perform plant conservation work. He says this is crucial not just to him

as a botanist, but also necessary to promote conservation and safeguard his country's valuable biodiversity.

To record the Solomon Islands' flora as systematically and comprehensively as possible, project implementation, running from 2012 through to 2017, involves conducting surveys from island to island.

“Since the Solomons is made up of several hundred islands, we have identified different target areas,” Myknee explains. “Like this year, the focus is to do collections on Choiseul and Isabel, two of the six biggest islands in the Solomons.”

#### **Lectures, Visits and Hands-On Experiences Cover Crucial Conservation Work**

Turning to his time in Taiwan, Myknee says that as part of the workshop he and his group have participated in a range of lectures, visits and hands-on experiences concerning the handling of plant and germplasm material. Participants initially visited Taiwan's botanic gardens and conservation sites where these kinds of activities are carried out. From there, the workshop moved on to cover specific plant groups, which Myknee says was very relevant to work in the Solomon Islands. Participants also received overviews of deeper taxonomic studies and research done by Taiwanese experts.

“One of the things that I gained here is the strong connection between scientific research, the institutions that are involved in manipulating the information brought about by scientific

research, and those who are actually using available resources to build up economic activities,” Myknee says.

Myknee is also taking a number of more practical, day-to-day examples home with him. He says that an insectivorous plant set up as a focal point at the Dr. Koo Botanic Conservation Center really attracted a lot of attention because of its “strangeness” and “mysteriousness.” These types of plants are often something that only academics have contact with, but having seen this “wow factor” in effect, Myknee says he's realized that if you give the public access then people are really curious and keen to learn. He'd like to do something similar in the Solomon Islands, as well as put up more signboards, written information and pictures to highlight the particular significance, uses and characteristics of certain key species of plants.

Overall, the workshop has left Myknee in positive spirits as the project moves forward.

“Coming here, in the last two weeks we've learned a lot and we've made plans to go back and promote more networking, sharing, trying to develop new plans to further promote conservation work and research work with the plant resources that we have,” he says.

“With new knowledge, we have confidence that we'll address these issues at a higher standard that will be more visible to the public and to our government.”

## Interview 3

**Fang Chun-kai, Chief, Department of Psychiatry,  
Mackay Memorial Hospital**

## Taiwan's First Foray into Mental Health Assistance Hoping to Raise Overall Progress in the South Pacific



In February 2014, Fiji's Ministry of Health submitted a concept note to the TaiwanICDF focusing not on the more conventional areas of health care such as internal medicine or surgery, but rather on mental health. To confirm the project framework and appraise conditions, the TaiwanICDF proposed a Mental Health Care System Enhancement Project, and suggested that MacKay Memorial Hospital also get involved due to the hospital's long-term connection with Fiji and the relevance of its own operations to the project's potential operations. As per its project cycle, the TaiwanICDF then visited Fiji to conduct appraisals as part of the preparation phase of the project.

As a member of the assessment team and the chief of MacKay Memorial Hospital's Department of Psychiatry, Dr. Fang Chun-kai has been at the heart and soul of the project. Dr. Fang and the team not only visited Taiwan's trade mission stationed in Fiji and negotiated with the minister of health, but were also granted an audience with the country's president, highlighting the importance of the project to the Fijian government. Dr. Fang was also impressed by a visit to the WHO's Representative Office in the South Pacific, gaining an understanding of the implementation of similar projects and further confirming the direction of the development of their own project.

### Taiwan's Psychiatric Expertise To Strengthen Institutional Functions And Capacity Building

When asked why Fiji has been emphasizing mental health care

and chose Taiwan as its partner for the project, Dr. Fang points out that political unrest and high suicide rates among young people over recent years have had a negative impact on Fiji's overall strength. Unfortunately, the lack of training available to psychiatrists in Fiji, conflicting training concepts in nearby countries such as Australia and New Zealand and a "brain drain" of specialists have posed a serious problem. Psychiatric practices are well developed in Taiwan, with one successful case being the establishment of the Taiwan Suicide Prevention Center, which has significantly lowered suicide and related mortality rates. The comprehensive development of related psychiatric health care systems and rehabilitation institutions, as well as the provision of training for occupational therapists in Taiwan, have become the predominant advantages attracting partner countries such as Fiji in seeking assistance.

Dr. Fang also points out that the project will aim to strengthen the functionality of agencies and enhance capacity building, explaining that in terms of strengthening the functionality of agencies, a suicide prevention center will be established under Fiji's Ministry of Health. The project will also help psychiatric hospitals in providing psychiatric day care, and enhance the functionality of psychiatric rehabilitation associations, and the integration and promotion of such functionality. As for enhancing capacity building, the primary goal will be to train personnel in providing psychiatric treatment and

rehabilitation. Trainees will be invited to Taiwan to attend professional clinical training, enhancing their knowledge and capacity in terms of occupational therapy and case management. After returning to Fiji, these former trainees will serve as teachers, working as a professional group and continuing to spread their influence.

Dr. Fang has great confidence in this first instance of cooperation with the TaiwanICDF, and in Taiwan's first foray into mental health assistance with a partner country. He is glad to have observed both rigor and flexibility in the TaiwanICDF's approach toward implementing its projects, and sees this initiative as a benchmark for his professional career.

"Fiji is the headquarters for health care training in the South Pacific," Dr. Fang explains. "If psychiatry, currently the weakest point in Fiji, can be strengthened by setting up a local mental health framework and adequate systems, then this model could potentially be reproduced throughout neighboring island countries, benefitting more than 20 countries in the South Pacific. This kind of contribution is something that no political force can match!"

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## Lending and Investment

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In 2014, the TaiwanICDF's lending and investment operations drew on accumulated development advantages, focusing on creating production and operating environments of benefit to the private sector in partner countries. This involved, for instance, strengthening financial intermediaries operating in certain regions or countries, providing further means for small-scale enterprises to obtain financial support, and aiding Central American farmers by providing agricultural financial services to those hit by coffee rust. We also responded to partner countries' needs by participating in environmental protection projects, including waste recycling and renewable energy initiatives.

In terms of development assistance, we strengthened the connection between our operations and the international interest rates market by providing borrowers with loans priced in floating interest rates that aimed to promote our projects more smoothly.

In terms of private sector cooperation, in addition to bringing together the practical viewpoints of private sector actors, we also invited such actors to participate in investment projects such as a tilapia feed mill and a waste treatment and recycling project that aim to strike a

balance between development goals and financial sustainability.

To ensure stability in terms of the medium- and long-term development of investment activities, the TaiwanICDF has sought sustainability based on a portfolio built upon the past. In terms of lending operations, we actively responded to partner countries' needs and customized lending projects according to the requirements of such countries' national development frameworks. For ongoing loan projects, we will ensure that project scheduling makes the most efficient use of resources by reviewing processes and making proper adjustments accordingly.

In terms of interactions with international organizations, the TaiwanICDF's dialogue with such organizations regarding potential cooperation projects were based on our operational priorities. We also remained keen to acquire the latest international practices and professional know-how, applying such learning in evaluating the preparation and management of lending and investment projects and thereby assisting our organization in building a regional framework and implementation methodologies.

To safeguard investment projects, this year saw the TaiwanICDF unite in-house expertise, strengthening legal structuring and appraisal in the

early stages of the preparation of large-scale investment projects.

As of December 31, 2014, the TaiwanICDF was committed to 84 lending projects, for which commitments amounted to approximately US\$665.32 million. We were also committed to 13 investment projects, for which commitments amounted to approximately US\$100 million. We dispatched specialists on a total of 22 occasions for the purpose of attending international conferences or as part of identification, preparation, appraisal, supervision or completion missions. The TaiwanICDF's Lending and Investment Department was also responsible for managing a number of projects commissioned by MOFA, as well as for managing the Republic of China (Taiwan)-Central American Economic Development Fund. In the future the TaiwanICDF will continue to respond to the demands of partner countries and looks forward to implementing various lending and investment projects through the integration of multiple operations and applications of lending and investment instruments.

Responding to partners' needs to develop air transportation, a TaiwanICDF lending project is assisting Kiribati in renovating facilities at the capital city's Bonriki International Airport. Pictured here, the airport prior to renovation work.



## Interview 1

**H.E. Ambassador Teekoa Iuta, Embassy of the Republic of Kiribati in the Republic of China (Taiwan)**

## Co-financing of Airport Infrastructure Bringing Kiribati Closer to the World, Looking to Spur Wider Development



“Kiribati, being an island country, we cannot remain an island forever. We have to have links with the outside world, and one of the important links is international air transportation. That’s crucial to our development over the long term.”

Teekoa Iuta, Kiribati’s ambassador to Taiwan, is very well placed to tell the story behind the TaiwanICDF’s Repair and Upgrade of Bonriki International Airport Project having signed the related loan agreement between the TaiwanICDF and the I-Kiribati government in August. Designed to raise safety and standards by renovating and strengthening the runway at the capital city’s airport in line with international requirements, the initiative was originally conceived of as a standalone project, but was later integrated into a wider Kiribati Aviation Investment Project, or “KAIP,” led by the World Bank.

Ambassador Iuta’s interest in the project extends far beyond the necessary diplomatic formalities. For the ambassador, who has lived in Taiwan since the Embassy of Kiribati opened here in July 2013, the signing in fact marked the culmination of her own commitment to several years of negotiations and preparatory work in support of the project prior to being posted to Taiwan.

“My first involvement with the project was in 2009,” she explains. “That’s when I was posted to the Ministry of Communications, Transport and Tourism Development to be the permanent secretary there. The project had already been discussed at that time.

“So when I came into the ministry in 2009, initial discussions had already started with the embassy of Taiwan and the TaiwanICDF to identify a source of funding, and then when I came in I picked up from where it had started, and started the detailed negotiations of the loan, which was approved in 2010, so that’s how I was closely involved in this project.”

### Meeting a Growing Need for Improved Transport Links in Support Of Wider Development

Ambassador Iuta says that the project in its original form was designed to meet a growing need for improved transport links in support of wider development.

“One of the things that I think has been a major challenge for Pacific island countries is their isolation and the difficult issue of access through air and sea transport,” she explains.

“Why is this difficult for us to have access to, or for us to be accessed from, the outside world? One of the issues that we have is that our infrastructure is not very good. Our transport infrastructure is not very good.”

Indeed, as Ambassador Iuta explains, in recent years the deteriorating state of Bonriki Airport – and the runway in particular – had gone well beyond a matter of subjective perception, and was becoming a genuine safety concern.

It was this most urgent aspect that was designed to be resolved as part of the original TaiwanICDF project, with an AUS\$14 million loan being drawn up to support the comprehensive rehabilitation of the airport’s runway, taxiway, apron

area and perimeter fencing in line with International Civil Aviation Organization standards. The lengthening of the runway as part of this process would also “future-proof” the site, allowing for the landing of larger and more-modern aircraft for years to come.

After 2010, there was a pause in the project when the I-Kiribati government expanded the scope of operations, working with the World Bank and other donors to develop the KAIP.

Ambassador Iuta explains that these additional project components will improve other physical aviation infrastructure such as Bonriki Airport’s terminal building, lighting and safety equipment, as well as facilities at Cassidy Airport on Kiritimati Island. Elsewhere, support will be given to reforming the country’s aviation sector and building capacity in airport operations and management, with the TaiwanICDF project being implemented as one of the components under the wider framework of the KAIP.

“The purpose of the project is to improve international air transportation links, because through that we believe that there will be opportunities for economic and social development, and we’ll meet the national goals of our government and also the people’s aspirations for economic and social development,” says the ambassador in conclusion.

“I feel very gratified having signed the loan, and I think it’s something, hopefully, that will bring better things to Kiribati, and also better things for our partnership with Taiwan and the TaiwanICDF.”

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## International Human Resources

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### International Workshops

The purpose of TaiwanICDF international workshops is to assist partner countries in promoting human resources. Besides introducing Taiwan's unique experiences of social and economic development, the TaiwanICDF plans and develops workshops with various themes such as trade and economics, agriculture, industrial (SME) development, public health and medicine, and the environment and education, based on the perspectives of sustainable national development and resource planning.

For years, the TaiwanICDF has shared Taiwan's advantages and successful development experiences with partner countries, responding to international development trends and the needs of partner countries by adjusting the themes of its workshops on an annual basis. Each workshop includes a brief introduction to the current state of Taiwan, and provides participants with a platform from which to approach their theme through professional communication and the sharing of experiences. Experts from industrial, government and academic fields are also invited to give lectures based around a particular sub-topic, while laboratory work and field studies can also be provided according to the features of a particular course. Each workshop

concludes with trainees attending discussions with experts and completing group presentations, aiming to enhance trainees' learning results, and ensuring that their newly acquired knowledge can be applied to future policy development, thereby upgrading institutional capacity, improving human resources and enhancing partner countries' national competitiveness.

In accordance with the needs of partner countries, the TaiwanICDF held 19 professional workshops in 2014, attended by 398 officials from 64 partner countries.

Twelve of these workshops were open to participants from across the world and conducted in English: a Workshop on Taiwan's E-Health Industry; a Workshop on the Promotion of One Town, One Product Projects; a Workshop on the Project Cycle—Design and Monitoring Framework; a Workshop on Biodiversity and the Germplasm Conservation of Plant Resources; a Workshop on Waste Management and Resource Recycling; a Workshop on Rice Seed Management; a Workshop on Sustainable Transport Development; a Workshop on the Conservation and Promotion of Indigenous Cultures; a Workshop on National Disaster Prevention and Protection Policy and Practice; a Workshop on Gender-

based Violence Prevention Policies and Protection Services; a Workshop on Tissue Culture Techniques and Healthy Seedling Propagation; and a Workshop on the Development of Information and Communications Technology in Taiwan.

Three Spanish-language workshops were held to accommodate the needs of our Latin American partner countries: a Workshop on the Promotion of One Town, One Product Projects; a Workshop on the Project Cycle—Design and Monitoring Framework; and a Workshop on the Prevention and Control of HLB in Citrus.

Four workshops were held for the benefit of specific nations in response to the needs of particular bilateral cooperation projects: a Workshop on SME Innovation Incubation and Development Management, exclusive to Kuwait; a Workshop on Aquaculture, exclusive to Saudi Arabia; a Workshop on

1 Experts demonstrate feed production as part of the curriculum of the TaiwanICDF's Workshop on Aquaculture. Pictured here, the Mariculture Research Center at Taiwan's Fisheries Research Institute.

2 The TaiwanICDF's scholarship program draws on Taiwan's higher education resources to cultivate professional talent among Taiwan's partner countries. Pictured here, international students from National Taiwan University's Department of Agricultural Economics.



1



2

Microenterprise Creation and Microcredit, exclusive to Burkina Faso and Haiti; and a Workshop on Agricultural Marketing—Operations of Farmers' Groups and Cooperative Marketing and Production, exclusive to St. Vincent and the Grenadines.

The distribution of workshops held during 2014 by sector and number of participants was as follows: public health and medicine, one class of 23 participants (6%); environmental protection, four classes for a total of 96 participants (24%); education, four classes for a total of 88 participants (22%); ICT, one class of 26 participants (7%); agriculture, forestry, aquaculture and animal husbandry, seven classes for a total of 126 participants (31%); and trade and economics, two classes for a total of 39 participants (10%).

**International Higher Education Scholarship Program**

The TaiwanICDF's International Higher Education Scholarship Program was established in 1998. Offering all-English programs and curricula as part of a full scholarship, the program brings students from partner countries to Taiwan in order to assist partner countries in developing the professional talent required for their social and economic development. The TaiwanICDF integrates core assistance themes, Taiwan's own advantages and partner countries' development needs to promote the effectiveness of the program and thereby enhance and expand the effectiveness with which partner countries' human resources can continue to develop.

As of the end of 2014, the TaiwanICDF was cooperating with 21 Taiwanese universities, offering

33 undergraduate and postgraduate degree programs over a wide range of academic disciplines such as agriculture, engineering, business administration, social sciences, and public health and medicine. Some 1,335 foreign students had benefitted from the program, while 488 students from 36 countries were studying in Taiwan. The number of students enrolled by subject was as follows: agriculture, 79 students (16.19%); engineering, 111 students (22.75%); business administration, 118 students (24.18%); social sciences, 62 students (12.7%); and public health and medicine, 118 students (24.18%).

Four new study programs added to the scholarship program in 2014 included an English-taught Bachelor Program in Medical Laboratory Sciences and Biotechnology at Kaohsiung Medical University, and three Mandarin-taught

undergraduate programs at the Department of Computer Science and Information Engineering, National Dong Hwa University; the Department of Environmental Biology and Fisheries Science, National Taiwan Ocean University; and the Department of Civil Engineering, National Cheng Kung University. The Mandarin-taught programs aim to provide overseas students with more choices while studying for their degree in Taiwan.

Starting in 2013, the TaiwanICDF also held the Mandarin Scholarship Program for the Dominican Republic so as to accommodate this partner's needs in terms of Mandarin learning. The purpose of the program was to provide scholarships for talented young Dominicans to study mandarin in Taiwan. Through an intensive, one-year curriculum that incorporated small class sizes, a dedicated manager, study guidance,

Figure 2 Workshops by Sector (2014)

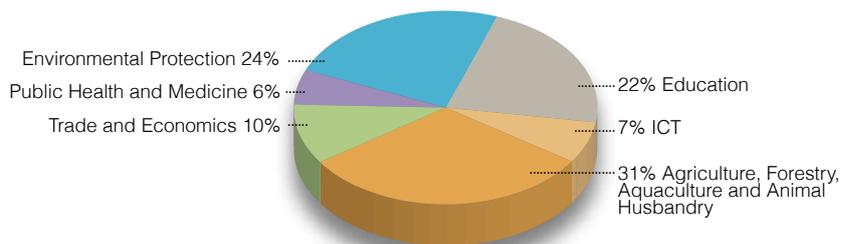
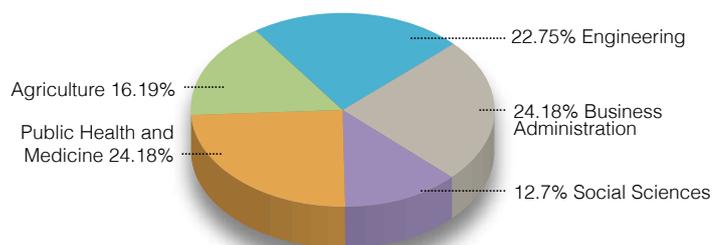


Figure 3 Students Enrolled in the International Higher Education Scholarship Program by Subject (2014)



regular supervision and a learning evaluation system, students were expected to achieve notable learning results and surpass Test of Chinese as a Foreign Language (TOCFL) Level 3 proficiency. The first class of students completed the curriculum and returned home in August 2014, while a second class of 29 new students arrived in Taiwan to begin their Mandarin tuition starting from September 2014.

In 2014, MOFA also commissioned the TaiwanICDF to cooperate with the Taichung-Changhua-Nantou Regional Branch of the Ministry of Labor's Workforce Development Agency in holding the Vocational Training Project for Youth in the Pacific, which provided a series of four three-month technical training courses covering electrical and plumbing services, automotive mechanics, refrigeration and air conditioning, and computer software and network applications. The program also included basic operations and management courses covering, for example, entrepreneurial guidance, in an attempt to raise the employment competitiveness of young people in our partner countries. In 2014, 22 trainees from five Pacific partner countries – Kiribati, the Marshall Islands, Nauru, Palau and the Solomon Islands – were admitted to the program.

In the future, the TaiwanICDF will integrate the core fields involved in its foreign aid operations, accommodating partner countries' development strategies and their need for professional talent as part of the promotion of higher education and professional training programs. Our objective is to be a provider of knowledge-based foreign aid through capacity building, professional

training and the internationalization of education.

### TaiwanICDF Alumni Society

To promote networking and continued interaction with and among trainees who have previously visited Taiwan to take part in one of the TaiwanICDF's various training programs, as well as to recognize Taiwan's strengths and to promote synergy in the development and cooperation assistance provided to partner countries, the TaiwanICDF provides funding so that graduates of such training programs can establish and operate individual chapters of the TaiwanICDF Alumni Society. This promotes continued exchange and cooperation between Taiwan and its partner countries.

### Healthcare Personnel Training Program

Commencing in 2005, the Healthcare Personnel Training Program provides training according to annual requirements suggested by Taiwanese embassies and representative offices, as well as the needs of the TaiwanICDF's

own medical cooperation projects. The program is managed on a flexible and customized basis to ensure that it continues to improve and can therefore become better suited to the needs of medical personnel in our partner countries. Trainees are expected to make the most of their training by becoming seed instructors, passing on the professional know-how, skills and experiences they learn to local medical personnel, ultimately for the benefit of greater and greater numbers of people in partner countries.

In 2014, the TaiwanICDF cooperated with 17 Taiwanese medical institutions in providing training for medical personnel in Taiwan. Some 37 trainees from 13 countries enrolled in the program: eight doctors, 10 nurses, five midwives, three medical engineers, two radiologists, one medical professor, three medical administrators, four system designers and one systems analyst.

Table 1 TaiwanICDF Alumni Society (2014)

Region	Country
Asia-Pacific	Indonesia, Vietnam (Ho Chi Minh City, Hanoi), Thailand, Solomon Islands, Fiji, Tuvalu, Kiribati
West Asia	Oman, Russia
Africa	Ivory Coast, Swaziland, South Africa
Eastern Europe	Hungary, Latvia, Poland
Caribbean	St. Vincent and the Grenadines, St. Kitts and Nevis, Haiti, Dominican Republic
Central America	Belize, El Salvador, Nicaragua, Guatemala, Honduras, Panama, Mexico
Southern America	Chile, Peru, Colombia, Argentina, Ecuador, Paraguay
Total 32 countries, 33 chapters	

## Interview 1

**Jean Prosper, Technical Coordinator, Ministry of Agriculture, Haiti**

## A Long-term Relationship with The TaiwanICDF Driving Personal, Professional and Agricultural Development in Haiti



The TaiwanICDF has always sought to nurture and promote the benefit of long-term relationships as part of cooperation and development work with its partner countries.

Few, however, may have had a relationship with the TaiwanICDF for as long as Jean Prosper, a Haitian who first came to Taiwan on a TaiwanICDF scholarship in 1998 and who continues to work with the organization to the present day.

Jean, a technical coordinator for Haiti's Ministry of Agriculture, acts as senior liaison in the management of two TaiwanICDF projects currently under implementation, the Les Cayes Cereal Crops Development Project and the Rice Seed Production Capacity Enhancement Project. Returning to Taiwan for this year's TaiwanICDF's Workshop on Rice Seed Management, a two-week program attended by 19 participants from 13 countries, Jean explains that using quality rice seed to raise production yields is a big priority.

"Basically, if we want to raise rice production, we need to raise the quality of seeds, suited to conditions in Haiti," Jean explains. He says that the overall aim of his current work with the TaiwanICDF is to be producing enough high-quality seed to promote seed production over 100 hectares by 2015 or 2016, and adds that he wants to pass on the know-how he's gained during the workshop to build local farmers' capacity to produce their own seed.

"We think if we have the possibility to train them, if we have the possibility to set up some seed regulation programs,

rules, then when the Taiwanese mission finishes a particular phase of work, the farmers will have the possibility to go on," he says.

### Improving Food Security Through Local Production

In a sense, Jean's own career has tracked the development of the TaiwanICDF's work in Haiti, representing a series of steps designed to support agricultural development and improve Haiti's food security through local production.

When he first came to Taiwan in 1998, Jean's research at National Pingtung University of Science and Technology (NPUST) in the far south of Taiwan focused on improving rice yields with fertilizer inputs. He put this knowledge to use after graduating in 2000, when his Ministry of Agriculture placed him at the Taiwan Technical Mission in Haiti. Working with the mission for about seven years, mainly in Artibonite, Jean recalls that work there also moved on to incorporate mechanization, irrigation and water management.

Jean left Haiti from September 2008 to April 2009, but then returned for a new TaiwanICDF project in Torbeck. He's been working with Taiwan again ever since, and in line with the TaiwanICDF's plans, wants to move on to rice marketing and post-harvest processing, adding further value to local production.

Looking back to his initial connection with the TaiwanICDF in 1998, Jean recalls how quickly it all came together, saying that when he had not long been working for the Ministry of Agriculture, he

was shown some application forms for studying in Taiwan.

"One of my bosses asked me, 'Do you want to go to Taiwan?' and I told him, 'Yes.' Fifteen days from the date I filled [in] the [form] and I go to Taiwan."

Jean says that within a week of graduating, the Ministry of Agriculture had assigned him to work with the Taiwanese mission, and from there he started to get promoted. He says that his time in Taiwan provided the initial chance that allowed him to work and to "get a little money, enough to start a family."

Now nearly two decades after Jean originally came to Taiwan, the TaiwanICDF's International Higher Education Scholarship Program provides scholarships for placements on 33 programs at 21 universities, and has brought well over a thousand students to Taiwan over the years.

Back in 1998, however, NPUST's master's program in tropical agriculture for overseas students really was the first of its kind in Taiwan – the one that started everything off – and as part of that inaugural intake, Jean was one of very few foreigners around on campus.

Having worked alongside Taiwanese colleagues in Haiti for many years now, Jean says that one of the biggest changes is that his own Chinese has improved enough to communicate with people here in the local language — something he's more than happy to demonstrate in a final remark offered up in a combination of Chinese and English.

"Xie xie [thank you], Taiwan, for implementing this workshop!"

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## Interview 2

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**Marike Solvalu, Community Mental Health Nurse,  
St. Giles Hospital, Fiji**

### **Long-term Experience from Taiwan Inspiring Progress, Developing Fiji's Human Resources in Mental Health Care**



The TaiwanICDF's Healthcare Personnel Training Program was conceived to support the development of partner countries' professional medical human resources by bringing health care professionals to Taiwan for two to three months of on-the-job training at affiliated hospitals.

Having already played host to a number of health care professionals from Fiji and dispatched personnel to the South Pacific nation as part of health care-related TaiwanICDF missions, this past summer saw Mackay Memorial Hospital in Taipei welcome a further group of Fijian trainees to Taiwan.

One of this year's three Fijian participants, Marike Solvalu, spent eight weeks with Mackay's psychiatric department. Back home, Marike is a community mental health nurse based at St. Giles Hospital, a mental health facility in Suva, Fiji's capital city. It's the largest institution of its kind in the South Pacific region outside of Australia and New Zealand, having a capacity to deal with 120 patients.

#### **Working with Vast Experience in A Multidisciplinary Environment**

Looking back over his participation in the Healthcare Personnel Training Program, Marike says that his first four weeks at Mackay were focused on understanding how personnel assess clients with mental illnesses or disabilities, look at individuals' strengths and weaknesses, and, building on their strengths, work toward practical solutions that increase their capacity. He says that it was not only

useful to work with people with vast experience, but also to work with people in a multidisciplinary environment, and with occupational therapists in particular. Working alongside dedicated occupational therapists, as well as psychologists and job counselors, he's been really impressed by the outcome of these team efforts in terms of the impact upon clients' lives.

As the program progressed, Marike also had the chance to see how Mackay's community-based rehabilitation efforts help clients move from acute care to rehabilitation, and then from rehabilitation to sheltered accommodation.

"One of the areas that I will say I'm confident in after this training, that I have a better way by learning from Taiwan's experience, is how to move progressively from each stage, to ensure that at the end of the line those who live with mental health illnesses, they are able to adjust and live a normal life," he says.

Observing this progression took Marike out of the hospital's psychiatric ward and into its day care rehabilitation center, as well as the Joy Café, an initiative developed as part of the hospital's sheltered workshop. Based within the hospital, the café provides those at a more advanced stage of rehabilitation with constructive, real-life employment and responsibilities within a safe environment monitored by job counselors.

"It's amazing to see the different skills and abilities," Marike says, referring to the clients he met working there.

#### **Support to People Living with Mental Illnesses and Disabilities within the Community**

The rest of the program took Marike even further afield, with visits to an external psychiatric rehabilitation center, and to a government workforce development agency. There was also the Little Shell Workshop, a soap-making business employing people with autism, while a visit to a halfway house also left a big impression.

As for the future of mental health care provision in Fiji, Marike has taken heart from the long-term experience of those he's met in Taiwan. He says that his greatest motivation has been the insight that real progress is possible back home.

"Looking at Taiwan's history, you realize Taiwan was developed over the last 20 to 30 years," he says. "It really empowers me that, even though we do not have resources, that should not be a barrier or an excuse. We can just modify some things, start somewhere. Modify some equipment, to come up with something. The idea to 'come up with something' has become clearer to me now.

"Before attending this training I did not have that capacity to think outside the box, but I'm happy that after this training I have a lot of insight and I can foresee a lot of progress and ways to develop the community in terms of employment, supporting employment for people with [mental illnesses and] disabilities."

## Humanitarian Assistance

The TaiwanICDF endeavors to provide emergency relief and post-disaster recovery in partner countries in the wake of natural disasters, conflict, epidemics or ethnic unrest, aiming to assist returnees in recovering from such crises and returning to normal life as safely and quickly as possible.

In 2014, the TaiwanICDF managed six humanitarian assistance projects:

**Haiti New Hope Village Residents Resettlement Project—Phase II:** After the major earthquake which struck Haiti's capital in 2010, the Taiwanese government built New Hope Village, as part of which the TaiwanICDF was commissioned to provide residents with a range of training. The TaiwanICDF has continued to cooperate with the Haitian government since January 2012, helping residents in resolving water supply issues and providing substantial assistance toward their means of livelihood. Specifically, we provided residents with agricultural assistance and vocational training, and cooperated with the Red Cross Society of the Republic of China (Taiwan) in providing assistance for the construction of a water supply system. The project, completed in April 2014, has greatly improved the lives of New Hope Village residents by improving livelihoods and providing a stable water supply.

**Food Security Assistance for IDPs, Returnees and Host Communities in the Abyei Area:** After the independence of South Sudan in 2011, significant numbers of refugees entered the Abyei area, putting pressure on the area's already limited resources. The TaiwanICDF cooperated with Mercy Corps in implementing this project from October 2013 to May 2014, providing the agricultural materials

needed to produce food alongside agricultural training, and also dispatching two volunteers to train local government officials. The project built basic capacity in food production while reducing dependence on international food aid.

**Assisting the Recovery of Typhoon Haiyan-affected Health Centers, Leyte Province, Philippines:** Leyte Province in the Philippines was one of the areas most affected when Typhoon Haiyan hit the country in 2013. The majority of basic health centers there were severely damaged, and the shortage of health care-related human resources and supplies of medicine resulted in a shortfall in health care services for local residents, causing outbreaks of infectious diseases. In June 2014, the TaiwanICDF cooperated with World Vision Taiwan in enhancing the capacity of community health care personnel in Leyte, providing medical support such as equipment and medicine, and dispatching a volunteer to manage and supervise the project, so that the province's basic health centers could be rehabilitated and thus fit to provide the community with improved access to health services.

**Addressing Health and Hygiene Needs of Those Affected by the Solomon Islands Flooding in Weathercoast, Guadalcanal, Solomon Islands:** The most serious flooding in the history of the Solomon Islands took place in April 2014. Countless public facilities in Guadalcanal Province were damaged, having a severe impact upon public health, and particularly upon water supplies, resulting in several outbreaks of conditions such as diarrhea. The TaiwanICDF is cooperating with World Vision Taiwan to address the health and hygiene

needs of those in affected areas by raising awareness of public health, restoring water supply systems, and providing the pens and corrals needed to raise livestock. The project is improving public health and hygiene conditions in affected areas, restoring living conditions and improving communities' knowledge of health and hygiene.

**Tuvalu Post Drought Recovery Project:** To resolve a water shortage crisis caused by drought in Tuvalu, the TaiwanICDF is assisting the local government in installing catch basins and water collection pipes that will improve local water storage issues.

**Well Rehabilitation in Host Communities, Jordan:** The outbreak of civil war in Syria in 2011 has forced more than 3 million Syrian refugees to migrate, with Jordan accepting more than 600,000 such exiles. The influx of these refugees has exacerbated problems with already poor water supply and sewage treatment systems, and in Irbid and Mafraq provinces in northern Jordan, water shortages have worsened. The TaiwanICDF is therefore cooperating with Mercy Corps to restore two existing wells, also making improvements to water supply capacity, and will dispatch a water resource expert to the site Jordan to provide technical assistance. The project will improve the water supply rate of each well, benefitting some 15,000 people per day.

In the future, the TaiwanICDF will continue to build partnerships with international NGOs, working together on international humanitarian assistance projects, hoping to integrate resources and to enhance aid effectiveness, and providing partner countries with timely humanitarian assistance, maximizing the effects of international cooperation.

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## Interview 1

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**Mars Hu, Team Leader, World Vision Taiwan**

### **Becoming a Partner of Emergency Aid from The Perspective of Reconstruction and Development**



“In terms of emergency relief, World Vision Taiwan has been cooperating with the TaiwanICDF for more than 13 years, mostly distributing materials and providing grants,” says Mars Hu, a team leader with World Vision Taiwan’s International Programs Group. “When Typhoon Haiyan hit the Philippines at the end of last year [2013], besides providing financial grants, the TaiwanICDF also played a partnership role, dispatching a specialist volunteer to assist in the reconstruction and development of affected areas. It’s really shown us a different side to your ambitions!”

Typhoon Haiyan hit the Philippines on November 8, 2013, causing in its wake outbreaks of infectious diseases such as acute respiratory disease, diarrhea and skin conditions in areas such as Leyte Province. The majority of basic health centers were damaged by the typhoon, resulting in a shortage of health care-related human resources, medicines and medical equipment, and a shortfall in suitable health services for victims in affected areas. Conditions were all the more critical for vulnerable groups such as women and infants.

#### **TaiwanICDF Funding and Human Resources Brings Professionalism And Rigor to Management Processes**

To resolve this problem, World Vision Taiwan raised funding and pledged US\$1 million toward a restoration fund for 18 village health centers in Leyte Province. Assistance for medical equipment such as instruments and

medicine, as well as personnel training, would be provided by the TaiwanICDF. In June 2014 the two organizations signed for a joint project – Assisting the Recovery of Typhoon Haiyan-affected Health Centers, Leyte Province – designed to restore local health services and provide survivors with essential medical care.

Mars says that the TaiwanICDF not only pledged to invest US\$200,000 to support the recruitment and training of health care personnel scattered by the typhoon, so that such personnel could prepare anew for the rapid provision of health services, but also provided new supplies and instruments such as weighing scales and basic medicines, as well as printing and distributing health education and promotion materials so as to enhance health education in affected areas. Furthermore, he adds, the TaiwanICDF also provided advice on project concepts, and the project’s design and monitoring framework in particular, with consistent negotiations and discussions on the implementation of the project allowing the two organizations to form a comprehensive and professional project.

In addition, the massive scope of the damage caused by Typhoon Haiyan drew the attention of the international media, and with the TaiwanICDF having dispatched a volunteer with a background in nursing and public health to provide services in affected communities, Taiwan’s efforts and contribution not only received praise from Philippine authorities, but also allowed the media to witness Taiwan’s

contributions in aiding the Philippines. World Vision Taiwan’s personnel in the Philippines were also highly grateful for the performance of the TaiwanICDF volunteer in affected areas.

The project component sponsored by the TaiwanICDF was completed at the end of September. Reviewing the process, Mars says that World Vision Taiwan is proud to be one of a few domestic NGOs to be cooperating with the TaiwanICDF, witnessing the transformation of the TaiwanICDF from a donor to a partner, and facilitating the chance to cooperate with large international organizations. He says he hopes to cooperate on further long-term cooperative projects in the future, and hopes for more communication and discussion in the field of public health.

## Interview 2

## Ju Jia-jeng, TaiwanICDF Project Manager in Haiti

### Haiti's Recovery from Earthquake Yielding Sustainable Development Through Ownership



A severe earthquake hit Haiti in 2010, killing more than 200,000 and leaving 1 million survivors homeless. In helping with the recovery of Haiti, the Taiwanese government proposed the Haiti Earthquake Calamity Recovery Assistance Project, which included the construction of New Hope Village.

In 2012, the TaiwanICDF began to promote Phase II of its Haiti New Hope Village Residents Resettlement Project in cooperation with the Red Cross Society of the Republic of China (Taiwan), looking to support the long-term livelihoods of the 1,500 residents living among the village's 215 households. The TaiwanICDF helped residents overcome their difficulties by improving agricultural production and vegetable extension operations, by providing bamboo handicraft training and instruction to farmers' organizations, and by restoring the water supply system at the site.

Certain features of the project were implemented by Haitian counterparts, with assistance from the TaiwanICDF, so as to support the goal of sustainable development. The New Hope Village Water Supply System Project, a sub-project of the resettlement project, is one such example, having initially been designed and planned by the TaiwanICDF in cooperation with Haiti's Ministry of Agriculture and the National Directorate for Water Supply and Sanitation at Haiti's Ministry of Public Works, Transportation and Communications. The TaiwanICDF dispatched a project manager to assist with the implementation of the project.

#### Establishing Organizations and Effectively Managing Water Resources through Education And Training

Ju Jia-jeng, the TaiwanICDF project manager responsible for the water supply project, explains that the project's hardware construction can be divided into three parts. The first part involved accessing and distributing water; and the second and third parts involved setting up water storage and supply systems. Personnel therefore selected rivers whose water met health standards, and initially went about constructing weirs. Having created enough water storage, they built filter chambers and water conveyance canals and pipelines that would deliver the water to New Hope Village.

In order to ensure project ownership, the residents of New Hope Village took over the management of the project after it was completed. In addition to hardware construction, residents were taught how to repair the water supply facilities, establish management committees, plan the system's operational management and maintenance mechanisms, and manage water sources more effectively through the strength of organizations, promoting sustainable development in the hope of successfully phasing over the project in the future.

The water supply system was completed in April 2014, proving for the TaiwanICDF that implementing the principles of ownership, alignment, mutual accountability and managing for results espoused by the Paris

Declaration on Aid Effectiveness really can improve aid effectiveness. The project directly benefitted local residents with a stable, clean water supply and improved livelihoods, with the system capable of supplying water to a school and health center in the village, as well as irrigating about 50 hectares of neighboring farmland, safeguarding residents' health and agricultural livelihoods. Children who would previously spend 4-5 hours carrying water from the river can now save time and resume their studies.

"If you asked what was the greatest reward of implementing this project," Jia-jeng concludes, "I'd say spending seven years abroad with the TaiwanICDF, I was originally a technician within a mission and focusing on my own profession. But after I took on this project, working more independently on certain project processes, my perspective on project management, my capacity for communication and negotiation, and even my way of thinking about aid as a profession, all became more rigorous and well-rounded. But most of all, seeing the gratitude of the Haitian government and the smiles on residents' faces, that was my greatest accomplishment!"

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## Overseas Volunteers

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Some 619 volunteers have provided either development or humanitarian assistance in 37 countries as part of the TaiwanICDF Overseas Volunteer Program since its inception in 1996.

In 2014, 22 newly recruited short- and long-term volunteers were dispatched to serve in 10 partner countries – Panama, Nicaragua, St. Lucia, Thailand, the Philippines, Tuvalu, Kiribati, Nauru, Malawi and South Africa – so that a total number of 61 overseas volunteers served during the year.

As well as playing their role in development assistance, TaiwanICDF volunteers are also responsible for promoting culture and for introducing our partner countries to Taiwan's rich human and social qualities. For instance, Lin Yen-jan, Tsai Yi-pei and Lee Tsai-yen, who worked as English- and Mandarin-teaching volunteers in Nicaragua, held projects such as "Formosa Discovery" and "Taiwan Week" in the universities where they were serving, drawing in local people and improving their understanding of Taiwanese culture through creative activities. Elsewhere, Tao Yu-lin, an English-teaching volunteer in Tuvalu, used the Postcrossing postcard-exchange website to hold a "We Are One" project at the elementary school where she was serving, connecting to schools with the TaiwanICDF Overseas Volunteer Program in northern Thailand via activities such as postcard exchanges. As such, besides demonstrating and delivering their teaching experiences, volunteers were also able to connect and introduce a host of resources, adapt to local communities, and play an important role as ambassadors for cultural communication between

Taiwan and the rest of the world.

TaiwanICDF volunteers also engaged in the development of government sectors and participated in local capacity building. For instance, Hsiao Mei-wen, a volunteer in São Tomé and Príncipe, worked with the tourist sector in holding a project that yielded the design of city maps and promotional products for use at tourism expos, also encouraging local enterprises to take out joint advertisements. Besides enhancing the service quality of colleagues in the Ministry of Tourism, Mei-wen also introduced marketing concepts to increase the sustainability of budgets. Alongside these activities, English-teaching volunteer Chen Ya-ling also trained local English guides, demonstrating the TaiwanICDF spirit in establishing partnerships and sharing experience with local people.

Based on the TaiwanICDF's practice of integrating its projects and volunteer services, a project-based volunteer was also dispatched to introduce microfinance mechanisms and capacity building operations as part of our Lending and Investment Department's Microfinance Development Fund—Pilot Project in Nauru, assisting in the local development of microfinance operations and building the capacity of government personnel. For the Strengthening the Management of HIV/AIDS, Tuberculosis and Hypertension among Mobile Populations in Southern Africa Project, implemented in partnership with Norway's Luke International, TaiwanICDF volunteers also produced a film advocating health care awareness in Malawi and South Africa. Elsewhere, the TaiwanICDF cooperated with World Vision Taiwan to implement a joint project, Assisting

the Recovery of Typhoon Haiyan-affected Health Centers, Leyte Province, dispatching a volunteer to assist with the supervision and monitoring of the project. This initiative represented the second time that the TaiwanICDF has signed a cooperation agreement covering the dispatch of volunteers with an international NGO, following a similar, previous agreement signed with Mercy Corps.

In terms of expanding our pool of volunteer talent, we organized five volunteer camps in Taipei, Taichung and Kaohsiung throughout 2014 so as to facilitate a better understanding of the goals of and process involved in the TaiwanICDF's dispatch of long-term volunteers among the public. These camps, which also sought to establish and develop the correct concepts and awareness required for participation in international volunteering, were attended by 82 participants in total. In late April 2014, we also held an International Volunteer Seminar and Special Exhibition at Huashan 1914 Creative Park in Taipei to engage the public, increase the TaiwanICDF's visibility and actively promote the TaiwanICDF Overseas Volunteer Program through a touring photography exhibition, a display of partner countries' special cultural relics, and introductions to the countries that play host to our volunteers.

Finally, the TaiwanICDF also held volunteer promotion events on university campuses around Taiwan, hosting various overseas volunteer experience-sharing activities and courses to shorten the distance between the TaiwanICDF and young students, and to inspire their interest and willingness to participate in the TaiwanICDF Overseas Volunteer Program in the future.

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## Interview 1

### Ye Xiao-qun, Agricultural Marketing Volunteer, St. Lucia Getting Back to the True Meaning of Service



“Hello, my name is Lucia.”

Ye Xiao-qun, an agricultural marketing volunteer, says that every time she introduces herself to local people using her English name, they tend to be surprised at the coincidence of finding her here on the island of St. Lucia.

Asked why she gave up her position as an experienced marketing analyst at a foreign company to serve as a volunteer in an unfamiliar country, Xiao-qun’s answer is calm and composed: “I just wanted to perform some meaningful service for others before I reach middle age.”

As such, having registered for overseas volunteering and then participated in post-recruitment training, Xiao-qun fulfilled her wish by commencing two years of overseas service.

St. Lucia, located at the heart of the Lesser Antilles in the eastern Caribbean, is well known as a tourist location, although the country’s agricultural sector remains undeveloped due to the hot climate, limited space for farmland and the small-scale of domestic market demand.

#### Marketing Volunteer Wins Praise of A Partner Country through Expertise

Xiao-qun studied for her master’s degree in the United States and has practiced marketing for years. Although agriculture is not something she is familiar with, she has devoted herself with the same spirit as she did in her own career, learning and working at the same time, and introducing her

marketing expertise to farmers and local officials. Besides visiting farmers and holding farming lectures with her colleagues at the Ministry of Agriculture, Xiao-qun personally promotes local crops among supermarkets, visits traditional markets, trains local market researchers and interviews vendors, and analyzes the latest sales information for farmers. Her work has successfully reversed a past dependency on imported vegetables, engendering a shift toward local production and sales.

Xiao-qun’s success in implementing her project has won her much praise from colleagues in the Ministry of Agriculture, as well as built a consensus around team work. And when asked about the challenges involved in cross-cultural work, Xiao-qun’s response remains typically measured.

“People are the same; the only difference is the color of the skin,” she says. “The working environment might look different, but my attitude to work has remained the same.”

After nearly 700 days, Xiao-qun says her biggest gain has been the cooperation and consensus she developed with her local colleagues. She has really cherished the rare opportunity to acquire cross-border working experience in an all-English environment.

Here on this beautiful island, Xiao-qun enjoys spending her leisure time playing piano, reading English literature and watching foreign films. She also invites friends to travel during holidays, enjoying the beaches, the sunshine and the beautiful landscape. This,

Xiao-qun says, is the biggest bonus of being a volunteer in the Caribbean. It’s been a journey that has allowed her to understand the possibilities in life.

Perhaps “Lucia” was always destined to come to St. Lucia.

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## Taiwan Youth Overseas Service (Alternative Military Service)

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MOFA has commissioned the TaiwanICDF to implement the Taiwan Youth Overseas Service since 2001. To date, 14 groups totaling 1,092 servicemen have been dispatched to partner countries, where they have assisted Taiwan's technical and medical missions on implementing various projects.

The service period of the Taiwan Youth Overseas Service is approximately one year, including around 10 months of actual overseas service. Servicemen are first required to complete three weeks of basic military training and six weeks of professional and language training in Taiwan, as well as attend various courses designed to confirm personal competencies, including programs dedicated to cultural and psychological adaptation, life management, first aid training, health care, and disease prevention and control. Servicemen are in principle dispatched to serve at medical and technical missions in countries that maintain diplomatic relations with Taiwan, and not to countries or regions undergoing war or civil unrest.

In 2014, 86 servicemen were enrolled into the service's 14th group, to work in various fields including

farming, forestry and fisheries categories such as agriculture and horticulture, aquaculture, animal husbandry, and pest control; in public health and medicine categories such as medicine, dentistry, medical laboratory sciences, and public health; in languages such as Spanish and French; in management categories such as economics and trade, business management, information management, and tourism; and in design categories such as industrial design. Specialisms newly introduced in 2014 included nutrition, agrology and life sciences, covering a broad range of professions. After completing their initial, six-week period of professional training, servicemen were dispatched to 13 technical and medical missions and 18 special projects in 17 countries throughout Asia-Pacific, Central and South America, the Caribbean and Africa in early November 2014.

Since the implementation of this program to date, the Taiwan Youth Overseas Service has become a key element of Taiwan's overseas assistance to partner countries, with the assistance that servicemen provide in supporting the operations of the TaiwanICDF's overseas

technical missions proving to be significant. Gaining overseas experience also helps servicemen to greatly improve their language skills and professional capacity, as well as providing a chance to understand the people and culture of many different countries, and gain a better perspective of the development potential of developing countries. Many servicemen go on to become outstanding talents and take on prime positions relating to foreign affairs and assistance. To take the TaiwanICDF as an example, 95 former servicemen had participated in the TaiwanICDF's domestic or overseas projects as of the end of 2014, demonstrating the program's concrete and sustainable contribution to the development of quality human resources in Taiwan.

- 1 Liao Hsin-yao, an expert in agricultural marketing working at the Investment and Trade Service Mission in Central America through the Taiwan Youth Overseas Service, assists Guatemala in its agricultural exporting efforts.
- 2 Tai Yu-lin, working at the Taiwan Medical Mission in Burkina Faso through the Taiwan Youth Overseas Service, assists with an internal medicine consultation.



1



2

## Interview 1

Peng Yuan-qing, Taiwan Youth Overseas Service

## Looking Beyond Campus Life: Pursuing An Ambition to Participate in International Assistance



Peng Yuan-qing, a 26-year-old graduate of National Taiwan University's Department of Agronomy, is a unique individual. He began to prepare for the Taiwan Youth Overseas Service while still at college.

"I expected to learn foreign languages and improve my specialties during my service," he explains. "Overseas experience will serve as a springboard to my future participation in foreign aid operations."

To this end, Yuan-qing started out on this road during college. For instance, using a book called *How to Change the World* as his framework, he submitted a proposal to the Build a Dream Project sponsored by the Hakka Affairs Council, and ended up spending two months visiting the leaders of social enterprises in Nepal, Bangladesh and India. He then took his national examination as soon as he'd graduated from college, obtaining his agricultural technician certificate and attaining professional recognition. In the first year of his graduate program, he joined MOFA's International Youth Ambassadors Exchange Program and visited Nauru in the South Pacific, taking part in cultural exchanges.

Thanks to these experiences, Yuan-qing successfully applied for the Taiwan Youth Overseas Service after leaving graduate school, going on to provide services at the Taiwan Technical Mission in Nicaragua. As a member of the 124th overall round of draftees, Yuan-qing returned to Taiwan in September 2014 and is now recalling his service of the past year. From his initial stay at Chengkungling military training camp in

Taichung through to the TaiwanICDF's overseas service, he continually challenged himself and sought to broaden his vision.

### Adapting to Local Life and Turning Theory into Practice

Yuan-qing served as an assistant technician at the technical mission, working under other technicians in conducting field studies, and putting the theories he'd learned in class into practice so that he could gain a better understanding of his weaknesses. While working with local technicians, Yuan-qing insisted on using Spanish when teaching the use of statistical software and when assisting with data analysis, which resulted in great improvements to his Spanish proficiency over a short space of time. He also took the initiative to support the mission's project planning activities, gaining a deep understanding of the operations of the TaiwanICDF's project management system, and becoming familiar with implementation processes.

Besides progressing in his work, the other important thing that Yuan-qing gained was the ability to adapt to life overseas and to local customs. And thanks to the instruction of his fellow technicians, his culinary skills were much improved, too.

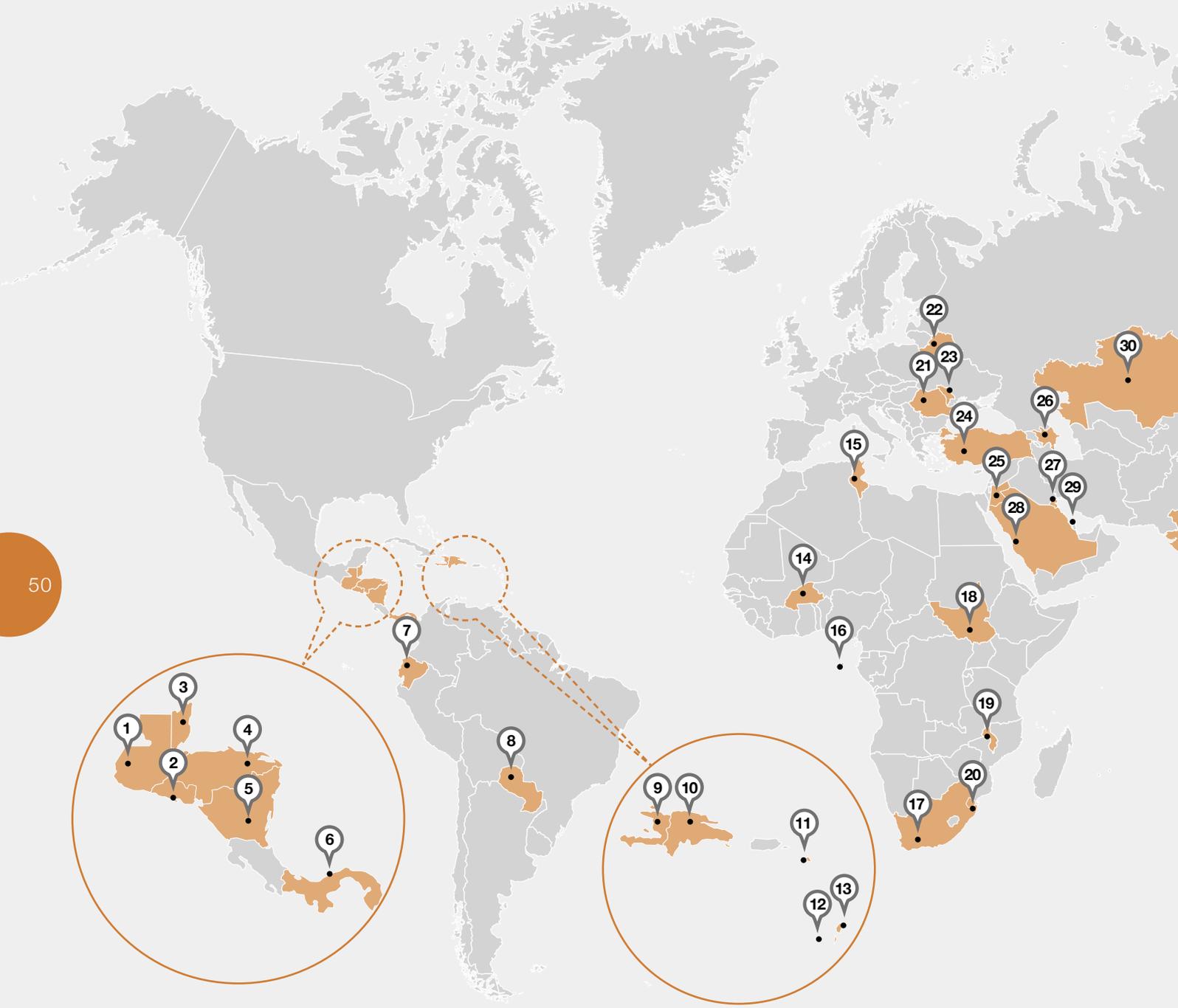
"I love to work in developing countries," he says excitedly. "In these places, I understand more and more that the most important essence of agriculture is to do with reaching harmony between human beings and nature. In an age of resource depletion

and dramatic climate change, we can only live peacefully with nature by listening carefully to the voice of the land and by rethinking the value of life."

In just a year, the influence of different cultures and projects transformed Yuan-qing into a mature and pragmatic man. He acquired a professional attitude and wisdom from members of the technical mission, as well as from local farmers, and continues to examine his own limits, sometimes wondering whether he can contribute to the same degree.

"However, each time I think of the happiness I felt when interacting with local people, as well as the praise and encouragement I got from those above me, I really feel a surge of warmth," Yuan-qing says. "It's a powerful force pushing me toward a career in international assistance!"

# 2014 Cooperating Countries and Projects





- Overseas Missions
- Technical/Humanitarian Assistance Projects
- Lending and Investment Projects
- TaiwanICDF Overseas Volunteers Program
- Taiwan Youth Overseas Service

### Central America

1 Guatemala	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>		<span style="color: #6A5ACD;">●</span>	<span style="color: #4682B4;">●</span>
2 El Salvador	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>	<span style="color: #7F7F7F;">●</span>	<span style="color: #6A5ACD;">●</span>	<span style="color: #4682B4;">●</span>
3 Belize	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>	<span style="color: #7F7F7F;">●</span>		<span style="color: #4682B4;">●</span>
4 Honduras	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>	<span style="color: #7F7F7F;">●</span>	<span style="color: #6A5ACD;">●</span>	<span style="color: #4682B4;">●</span>
5 Nicaragua	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>	<span style="color: #7F7F7F;">●</span>	<span style="color: #6A5ACD;">●</span>	<span style="color: #4682B4;">●</span>
6 Panama		<span style="color: #6B8E23;">●</span>		<span style="color: #6A5ACD;">●</span>	

### South America

7 Ecuador	<span style="color: #8B4513;">●</span>				
8 Paraguay	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>			<span style="color: #4682B4;">●</span>

### Caribbean

9 Haiti		<span style="color: #6B8E23;">●</span>			<span style="color: #4682B4;">●</span>
10 Dominican Republic	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>			<span style="color: #4682B4;">●</span>
11 St. Kitts and Nevis		<span style="color: #6B8E23;">●</span>	<span style="color: #7F7F7F;">●</span>	<span style="color: #6A5ACD;">●</span>	<span style="color: #4682B4;">●</span>
12 St. Vincent and the Grenadines	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>	<span style="color: #7F7F7F;">●</span>		<span style="color: #4682B4;">●</span>
13 St. Lucia	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>		<span style="color: #6A5ACD;">●</span>	<span style="color: #4682B4;">●</span>

### Africa

14 Burkina Faso	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>	<span style="color: #7F7F7F;">●</span>		<span style="color: #4682B4;">●</span>
15 Tunisia			<span style="color: #7F7F7F;">●</span>		
16 São Tomé and Príncipe	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>		<span style="color: #6A5ACD;">●</span>	<span style="color: #4682B4;">●</span>
17 South Africa		<span style="color: #6B8E23;">●</span>	<span style="color: #7F7F7F;">●</span>	<span style="color: #6A5ACD;">●</span>	
18 South Sudan		<span style="color: #6B8E23;">●</span>			
19 Malawi		<span style="color: #6B8E23;">●</span>		<span style="color: #6A5ACD;">●</span>	
20 Swaziland	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>	<span style="color: #7F7F7F;">●</span>		<span style="color: #4682B4;">●</span>

### Europe, Central and West Asia

21 Romania				<span style="color: #7F7F7F;">●</span>	
22 Belarus				<span style="color: #7F7F7F;">●</span>	
23 Moldova				<span style="color: #7F7F7F;">●</span>	
24 Turkey				<span style="color: #7F7F7F;">●</span>	
25 Jordan		<span style="color: #6B8E23;">●</span>			
26 Azerbaijan		<span style="color: #6B8E23;">●</span>	<span style="color: #7F7F7F;">●</span>		
27 Kuwait		<span style="color: #6B8E23;">●</span>			
28 Saudi Arabia	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>			
29 Bahrain	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>			
30 Kazakhstan				<span style="color: #7F7F7F;">●</span>	
31 Mongolia				<span style="color: #7F7F7F;">●</span>	

### Asia-Pacific

32 India				<span style="color: #7F7F7F;">●</span>	
33 Thailand		<span style="color: #6B8E23;">●</span>			<span style="color: #6A5ACD;">●</span>
34 Indonesia	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>			
35 Philippines		<span style="color: #6B8E23;">●</span>			<span style="color: #6A5ACD;">●</span>
36 Palau	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>		<span style="color: #6A5ACD;">●</span>	<span style="color: #4682B4;">●</span>
37 Papua New Guinea	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>			
38 Solomon Islands	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>	<span style="color: #7F7F7F;">●</span>		<span style="color: #4682B4;">●</span>
39 Nauru	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>		<span style="color: #6A5ACD;">●</span>	<span style="color: #4682B4;">●</span>
40 Marshall Islands	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>		<span style="color: #6A5ACD;">●</span>	<span style="color: #4682B4;">●</span>
41 Tuvalu	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>		<span style="color: #6A5ACD;">●</span>	<span style="color: #4682B4;">●</span>
42 Kiribati	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>	<span style="color: #7F7F7F;">●</span>	<span style="color: #6A5ACD;">●</span>	<span style="color: #4682B4;">●</span>
43 Fiji	<span style="color: #8B4513;">●</span>	<span style="color: #6B8E23;">●</span>			<span style="color: #4682B4;">●</span>



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## Administration

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## Financial Management

This year's program of financial operations focused on producing safe returns and sufficient financial liquidity to support the TaiwanICDF's operational requirements, all whilst acting in accordance with the organization's investment principles. The principal factors that we take into account as part of our financial management are fund safety, stable earnings and adequate working capital, in readiness to provide the funds required to implement our development projects and operations. Continuing to practice conservative asset allocation in the future will allow us to withstand financial risks and pursue earnings that exceed projections.

### Fund Utilization

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

The Fund is used to engage in reimbursable international cooperation and development projects, such as long-term investment and lending development projects.

To enhance the effectiveness of fund utilization, an uncommitted portion of the Fund is set aside and invested in a portfolio of financial instruments. Such investments mainly take the form of fixed-income instruments, such as bonds, bank deposits and short-term investments, supplemented by a smaller number of risk-bearing instruments in the form of exchange-traded funds.

Annual earnings are derived from interest and revenues accrued both from long-term investment or lending development projects and from investments in financial instruments, and are used to finance technical cooperation projects on a non-reimbursable basis, as well as operational expenses.

As of December 31, 2014, the total outstanding amount for long-term investment and lending development projects comprised 37 percent of total fund balances, while 63 percent was allocated to a portfolio of financial instruments (financial investments).

Accounting for commitments made but not yet outstanding, long-term investment and lending development projects comprised 52 percent of total fund balances, while 48 percent was allocated to financial investments. During the year, long-term investment and lending development projects yielded returns of 1.73 percent; financial investments yielded returns of 1.97 percent. The overall rate of return for the Fund, excluding foreign exchange gains (losses) and other income (expenses), was 2.01 percent. Accounting for foreign exchange gains (losses) and other income (expenses),

the overall rate of return for the Fund was 2.43 percent.

Annual revenue, excluding foreign exchange gains (losses) and other income (expenses), was NT\$307.88 million. Accounting for foreign exchange gains (losses) and other income (expenses), annual revenue was NT\$381.00 million, an increase of NT\$106.50 million, or 38.8 percent, compared to NT\$274.50 million for 2013.

### Management of Long-term Lending and Investments

As of December 31, 2013, the TaiwanICDF was committed to 13 long-term investment projects, for which the balance of investments stood at US\$58.96 million and NT\$130 million. The organization was also overseeing 84 lending development projects with commitments amounting to US\$482.45 million, AUS\$20.23 million and €56.55 million. Accumulated loan disbursements stood at US\$469.76 million, AUS\$3.07 million and €20.84 million, equivalent to 86.53 percent of commitments; total principal repayments stood at US\$373.23 million, equivalent to 74.30 percent of all funds extended. In 2014, the rate of return on lending development projects was 2.55 percent, a fall of 0.12 percent compared to 2.67 percent in the previous year, while the rate of aggregated return on both lending development and long-term investment projects was 1.73 percent, a fall of 0.16 percent compared to 1.89 percent in the previous year.

Annual revenue derived from lending development and long-term investment activities was NT\$99.64 million, a difference of NT\$12.71 million compared to NT\$112.35 million for 2013. At the end of 2014, allowances for bad debts of NT\$105.95 million were made (covering receivables, long-term loans and collections) in compliance with the organization's provisions on long-term loans, receivables, overdue payments and other asset classes and reflecting the quality of certain assets.

### Management of Uncommitted Funds

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

The TaiwanICDF's fixed-income assets include bonds and time deposits denominated in NT dollars and foreign currencies. With the U.S. government's program of quantitative easing having been brought to a close this year, and with expectations of a formal hike in interest

rates during the second or third quarters of 2015, our strategy for the year involved holding bonds to maturity, with only a small increase in our overall position of such instruments. The average yield on all bonds, irrespective of denomination, rose by 0.11 percent to 2.45 percent from 2.34 percent in the previous year.

In terms of our investment strategy for equity assets, having previously pursued holdings of available-for-sale assets, in November we disposed of all such holdings so as to satisfy a requirement for substantial holdings of working capital. The overall rate of return on investment was 35 percent, equivalent to an annualized return of 10 percent, yielding an injection of NT\$44.89 million in working capital.

With financial operations having involved the disposal of index funds and equity assets, yields on financial investments, including exchange gains (losses) and other gains (losses), rose to 2.11 percent from 1.58 percent the previous year. Annual revenue derived from financial investments rose by NT\$53.52 million, or 34.6 percent, to NT\$208.24 million from NT\$154.72 million in the previous year, exceeding a target of NT\$137.70 million by NT\$70.54 million, or 51 percent.

Figure 4 Fund Utilization (2014)

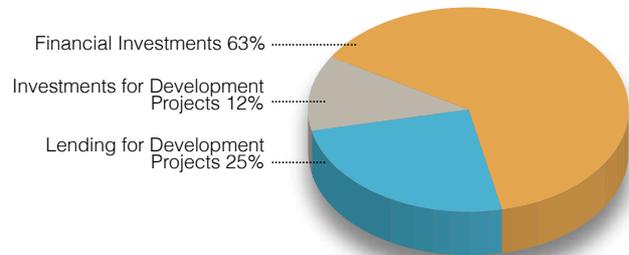
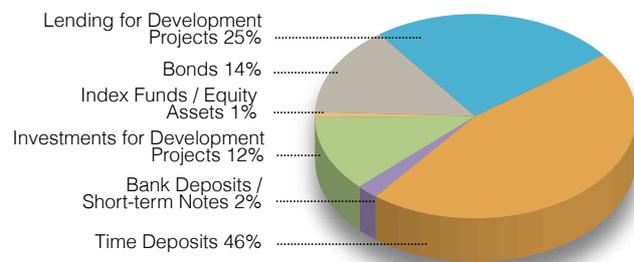


Figure 5 Investment Management (2014)



## Accounting Management

The TaiwanICDF's revenues are derived predominantly from interest accrued on the Fund, interest from lending operations and funding for MOFA-commissioned projects. Interest accrued on the Fund and interest from lending operations mainly support routine operations, including technical cooperation projects, humanitarian assistance, scholarship programs and workshops. It also supports the TaiwanICDF's own administrative, management and general expenses. MOFA provides the majority share of funding for commissioned projects to support the operation of overseas technical and medical missions, and specially commissioned projects.

In 2014, operating revenues and non-operating income and gains amounted to NT\$1.37 billion, of which NT\$990.54 million was allocated for commissioned projects, a decrease of 6.3 percent from 2013. Revenue generated through the use of the Fund was NT\$382.16 million, an increase of 35.99 percent from 2013, of which interest on fund investments comprised the largest share (41%), followed by revenues from lending and investment operations (26%), gains on sales of investment (12%) and cash dividends (2%), with other revenues representing the remaining share (19%).

Expenditures for 2014 were NT\$1.37 billion, of which NT\$990.54 million was for commissioned projects, a decrease of 6.3 percent from 2013. Expenditures made through the use of the Fund were NT\$375.13 million, a decrease of 1.92 percent from 2013.

Revenue exceeded expenditures by NT\$7.02 million during 2014, representing a difference of NT\$108.50 million from the NT\$101.48 million excess of expenditures over revenue in the previous year. This was mainly due to the generation of income through the disposal of certain holdings and the severance of diplomatic relations with The Gambia, which brought an end to cooperative bilateral relations, resulting in a reduction in expenditures associated with technical cooperation and lending and investment operations.

### Fund Utilization and Balance

As of December 31, 2014, the net balance of the Fund was NT\$15.73 billion (including founding and donated funds of NT\$12.47 billion, accumulated earnings of NT\$3.26 billion and unrealized gains on financial instruments of NT\$300,000). This represented a decrease of 0.08 percent, or NT\$13.04 million, from the end of 2013.

As of December 31, 2014, total assets stood at NT\$16.11 billion, of which current assets comprised the largest share (55.62%), followed by long-term loans and investments (44.26%), fixed assets (0.11%) and other assets (0.01%). The organization's total liabilities were NT\$381.11 million and the total balance of all funds (the Fund plus accumulated earnings) was NT\$15.73 billion.

### Budget Execution

In 2014, MOFA contracted the TaiwanICDF to carry out overseas operations worth NT\$1.13 billion, of which NT\$389.22 million was budgeted for operating expenses at overseas technical and medical missions, and of which NT\$138.87 million was also allocated to four projects relating to specific overseas missions. We were also contracted to implement 48 projects worth NT\$560.34 million, including the International Higher Education Scholarship Program, the Capability Enhancement in Using Geographic Information Systems in Central America Project, the Feed Production Project in Paraguay, and the Vocational Training Technical Assistance Project in Burkina Faso. NT\$41.87 million was also allocated to

Figure 6 Fund Revenues (2014)

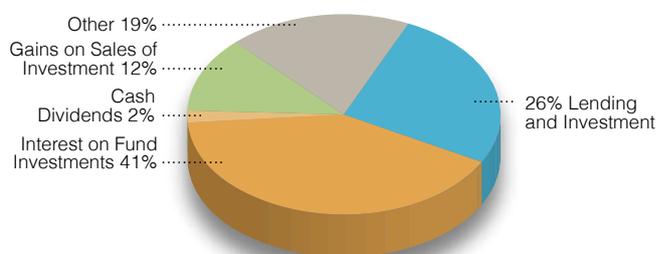


Figure 7 Fund Expenditures (2014)

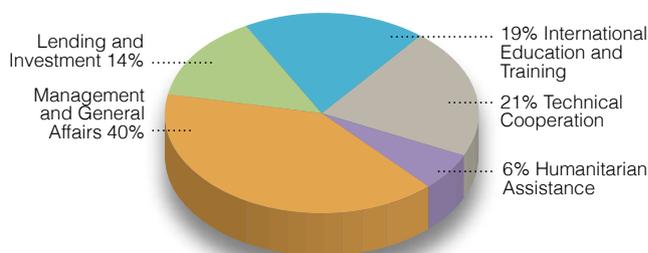


Figure 8 Revenues and Expenditures (2010-2014)

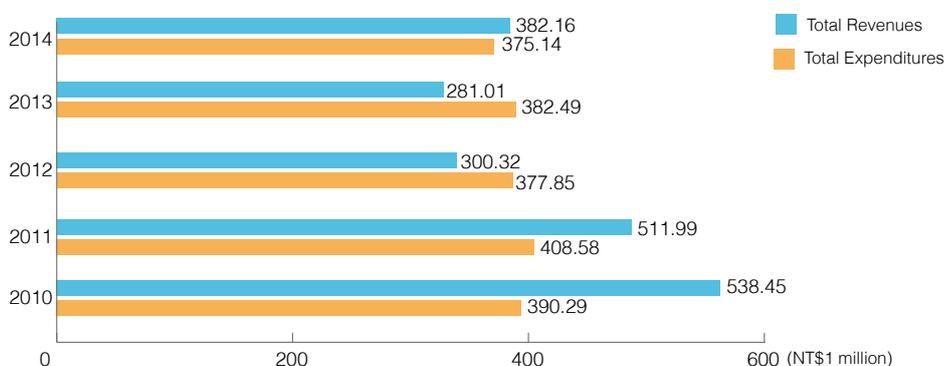
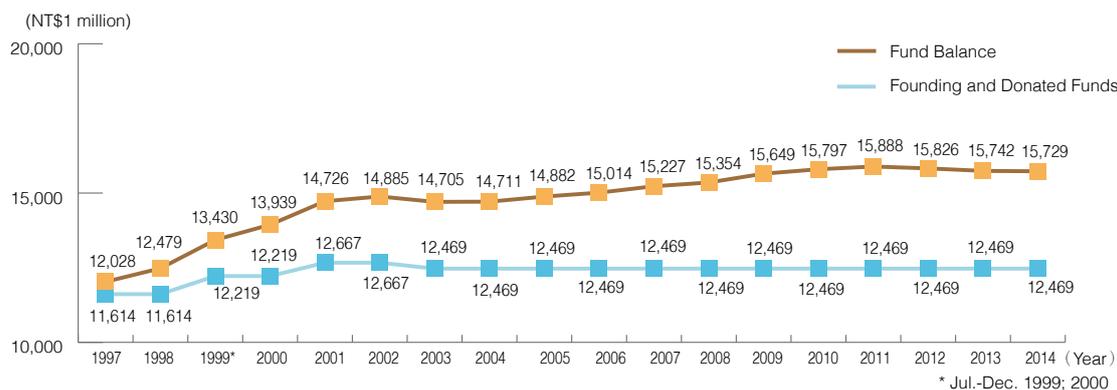


Figure 9 Fund and Fund Balances (Since 1997)

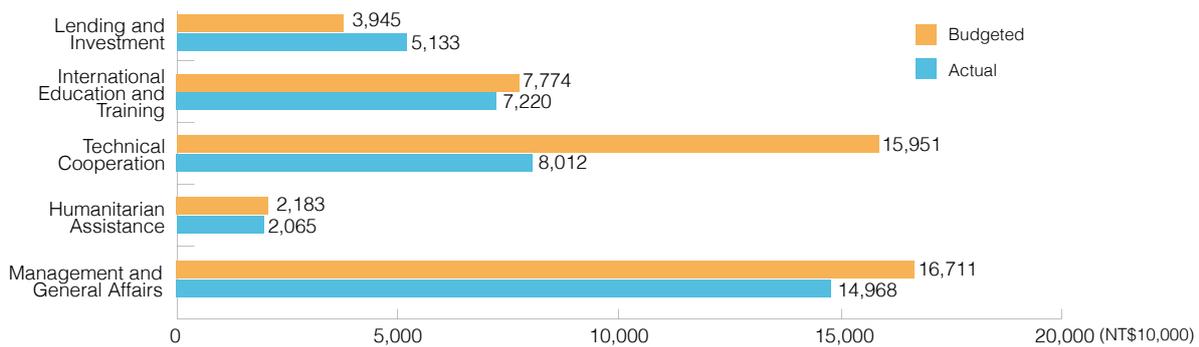


training servicemen in the Taiwan Youth Overseas Service.

Overall, the total budget for MOFA-commissioned projects was NT\$990.54 million, equal to an implementation rate of 87.64 percent.

Operating expenses (excluding expenses for contracted projects) amounted to NT\$373.98 million. This compares with a budgeted plan of NT\$465.64 million, equal to a utilization rate of 80.32 percent.

Figure 10 Budgeted and Actual Expenditures (2014)



## Human Resources

### Diligently Developing Personnel Capacity, Raising the Contribution of Our Talent

To nurture talent within the areas covered by the TaiwanICDF's operational priorities and to meet the organization's medium- to long-term development goals, this year we organized a number of professional workshops covering subjects such as agriculture, public health and ICT. We also initiated a project management foundation course for new employees so as to develop their core competencies and facilitate more rapid integration into the TaiwanICDF's operations.

In terms of overseas staff, for the first time we arranged a dedicated round of training for personnel returning from overseas service. These arrangements explained the content of operations, implementation methodologies and operating procedures involved in work internal to the TaiwanICDF, thereby assisting many returning personnel to adapt more rapidly to the pace of work in Taiwan.

In addition, to promote experience sharing between domestic and overseas personnel and to pass on foreign aid experience, we also arranged for overseas personnel to share successful experiences of implementing projects in partner countries in Africa and the Caribbean. Toward the end of the year our TaiwanICDF Mission Leaders' Conference also helped to expose some of the problems encountered during the course of implementing

projects, and promoted concrete, practicable business methods, refining our operations and strengthening the communication and coordination of our goals.

### Putting Regulations and Systems into Practice, Offering a Friendly and Equitable Working Environment

In response to the promulgation of Taiwan's Personal Information Protection Act on October 1, 2012, we have consulted with and appointed external legal counsel to assist in introducing systems that comply with these new regulations, updating document templates and forms relating to the security and maintenance of personal data, responses to breaches of or incidents involving the security of personal data, and the submission of and consent to collect personal data. This forms the basis for the management of human capital and will safeguard the security of colleagues' personal data.

In addition, to put the recent Act of Gender Equality in Employment into practice, we have revised prevention, grievance and disciplinary measures for sexual harassment in the workplace, reminding colleagues of the need to respect gender distinctions and proper etiquette, and advocating prevailing standards in gender ethics so as to create a friendly and equitable working environment.

## Auditing

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

### Key Auditing Operations

Key auditing operations at the TaiwanICDF include: (1) Examining the accuracy of financial and operational information, and the security of the management of capital, data and various securities; (2) examining internal operations and determining whether procedures have followed relevant policies, regulations and procedural guidelines; (3) examining whether assets at the TaiwanICDF, overseas missions and those allocated to projects are being utilized effectively and are correctly itemized; (4) examining whether completed operations and projects met their intended objectives and achieved the results anticipated; (5) investigating projects and making onsite visits to overseas missions to examine the status of internal controls, as well as the performance of projects under implementation; (6) appraising operations relating to the TaiwanICDF's key reforms over recent years and examining the progress and performance of the organization's annual work plan to ensure that its objectives are realized efficiently and effectively; and (7)

reviewing the internal control systems by which each unit performs its own supervision and monitoring to ensure the integrity and results of associated reports compiled for the Board of Directors.

### Audits in 2014

A total of 33 audits were conducted in 2014, all approved by either the Board of Directors or Board of Supervisors. The content of these audits, representing issues of concern to senior management and external auditing units, focused on risks and internal controls.

Audits for 2014 were as follows: 12 related to operations; six to accounting and cashier operations; five to planning and management; three each to lending and investment, and services management; and two each to property and assets, and payroll affairs.

### Results of Audits

In 2014, audits yielded a total of 115 suggestions: 66 on operations; 15 on personnel; seven on accounting; six each on information management, and asset management; five on procurement; four each on internal controls, and cashier operations; and two on special accounts.

Audits and subsequent conclusions were aimed at strengthening internal controls and communication between departments, raising colleagues' awareness of risks, guaranteeing the safety of the organization's assets and ensuring the reliability and accuracy of financial and operational information.

Figure 11 Audits (2014)

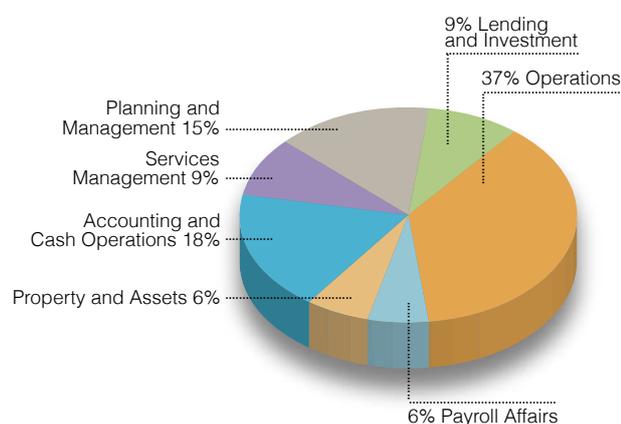
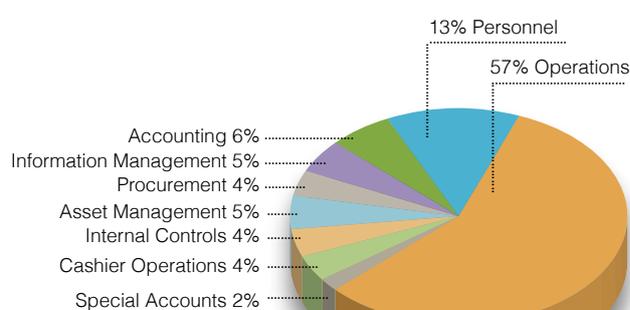


Figure 12 Audit Suggestions (2014)



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## ICT: Digitizing Our Organization

This year, to achieve one of the TaiwanICDF's key performance indicators, the "utilization of information systems," and to digitize all of our integrated operating systems, ultimately with the goal of enhancing the quality of management decisions, we deepened analysis of our annual ICT roadmap and ICT development strategy, as well as the management of decision-making, performance and implementation. This meant setting out a core program (2014-2016) for the development of ICT systems, establishing the principles governing the future expansion of information systems, and clearly defining associated application systems, functions and priorities.

### **Building a New Knowledge Management Platform to Facilitate the Sharing of Resources And Shared Services**

With the increasing popularity of smartphones, tablets and other mobile devices, and the growing use of cloud services, we have been working on the premise of serving domestic and overseas personnel "anytime, anywhere on any device, securely," and providing instant access to the information and know-how they require. Drawing on the three core concepts of mobility, personalization and speed, this year we completed revisions to our second-generation Knowledge Management platform, or "KM 2.0," as follows:

**Mobility:** For KM 2.0 we have introduced the concept of responsive web design, building a system interface that can be browsed from different computers, tablets, smartphones and other devices, and expanding support for a variety of browsers, allowing page content to scale dynamically on the basis of device size. Our staff able to access the Internet will be able to access information on our content-rich platform at anytime and anywhere, satisfying the trend for mobility and real-time operations. KM 2.0 is the first of our information systems to have been revised with mobile access in mind.

**Personalization:** KM 2.0 incorporates individual access to previously established Dropbox cloud drives, providing quick and easy file transfer and exchange functions. Using the latest cloud storage environment in place of older methods of file transfer has also provided an effective solution for overseas colleagues wanting to upload files, which would otherwise require verifying and checking a host of associated problems. The platform also provides document aggregation and subscription services, search results, and an improved messaging service and other functions, helping users to target and track specific content.

**Speed:** To enhance the system's internal processing speed and performance, we have upgraded the servers,

databases, development tools, operating systems and browsers supporting KM 2.0 from 32-bit to 64-bit versions, ensuring that the system can continue to scale in terms of increased load, and adjusted system architecture, simplifying management and maintenance work, thus providing a highly stable, high-performance system environment and a speedy user experience.

This all-new KM 2.0 is the first of our information systems to meet the goal of our core program (2014-2016) for the development of ICT systems, "build cloud-based applications, enabling convenient resource sharing and shared services."

### **Utilizing Digital Learning, Becoming a Learning Organization**

This year saw the introduction of our digital learning system in support of the following four objectives:

1. Reduce the cost of training and enhance willingness and efficiency;
2. Enjoy the same quality of learning regardless of location through mobile devices;
3. Introduce dynamic, interactive learning models that cover a diverse range and can be accessed at any time;
4. Use the system platform to manage and appraise internal learning outcomes effectively.

Spanning time zones and geographical barriers, and resolving training and knowledge management issues, digital learning tools are far-reaching, unfettered by time constraints and save on training costs, playing an important role in terms of nurturing professional talent and accelerating the dissemination of knowledge. As a learning organization, we continue to put the best of these tools into practice.

### **Effectively Improving Communications Through Cloud-based Mail Services**

For TaiwanICDF projects and technical missions around the globe, increasing use of e-mail systems facilitates operational coordination between the TaiwanICDF and cooperating units, and because diplomatic work requires a lot of back-and-forth communication between project locations, mobile devices are an important tool for overseas colleagues to communicate with. So this year, following trends in mobile technology, we introduced cloud-based mail services for overseas technical missions and projects.

Cloud-based mail uses end-to-end encryption methods to deliver mail within an integrated and secure information security network. Working under the premise that information has to be safe and secure, utilizing the

network nodes that international cloud service providers have built across the globe has effectively shortened the mail delivery route between TaiwanICDF and overseas units, improving mail transfer rates and significantly upgrading each unit's mailbox capacity to 50 GB, and thereby meeting overseas colleagues' need to consume significant storage space for the handling of large volumes of mail.

### **Implementing Comprehensive Digital Services, Improving the Quality of Management Decisions**

Given the TaiwanICDF's limited resources, a number

of important ICT developments remain to be completed, yet we have also already achieved significant results, and to date have carried out the digitization of services in close connection with colleagues' operations. In the future, we will continue to respect the latest ICT-related technical developments and trends, following our core plan for the development of our ICT systems, introducing the appropriate new technologies – application systems, databases, storage facilities, backup and recovery – and deepening the services available to overseas units, thereby implementing comprehensive digital services that are integrated with our operations, and improving the quality of management decisions.

## **Public Communications**

To respond to trends reflected in the digitization of communications and to expand the effectiveness of our public communications, our external communications strategy for the past year has embraced an “active marketing” approach, combining both online and physical media or events together with mixed-media text and audiovisual interfaces to carry out integrated marketing operations. This has yielded numerous benefits in terms of digitizing the tools used in creating publicity materials, expanding and bringing content to life, and using material resources sustainably.

In terms of producing and distributing publications and publicity materials, for example, a new in-house unit has begun to produce introductory short films covering important operations and events for our annual report and e-newsletters. We have also added a new feature called Development Focus to the news section of our website, providing a weekly overview of the key events, international issues and stories taking place in the world of development. We are also integrating graphics and audiovisual media into the promotion of our projects, and in combination with our official website, which remains at the heart of our public communications, carrying out active marketing through social networking, free Internet media and a variety of digital tools.

In terms of our online presence, we produced 12 short films, in Chinese and English, about long-term volunteers with the TaiwanICDF Overseas Volunteers Service, the recruitment of professional Mandarin teachers, our International Cooperation and Development Summer Camp, and projects in Haiti, Kiribati and Belize, as well

as about UN international days such as World Food Day, all of which have been posted on our official website and on social networking sites. We have also used apps to publicize our projects and associated operations, providing access to a wider variety of instant-access public communications platforms.

In terms of promotional events, we organized a touring photography exhibition, small-scale themed seminars, an international volunteer forum and exhibition, and events in combination with world day topics or consistent with the priority areas or topics covered by our online promotional activities.

We also hosted visits by high school and college students, advocating and promoting foreign aid. With these young people at a stage where their ideas are still taking shape, we've drawn on their fashion for using the Internet to share things to let the idea of international development assistance become embedded on campuses, forming seeds that spread rapidly via the TaiwanICDF's online interfaces and inspire the dissemination of ideas by spontaneous means.

Finally, we are extending the use of the TaiwanICDF logo in planning and designing applications of publicity materials, including across our business cards, envelopes and stationery, the mobile backdrop that we use in interviews, and other common items carrying our organizational branding. Through strengthening the visual effect of our overall image, integrating the use of our logo across the whole organization is thus enhancing the synergy of our international publicity efforts.

# Looking Ahead

## Aspiring toward Partnerships for Progress and a Future Embodied by Sustainable Development

### **From Aid Recipient to Aid Provider: Playing To Taiwan's Advantages and Experience**

International development aid began in 1947 when the United States proposed the Marshall Plan and the United Nations and other international organizations such as the World Bank and the International Monetary Fund were founded. Looking back on the history of our country's development, we see that the Republic of China (Taiwan) received aid from the international community in that very year, and that as a result of the painstaking efforts of our government and people, we were able to rise out of the morass of poverty and in turn create the "Taiwan miracle," a feat commanding the world's attention.

In 1959, Taiwan dispatched its first team of agriculture specialists to Vietnam to assist in its agricultural development. This was the beginning of Taiwan's experience as a provider of international aid. Then, from 1960, Taiwan began sending missions to African partner countries to assist with agriculture via Operation Vanguard. Nowadays, more than 50 years hence, Taiwan's foreign aid efforts are being carried out in Africa, Asia and the Pacific, and Latin America and the Caribbean. This sharing of the "Taiwan experience" has yielded fruitful results and serves as a model of success for aid recipient countries as they make their transition into providers of aid.

2015 will be a key year for international development. The completion of the UN MDGs represents a milestone in the achievements of development, leading the world toward the pursuit of a further set of Sustainable Development Goals (SDGs) over the next 15 years. The TaiwanICDF is Taiwan's official development assistance organization. Since being founded in 1996, the TaiwanICDF has shared Taiwan's development experience with partner countries to create an abundance of cooperative results, abiding by current practices in foreign aid and remaining committed to development issues of global concern. In the future, the organization will continue to pursue its vision of partnerships for progress and sustainable development, applying up-to-date

strategies in order to carry out its mission, inaugurating a new phase in Taiwan's foreign aid work, and making concrete contributions to the global SDGs.

### **Gaining an In-depth Understanding of the Needs of Partner Countries, Continuing to Pursue Project Effectiveness**

Reviewing our key efforts in 2014, the TaiwanICDF put the guiding principles of its founding charter into practice, following an effective, concrete, pragmatic and feasible development approach as part of the constant pursuit of progress in its designated operational priorities. For instance, in agriculture, even as we remained mindful of boosting production, we also began to consider matters upstream, providing better seeds, livestock, poultry and fish, as well as matters downstream, setting up quality testing systems for fruits and vegetables, and creating a trade system for agricultural produce.

Regarding public health and medicine, we abided by the focal points of international development aid, actively developing maternal health programs, follow-up management for communicable and non-communicable diseases, health promotion and prevention plans, and health care systems. As for education, we focused on how to enhance the curricula of scholarship programs and workshops, and designed integrated, interdisciplinary programs aligned to the development needs of partner countries.

To apply Taiwan's strengths in ICT and meet partner countries' requirements in terms of administration and ease of life, in addition to introducing e-government measures to improve expediency, we also built on the same principles to improve education, medicine, women's empowerment, and government accountability and transparency, as well as other areas. As for environmental protection, we integrated Taiwan's space and remote sensing, geographic information system (GIS) and global positioning system (GPS) technologies to help regional allies in building disaster prevention and relief systems, and we are also cooperating with regional development banks

Amb. Weber V.B. Shih  
Secretary General  
TaiwanICDF

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to fund green energy projects, and thereby leveraging the benefits of such initiatives.

Other global efforts that the TaiwanICDF carried out in 2014 in the interest of protecting economies, employment and the right to live in safety (including improving the quality of life in refugee camps) included programs to build sustainable eco-tourism and preserve local cultural assets, as well as humanitarian aid programs involving the resettlement of refugees and post-disaster reconstruction in regions such as northern Jordan, South Sudan, the Philippines and the Solomon Islands.

### **Complying with the SDGs and Continuing to Upgrade Organizational Effectiveness**

In the face of the continually changing state of world affairs, the form taken by international cooperation and development is under constant renewal; in addition, the development of our partner countries continues to advance. In response to the SDGs, the TaiwanICDF is striving to marshal Taiwan's advantages, strengthen capacity building, upgrade organizational effectiveness and consider ways of integrating limited resources in order to enhance the effectiveness of aid programs.

In terms of upgrading skills at our organization, we are continuing to strengthen the foreign aid and project management expertise of personnel, encouraging an in-depth understanding of the history of Taiwan's economic development, as well as the history and development progress of our partner countries. We are also arranging exchanges with other international development organizations, actively cultivating "in-house" specialists, participating in project appraisal and identification, and passing on our experience, all with the aim of helping our staff gain a clearer grasp of partner countries' development needs. As for mechanisms to manage aid work, we are simplifying the TaiwanICDF's project management tools and workflow, setting up overseas project manager and project coordinator positions so as to speed up communication between domestic and overseas units,

allowing projects to be carried out more effectively.

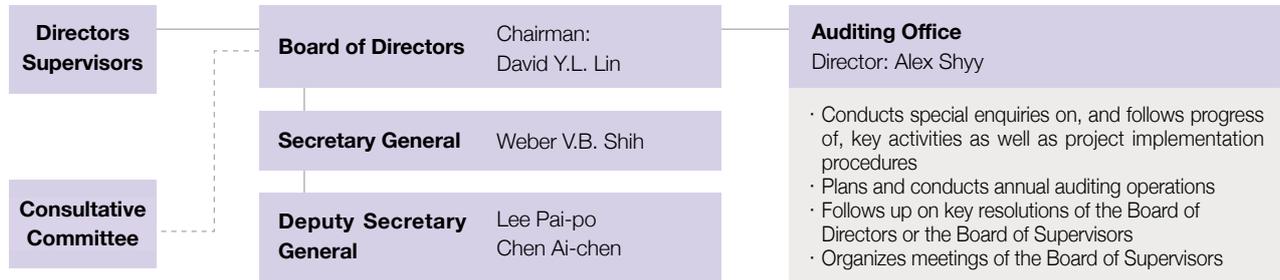
When it comes to project planning, with respect to operational priorities such as agriculture, public health and medicine, education, ICT and environmental protection, the TaiwanICDF will strengthen interdisciplinary integration, incorporating science and technology to upgrade technical cooperation, and leverage financial instruments, such as lending and investment, to strengthen project results. The organization will also build diversified international aid partnerships, all with the aim of overcoming the constraints of limited resources and enhancing Taiwan's advantages and experience.

### **A Blueprint for Assistance Based on International Development Concepts**

Compared with the MDGs, the SDGs focus on three major tasks – development, peace, and human rights – while continuing to work toward the goal of reducing poverty and hunger, and further stressing the issues of biodiversity, multiculturalism and climate change, which are applicable to both poor and rich countries. Furthermore, the number of goals to be achieved has multiplied. Given such wide-ranging involvement and considering the attainability and feasibility of such goals, it will be necessary to carry out discussion and negotiation so that all of the parties concerned can focus and forge a consensus.

Thus, going forward into the post-2015 era, and following its vision of partnerships for progress and sustainable development, the TaiwanICDF will continue to adhere to its guiding principles and the purpose of Taiwan's international cooperation and development goals, and, paying close attention to the development and progress of the UN SDGs, draft a blueprint for international development assistance. By building the closest partnerships with our partner countries via a professional and effective cooperative model, we can jointly enjoy the benefits of advancement and prosperity.

# Organizational Chart\*



<b>Technical Cooperation Department</b> Deputy Director: Yen Ming-hong	<ul style="list-style-type: none"> <li>· Plans and manages the operations of overseas technical missions</li> <li>· Plans and manages commissioned projects</li> </ul>	<ul style="list-style-type: none"> <li>· Plans and manages the Taiwan Youth Overseas Service</li> </ul>
<b>Humanitarian Assistance Department</b> Director: Wang Hung-tzu	<ul style="list-style-type: none"> <li>· Plans and manages international cooperation in the health care sector</li> <li>· Plans, manages and operates overseas medical missions</li> </ul>	<ul style="list-style-type: none"> <li>· Plans and manages humanitarian assistance activities</li> <li>· Plans and manages the TaiwanICDF Overseas Volunteers Service</li> </ul>
<b>Lending and Investment Department</b> Director: Hsu Hui-wen	<ul style="list-style-type: none"> <li>· Identifies, prepares, appraises, implements and supervises investment projects</li> <li>· Identifies, prepares, appraises, implements and supervises lending projects</li> </ul>	<ul style="list-style-type: none"> <li>· Prepares and implements credit guarantee operations</li> </ul>
<b>International Education and Training Department</b> Director: Stephen J.H. Lee	<ul style="list-style-type: none"> <li>· Appraises, implements and evaluates international higher education programs</li> <li>· Appraises, implements and evaluates international education programs</li> </ul>	<ul style="list-style-type: none"> <li>· Appraises, implements and evaluates international workshops</li> <li>· Promotes, manages and evaluates the TaiwanICDF Alumni Society</li> </ul>
<b>General Management Department</b> Acting Director: Kuo Mei-yun	<ul style="list-style-type: none"> <li>· Plans and administers the organization's knowledge management system</li> <li>· Develops and manages information systems and related security and architecture</li> </ul>	<ul style="list-style-type: none"> <li>· Oversees procurement operations, document management system, file system and library</li> <li>· Performs administrative and cashier duties, real estate and office management, and oversees official stamps</li> </ul>
<b>Accounting Office</b> Director: Lan Chou-sheng	<ul style="list-style-type: none"> <li>· Oversees budgeting and final accounts</li> <li>· Manages and allocates funds</li> <li>· Prepares interim and annual financial statements</li> </ul>	
<b>Public Relations Office</b> Director: Yvonne T.S. Wu	<ul style="list-style-type: none"> <li>· Manages public relations and external communications</li> <li>· Oversees production of publications and management of public relations events</li> </ul>	
<b>Human Resources Office</b> Director: Tsai Shiang-wu	<ul style="list-style-type: none"> <li>· Plans and manages human resources</li> <li>· Oversees personnel regulations and manuals</li> </ul>	<ul style="list-style-type: none"> <li>· Plans and manages comprehensive services relating to the professional work of staff</li> </ul>
<b>Financial Affairs Office</b> Director: Calvin K. Yin	<ul style="list-style-type: none"> <li>· Performs financial planning, operations and capital allocation duties</li> </ul>	<ul style="list-style-type: none"> <li>· Manages the disbursement of investment, lending and credit guarantee operations and repayment of loans</li> </ul>
<b>Legal Affairs Office</b> Director: Catherine Chou	<ul style="list-style-type: none"> <li>· Provides research and consulting services for legal affairs</li> <li>· Drafts, examines and reviews contracts</li> </ul>	<ul style="list-style-type: none"> <li>· Compiles, prints and organizes internal regulations and contracts</li> </ul>
<b>Research, Development and Evaluation Office</b> Acting Director: Tseng Yun-ching	<ul style="list-style-type: none"> <li>· Plans and manages international cooperation and development strategies</li> <li>· Carries out the organization's performance appraisal operations</li> </ul>	<ul style="list-style-type: none"> <li>· Organizes meetings of the Board of Directors and other policy or strategy meetings</li> <li>· Manages the annual program of operations</li> </ul>

\* Accurate as of December 31, 2014

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

### Directors and Supervisors

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

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

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

### Consultative Committee

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

### Members of the Consultative Committee

Lee Chien-ming	Associate Professor and Head, Institute of Natural Resources Management, National Taipei University
Louis C. Lee	Vice President, Je Pun International Co., Ltd.
Chiou Hung-yi	Vice President, Taipei Medical University; Director, School of Public Health, Taipei Medical University
Shi Min-nan	Honorary Consultant, Former Taiwan Technical Mission Leader
Tsao Hsing-chien	Former Director, Central Training Center, Bureau of Employment and Vocational Training, Council of Labor Affairs, Executive Yuan
Eddie M. Chen	Executive Vice President and Chief Risk Officer, EnTie Commercial Bank
Chen Yi-sung	Honorary Consultant, Former Taiwan Technical Mission Leader
Chen Junne-jih	Director, Taiwan Agricultural Research Institute, Council of Agriculture, Executive Yuan
Emma Yang	Former Chief Financial Officer, Radioshack International Procurement, Inc. Taipei Branch (USA); Former Senior Manager, Asian Development Bank
Lei Chung-dar	Assistant Professor, Department of Banking and Finance, Chinese Culture University
Ted S.T. Tsai	Director, College of Management, Hungkuang University

\* Accurate as of December 31, 2014

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## TaiwanICDF 2014 Board of Directors Conferences

### **The 69th Board Conference (12th meeting of the 6th Board of Directors; March 19, 2014) approved the following:**

- Work report and final accounts for 2013 (including an inventory of assets).
- The continued implementation of future technical cooperation projects under project orientation and a project management system.
- Proposed adjustments to the loan currency and amount for the Microcredit Project for Graduate Trainees from the Taiwan-Burkina Vocational Training Cooperation Program.
- Proposed adjustments to the management framework for sub-projects under the Green Energy Special Fund being implemented in cooperation with the EBRD.
- Amendments relating to internal control systems.

### **The 70th Board Conference (13th meeting of the 6th Board of Directors; June 18, 2014) approved the following:**

- Work plan and budget for 2014.

### **The 71st Board Conference (first meeting of the 7th Board of Directors; September 10, 2014) approved the following:**

- A loan to CABEL of US\$40 million for the Regional Lending Program for Coffee Rust in Central America.
- Amendments relating to internal control systems.

### **The 72nd Board Conference (second meeting of the 7th Board of Directors; December 9, 2014) approved the following:**

- Draft amendments to organizational regulations and working conditions.
- Auditing work plan for 2015.

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## Report of Independent Accountants

PwCR14000147

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

We have audited the accompanying balance sheets of the International Cooperation and Development Fund (TaiwanICDF) as of December 31, 2014 and 2013, and the related statements of revenues and expenses, of changes in fund balances and of cash flows for the years then ended. These financial statements are the responsibility of the TaiwanICDF's management. Our responsibility is to express an opinion on these financial statements based on our audits.

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

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the TaiwanICDF as of December 31, 2014 and 2013, and the results of its operations and its cash flows for the years then ended, in conformity with the accounting policies described in Note 2.

As described in Note 20 to the financial statements, certain assets were placed under the custodianship of the TaiwanICDF at the request of the owners and these assets are not reflected in the financial statements. The details of these assets are disclosed for reference purposes only.

*PricewaterhouseCoopers, Taiwan*

March 18, 2015

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

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

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**International Cooperation and Development Fund**  
**Balance Sheets**  
December 31

(Expressed in NT\$)

ASSETS	NOTES	2014		2013	
		Amount	%	Amount	%
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	4	7,664,486,792	48	7,410,246,843	46
Held-to-maturity financial assets - current	5	506,482,483	3	400,324,932	3
Other receivables	6	208,975,865	1	202,517,766	1
Prepayments		72,442,403	-	69,181,037	-
Other financial assets - current		-	-	932,897	-
Other current assets		92,258,987	1	64,481,858	-
Current portion of long-term loans receivable	7, 19	415,963,528	3	461,633,355	3
		8,960,610,058	56	8,609,318,688	53
<b>LONG-TERM LOANS AND INVESTMENTS</b>					
Long-term loans receivable	7, 19	3,269,846,544	20	3,744,579,776	23
Available-for-sale financial assets - noncurrent		22,862,700	-	216,896,500	2
Held-to-maturity financial assets - noncurrent	5	1,945,655,981	12	1,813,832,593	11
Financial assets carried at cost - noncurrent	8, 19	1,891,845,795	12	1,737,134,829	11
		7,130,211,020	44	7,512,443,698	47
<b>FIXED ASSETS</b>					
	9				
Cost		43,484,576	-	40,655,703	-
Less: Accumulated depreciation		( 25,477,782 )	-	( 26,657,725 )	-
		18,006,794	-	13,997,978	-
<b>OTHER ASSETS</b>					
Deposits-out		334,588	-	425,582	-
Deferred expenses		1,128,539	-	1,055,976	-
		1,463,127	-	1,481,558	-
<b>TOTAL ASSETS</b>		16,110,290,999	100	16,137,241,922	100
<b>LIABILITIES AND FUND BALANCES</b>					
<b>CURRENT LIABILITIES</b>					
Payables	10	365,702,036	2	385,545,458	2
Unearned receipts		67,200	-	-	-
Collections payable		2,356,914	-	2,990,883	-
Other current liabilities		4,839,546	-	868,200	-
		372,965,696	2	389,404,541	2
<b>OTHER LIABILITIES</b>					
Deposits-in		7,944,000	-	5,339,000	-
Other liabilities		200,026	-	280,775	-
		8,144,026	-	5,619,775	-
<b>TOTAL LIABILITIES</b>		381,109,722	2	395,024,316	2
<b>FUND BALANCES</b>					
Funds	13	12,468,838,072	78	12,468,838,072	78
Accumulated earnings	14	3,260,037,902	20	3,253,015,910	20
<b>ADJUSTMENT FOR OTHER FUND BALANCES</b>					
Unrealized gains on financial instrument		305,303	-	20,363,624	-
<b>TOTAL FUND BALANCES</b>		15,729,181,277	98	15,742,217,606	98
<b>Commitments and contingencies</b>					
	18				
<b>TOTAL LIABILITIES AND FUND BALANCES</b>		16,110,290,999	100	16,137,241,922	100

The accompanying notes are an integral part of these financial statements. See report of independent accountants dated March 18, 2015.

**International Cooperation and Development Fund**  
**Statements of Revenues and Expenses**  
For the Years Ended December 31

(Expressed in NT\$)

Item	NOTES	2014		2013	
		Amount	%	Amount	%
<b>OPERATING REVENUES</b>					
Revenues from contracted projects		\$ 990,540,241	91	\$ 1,057,088,784	90
Revenues from banking and finance operations		99,642,322	9	112,346,133	10
		1,090,182,563	100	1,169,434,917	100
<b>OPERATING EXPENSES</b>					
Contracted project expenses	11	( 990,540,241 )	( 91 )	( 1,057,088,784 )	( 90 )
Humanitarian assistance expenses		( 20,646,696 )	( 2 )	( 25,272,450 )	( 2 )
International human resources development expenses		( 72,200,025 )	( 6 )	( 76,683,963 )	( 7 )
Banking and finance operations expenses		( 51,331,513 )	( 5 )	( 64,155,098 )	( 5 )
Technical cooperation expenses		( 80,116,581 )	( 7 )	( 69,614,193 )	( 6 )
General and administrative expenses	17	( 149,682,846 )	( 14 )	( 140,256,451 )	( 12 )
		( 1,364,517,902 )	( 125 )	( 1,433,070,939 )	( 122 )
<b>NET OPERATING LOSSES</b>					
		( 274,335,339 )	( 25 )	( 263,636,022 )	( 22 )
<b>NON-OPERATING INCOME AND GAINS</b>					
Interest on fund investments		157,623,045	14	149,733,897	13
Dividend income		5,727,250	1	4,988,250	-
Gain on disposal of investments		44,892,134	4	-	-
Foreign exchange gain		52,728,019	5	-	-
Other revenues	15	21,543,700	2	13,905,125	1
		282,514,148	26	168,627,272	14
<b>NON-OPERATING EXPENSES AND LOSSES</b>					
Loss on disposal of fixed assets		( 1,055,807 )	-	( 338,485 )	-
Foreign exchange loss		-	-	( 6,043,828 )	( 1 )
Other expenses		( 101,010 )	-	( 125,331 )	-
		( 1,156,817 )	-	( 6,507,644 )	( 1 )
Income tax benefit	12	-	-	37,019	-
<b>EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUES)</b>					
		\$ 7,021,992	1	( \$ 101,479,375 )	( 9 )

The accompanying notes are an integral part of these financial statements. See report of independent accountants dated March 18, 2015.

**International Cooperation and Development Fund**  
**Statements of Changes in Fund Balances**  
For the Years Ended December 31

(Expressed in NT\$)

	FUNDS	ACCUMULATED EARNINGS	UNREALIZED GAINS ON FINANCIAL INSTRUMENT	TOTAL
<b>2013</b>				
Balance, January 1, 2013	\$ 12,468,838,072	\$ 3,354,495,285	\$ 2,258,124	\$ 15,825,591,481
Excess of expenses over revenues for 2013	-	( 101,479,375 )	-	( 101,479,375 )
Unrealized gains on financial instrument	-	-	18,105,500	18,105,500
Balance, December 31, 2013	\$ 12,468,838,072	\$ 3,253,015,910	\$ 20,363,624	\$ 15,742,217,606
<b>2014</b>				
Balance, January 1, 2014	\$ 12,468,838,072	\$ 3,253,015,910	\$ 20,363,624	\$ 15,742,217,606
Excess of revenues over expenses for 2014	-	7,021,992	-	7,021,992
Unrealized loss on financial instrument	-	-	( 20,058,321 )	( 20,058,321 )
Balance, December 31, 2014	\$ 12,468,838,072	\$ 3,260,037,902	\$ 305,303	\$ 15,729,181,277

The accompanying notes are an integral part of these financial statements. See report of independent accountants dated March 18, 2015.

**International Cooperation and Development  
Fund Statements of Cash Flows**  
For the Years Ended December 31

(Expressed in NT\$)

	2014	2013
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Excess of revenues over expenses (expenses over revenues)	\$ 7,021,992	( \$ 101,479,375 )
Adjustments to reconcile excess of revenues over expenses (expenses over revenues) to net cash (used in) provided by operating activities:		
Depreciation	3,892,215	3,873,530
Amortization	778,405	1,245,510
Reversal of allowance for bad debts	( 4,839,579 )	( 4,453,537 )
Held-to-maturity financial assets - interest amortization	8,109,359	7,079,738
Impairment loss on financial assets carried at cost	25,743,735	42,692,839
Gain on disposal of investments	( 44,892,134 )	-
Loss on disposal of fixed assets	1,055,807	338,485
Changes in assets and liabilities:		
Receivables	( 4,145,540 )	13,806,481
Prepayments	5,603,309	( 8,114,630 )
Other financial assets	932,897	( 932,897 )
Other current assets	( 27,777,129 )	( 37,993,825 )
Accrued expenses	9,091,454	( 657,695 )
Retained money payable on completed projects	( 2,635,002 )	8,128,039
Other payables	( 33,479,314 )	195,599,715
Unearned revenue	67,200	-
Collections payable	( 633,969 )	( 254,240 )
Other current liabilities	3,971,346	858,149
Other liabilities	( 80,749 )	39,190
Net cash (used in) provided by operating activities	( 52,215,697 )	119,775,477
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Increase in long-term lending	( 186,101,333 )	( 251,122,315 )
Proceeds from long-term loans receivable	711,420,930	438,226,896
Purchases of available-for-sale financial assets	( 22,557,397 )	-
Proceeds from disposal of available-for-sale financial assets	241,425,010	-
Purchases of held-to-maturity financial assets	( 650,165,051 )	( 921,728,637 )
Proceeds upon maturity of held-to-maturity financial assets	400,000,000	986,390,000
Purchases of financial assets carried at cost	( 181,982,202 )	( 181,162,647 )
Withdrawal of financial assets carried at cost	1,527,501	-
Acquisition of fixed assets	( 8,972,613 )	( 2,063,749 )
Proceeds from disposal of fixed assets	15,775	5,160
Decrease (increase) in deposits-out	90,994	( 41,633 )
Increase in deferred expenses	( 850,968 )	( 446,900 )
Net cash provided by investing activities	303,850,646	68,056,175
<b>CASH FLOWS FROM FINANCING ACTIVITY</b>		
Increase in deposits-in	2,605,000	1,465,000
Net cash provided by lending activities	2,605,000	1,465,000
NET INCREASE IN CASH AND CASH EQUIVALENTS	254,239,949	189,296,652
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	7,410,246,843	7,220,950,191
CASH AND CASH EQUIVALENTS AT END OF YEAR	\$ 7,664,486,792	\$ 7,410,246,843

The accompanying notes are an integral part of these financial statements. See report of independent accountants dated March 18, 2015.

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**International Cooperation and Development Fund**  
**Notes to Financial Statements**  
December 31, 2014 and 2013

(Expressed in NT\$, except as otherwise indicated)

## 1. ORGANIZATION AND HISTORY

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

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

- 2) As of December 31, 2014, the TaiwanICDF had 139 employees.

## 2. SIGNIFICANT ACCOUNTING POLICIES

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

- 1) Accounting Basis

The financial statements are prepared on an accrual basis.

- 2) Foreign Currency Transactions

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

- 3) Classification of Current and Non-current Items

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

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

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

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

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

5) Allowance for Uncollectible Accounts

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

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

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

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

7) Available-for-Sale Financial Assets

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

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

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

8) Held-to-maturity Financial Assets

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

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

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

9) Financial Assets Carried at Cost

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

10) Long-term Loans Receivable

Foreign currency loans are stated at historical exchange rates.

11) Fixed Assets

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

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

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

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

#### 13) Retirement Plan

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

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

#### 14) Income Tax

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

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

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

#### 16) Revenues and Expenses

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

#### 17) Use of Estimates

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

#### 18) Settlement Date Accounting

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

### 3. CHANGES IN ACCOUNTING PRINCIPLES

None.

#### 4. CASH AND CASH EQUIVALENTS

	December 31, 2014	December 31, 2013
Petty cash	\$ 110,000	\$ 110,000
Demand deposits	443,583,315	514,891,392
Checking deposits	515,256	517,576
Time deposits	7,120,268,577	6,895,660,772
	7,564,477,148	7,411,179,740
Less: Classified as other financial assets - current	-	( 932,897 )
Cash equivalents		
- Bonds purchased under resale agreements	100,009,644	-
<b>Total</b>	<b>\$ 7,664,486,792</b>	<b>\$ 7,410,246,843</b>

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

	December 31, 2014	December 31, 2013
Current items		
Corporate bonds	\$ 506,482,483	\$ 400,324,932
Non-current items		
Corporate bonds	\$ 1,850,967,274	\$ 1,718,546,116
Government bonds	94,688,707	95,286,477
	\$ 1,945,655,981	\$ 1,813,832,593

#### 6. OTHER RECEIVABLES

	December 31, 2014	December 31, 2013
Interest receivable	\$ 117,107,094	\$ 111,129,787
Retained money receivable on completed projects	92,763,089	92,205,338
	209,870,183	203,335,125
Less: Allowance for doubtful accounts	( 894,318 )	( 817,359 )
	\$ 208,975,865	\$ 202,517,766

## 7. LONG-TERM LOANS RECEIVABLE

	December 31, 2014	December 31, 2013
<b>Current items</b>		
Current portion of long-term loans receivable	\$ 426,329,752	\$ 471,332,036
Less: Allowance for doubtful accounts	( 10,366,224 )	( 9,698,681 )
Net	\$ 415,963,528	\$ 461,633,355
<b>Non-current items</b>		
Long-term loans receivable	\$ 3,365,429,143	\$ 3,845,746,456
Less: Allowance for doubtful accounts	( 95,582,599 )	( 101,166,680 )
Net	\$ 3,269,846,544	\$ 3,744,579,776
<b>Total</b>	<b>\$ 3,685,810,072</b>	<b>\$ 4,206,213,131</b>

- 1) The TaiwanICDF provides long-term loans in accordance with the Regulations for Loans by the International Cooperation and Development Fund as approved by the Executive Yuan. As of December 31, 2014 and 2013, the total outstanding loans denominated in U.S. dollars, Australia dollars and Euro dollars amounted to US\$89,928,616.51, AU\$3,068,404.07, €20,837,674.52 and US\$109,360,234.09, AU\$ 0 and €20,837,674.52, respectively.
- 2) Allowances for doubtful accounts were based on the Regulation for the TaiwanICDF Dealings with Past Due/Non-Performing Loans and Bad Debts.
- 3) As Parque Industrial Oriente S.A. (PIO) defaulted on the loan extended for the Industrial Park Development Project in Paraguay amounting to US\$11,003,488.32, the TaiwanICDF filed a legal claim against PIO on September 1, 2003. The court in Ciudad del Este ruled in favor of the TaiwanICDF in the first trial on March 26, 2004. PIO filed an appeal, which was rejected. Accordingly, it was proposed that the Industrial Park be auctioned off. Under TaiwanICDF's 51st board resolution, TaiwanICDF has agreed, under a term of 20 years, for MOFA to repay the remaining loan balance. Although the MOFA agreed to pay off the remaining balance annually for 3 years beginning 2012 on December 13, 2012, payments of only US\$3,293,162.77 and US\$400,000 were made in years 2012 and 2013, respectively. There were no payments made by MOFA for year 2014. The MOFA stated in a letter dated on April 16, 2014 that installments will resume starting from 2015 through annual budgets, and a payment of US\$500,000 has been allocated in the 2015 annual budget. As of December 31, 2014, the MOFA had repaid US\$5,793,162.77 and the remaining balance is US\$5,210,325.55.
- 4) In order to acquire the right to operate the Industrial Park, the MOFA issued the Letter No. Wai-Jing-Mao 09333002180 requesting the TaiwanICDF to establish the private Paraguay Synthetic Corporation, which has a registered share capital of US\$10,000 in Panama on its behalf. The TaiwanICDF assisted Paraguay Synthetic Corporation to submit a bid of US\$7,100,000 and acquired the title to the land of the Industrial Park.
- 5) There was no significant past due loan as of December 31, 2014 and 2013.
- 6) See Appendix 1 for the statement of changes in long-term loans for the year ended December 31, 2014.

## 8. FINANCIAL ASSETS CARRIED AT COST

	December 31, 2014		December 31, 2013	
	Carrying Amount (NT\$)	Ownership	Carrying Amount (NT\$)	Ownership
<b>Equity investments accounted for using cost method</b>				
Overseas Investment & Development	\$ 130,000,000	14.44%	\$ 130,000,000	14.44%
Less: Accumulated Impairment	( 6,000,000 )		( 6,000,000 )	
	124,000,000		124,000,000	
BTS India Private Equity Fund Limited	123,578,854	6.80%	124,024,153	6.80%
	(=US\$ 3,959,840 )		(=US\$ 3,975,147 )	
Less: Accumulated Impairment	( 79,243,059 )		( 53,499,324 )	
	(=US\$ 2,559,025 )		(=US\$ 1,608,939 )	
	44,335,795		70,524,829	
Net	168,335,795		194,524,829	
<b>International institution investment fund</b>				
FIISF-Small Business Account	325,000,000		325,000,000	
	(=US\$ 10,000,000 )		(=US\$ 10,000,000 )	
FIISF-Small Business Account II	330,660,000		330,660,000	
	(=US\$ 10,000,000 )		(=US\$ 10,000,000 )	
FIISF-Small Business Account III	591,550,000		410,650,000	
	(=US\$ 20,000,000 )		(=US\$ 14,000,000 )	
MIF-Specialized Financial Intermediary	476,300,000		476,300,000	
	(=US\$ 15,000,000 )		(=US\$ 15,000,000 )	
FIISF-Trade facilitation programme	-		161,750,000	
			(=US\$ 5,000,000 )	
Less: Accumulated Impairment	-		( 161,750,000 )	
			(=US\$ 5,000,000 )	
	-		-	
Net	1,723,510,000		1,542,610,000	
<b>Total</b>	<b>\$ 1,891,845,795</b>		<b>\$ 1,737,134,829</b>	

- 1) The TaiwanICDF engaged the European Bank for Reconstruction and Development (EBRD) to manage the Financial Intermediary Investment Special Fund (FIISF)-Small Business Account and to jointly provide funds for loans in small businesses. Under the agreement, the total investment amount was US\$10,000,000, and the TaiwanICDF's ac-cumulated contribution amounted to US\$10,000,000 as of December 31, 2014 and 2013.
- 2) The TaiwanICDF engaged the EBRD to manage the FIISF-Trade Facilitation Programme to provide trade finance guarantees and loan facilities for local banks. Under the contract, the TaiwanICDF had invested US\$5,000,000 as of December 31, 2014 and 2013. Based on conservatism principle, the TaiwanICDF provided for impairment of NT\$161,750,000 in 2009. The programme has been terminated, and the guarantee period expired in 2013. The EBRD has formally notified that the aforementioned loss was materialized and the programme was closed.

- 3) The TaiwanICDF engaged the Multilateral Investment Fund (MIF), which belongs to the Inter-American Development Bank Group, to manage the Specialized Financial Intermediary Development Fund, a financing vehicle co-established by the said two parties. MIF uses resources of its own and the fund's on a pari-passu basis to directly or indirectly invest in, or make loans to well-performing microfinance institutions in Taiwan's partner countries in Central and South America. As of December 31, 2014 and 2013, the TaiwanICDF's accumulated contribution to the fund amounted to US\$15,000,000.
- 4) The TaiwanICDF engaged the EBRD to manage the FIISF-Small Business Account II and to jointly provide funds for investments and loans in small businesses. Under the agreement, the total investment amount was US\$10,000,000, and the TaiwanICDF's accumulated contribution amounted to US\$10,000,000 as of December 31, 2014 and 2013.
- 5) The TaiwanICDF engaged the EBRD to manage the FIISF-Small Business Account III and to jointly provide funds for investments and loans in small businesses. Under the agreement, the total investment amount was US\$20,000,000, and the TaiwanICDF's accumulated contribution amounted to US\$20,000,000 and US\$14,000,000 as of December 31, 2014 and 2013, respectively.
- 6) The above listed foreign currency investments projects are stated using the historical exchange rate.
- 7) After assessing the loss on the investment in BTS India Private Equity Fund Limited, the TaiwanICDF provided for impairment of NT\$25,743,735 and NT\$42,692,839 in 2014 and 2013 based on conservatism principle.
- 8) See Appendix 2 for the statement of changes in financial assets carried at cost for the year ended December 31, 2014.

## 9. FIXED ASSETS

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

	December 31, 2013		
	Cost	Accumulated Depreciation	Net Book Value
Mechanical equipment	\$ 31,393,887	\$ 20,882,379	\$ 10,511,508
Communication & transportation equipment	2,847,815	1,597,960	1,249,855
Miscellaneous equipment	4,104,535	2,728,799	1,375,736
Leasehold improvements	2,309,466	1,448,587	860,879
	\$ 40,655,703	\$ 26,657,725	\$ 13,997,978

See Appendix 3 for the statement of changes in fixed assets for the year ended December 31, 2014.

## 10. PAYABLES

	December 31, 2014	December 31, 2013
Accrued expenses	\$ 49,714,479	\$ 40,623,025
Retained money payable on completed projects	153,867,156	149,322,718
Other payables	162,120,401	195,599,715
	\$ 365,702,036	\$ 385,545,458

## 11. CONTRACTED PROJECT EXPENSES

	For the years ended December 31, 2014	For the years ended December 31, 2013
Contracted project expenses		
Personnel expenses	\$ 453,287,274	\$ 505,428,743
Operating expenses	420,512,632	466,677,292
Travel and transportation expense	56,374,809	62,817,383
Equipment investment expense	60,365,526	22,165,366
Total	\$ 990,540,241	\$ 1,057,088,784

## 12. INCOME TAX

Activities and related expenses of the TaiwanICDF are in compliance with "Standard for Non-profit Organizations Exempt from Income Tax". Accordingly, the TaiwanICDF is exempt from income tax. The income tax returns through 2012 have been assessed and approved by the Tax Authority.

## 13. FUNDS

	December 31, 2014	December 31, 2013
Founding Fund	\$ 11,614,338,576	\$ 11,614,338,576
Donated Fund	854,499,496	854,499,496
	\$ 12,468,838,072	\$ 12,468,838,072

- 1) The founding fund balance (NT\$11,614,338,576) was derived from the closure of the IECDF management committee on June 30, 1996. In the official registration with the court, the total property value filed was based on the closing balance of assets of the IECDF management committee. As of March 18, 2015, the total amount of the assets registered with TaiwanICDF was NT\$15,888,379,324.
- 2) The donated fund (NT\$854,499,496) of TaiwanICDF consisted of the following items:
  - A. The amount of NT\$4,423,541 from MOFA's Committee of International Technical Cooperation (CITC) was consolidated in TaiwanICDF on July 1, 1997.
  - B. The amount of NT\$600,000,000 was donated by the MOFA on January 16, 1999.
  - C. The MOFA provided the amount of NT\$250,075,955 on December 31, 2001 under the Regulation for the TaiwanICDF in Providing Guarantee for Credit Facilities Extended to Private Enterprises Which Invest in Countries with Formal Diplomatic Relationships. The TaiwanICDF had fulfilled the obligations of the guarantee amounting to NT\$152,665,834 as of December 31, 2014.

#### 14. ACCUMULATED EARNINGS

The TaiwanICDF is registered as a consortium juridical person with the aim of strengthening international cooperation and enhancing foreign relations by promoting economic development, social progress and the welfare of the people in partner nations around the world. As the TaiwanICDF is a non-profit organization, distribution of income is not permitted in accordance with its Articles of Association.

#### 15. OTHER REVENUES

	For the years ended December 31, 2014	For the years ended December 31, 2013
Reversal of allowance for doubtful accounts	\$ 4,839,579	\$ 4,453,537
Others	16,704,121	9,451,588
	\$ 21,543,700	\$ 13,905,125

#### 16. RETIREMENT FUNDS

- 1) The TaiwanICDF contributes monthly an amount based on seven percent of the employees' remuneration and deposits it with a financial institution. This fund balance is not reflected in the financial statements. The fund balance with financial institution were NT\$87,378,901 and NT\$86,393,838 as of December 31, 2014 and 2013, respectively.
- 2) The account for employees' retirement funds allocated by the TaiwanICDF was detailed as follows:

	2014	2013
Balance at the beginning of the year	\$ 86,393,838	\$ 92,318,901
Interest income	1,041,320	1,177,330
Contribution during the year	4,000,000	4,000,000
Payments during the year	( 4,056,257 )	( 11,102,393 )
Balance at the end of the year	\$ 87,378,901	\$ 86,393,838

- 3) Effective September 1, 2009, TaiwanICDF has been the entity covered by the Labor Standards Law and has adopted the following two schemes:

Scheme A: the pension and severance obligation are settled and the settled amounts are transferred to TaiwanICDF's retirement fund deposited with the financial institution. The employees may claim pension benefits when they retire or reach 55 years old or upon their death.

Scheme B: the pension and severance obligation are not settled and the old pension plan is extended.

Accordingly, the TaiwanICDF recognized an accrued pension reserve of \$16,014,156 for the excess of present value of pension benefits for the past and future service years under the old pension plan over the fair value of the pension fund at the measurement date, September 1, 2009 and contributed the amount to the account in 2010.

- 4) Effective September 1, 2009, the TaiwanICDF has established a funded defined contribution pension plan (the "New Plan") under the Labor Pension Act. Under the New Plan, the TaiwanICDF contributes monthly depending on the contribution grades an amount based on 7% of the payroll grades corresponding to the employees' monthly salaries and wages to the employees' individual pension accounts at the Bureau of Labor Insurance. The benefits accrued in the employees' individual pension accounts could be received in full or in monthly installments when the employees retire. The pension costs under the New Plan for the years ended December 31, 2014 and 2013 amounted to \$10,769,383 and \$10,246,497, respectively.

## 17. PERSONNEL EXPENSES, DEPRECIATION AND AMORTIZATION

	For the years ended December 31, 2014	For the years ended December 31, 2013
Personnel expenses		
Salaries	\$ 130,746,288	\$ 117,642,581
Labor and health insurance	11,179,002	11,482,370
Pension	10,769,383	10,246,497
Others	3,651,338	3,274,559
	\$ 156,346,011	\$ 142,646,007
Depreciation	\$ 3,892,215	\$ 3,873,530
Amortization	\$ 778,405	\$ 1,245,510

## 18. PLEDGED ASSETS

The TaiwanICDF's assets pledged as collateral as of December 31, 2014 and 2013 are as follows:

Book Value			
Pledged asset	2014	2013	Purpose
Other financial assets-current	\$ -	\$ 932,897	Tender security

## 19. COMMITMENTS AND CONTINGENCIES

- 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\$192,839,063.81 and US\$235,271,488.80 as of December 31, 2014 and 2013, respectively. The total amount of loans drawn down amounted to US\$180,151,084.23 and US\$221,306,635.12, and the undisbursed committed balance amounted to US\$12,687,979.58 and US\$13,964,853.68 as of December 31, 2014 and 2013, respectively. Additionally, the loan amount in Euro dollars amounted to €56,553,755.54 as of December 31, 2014 and 2013. The total amount of loans drawn down amounted to €20,837,674.52, and the undisbursed committed balance amounted to €35,716,081.02 as of December 31, 2014 and 2013. Moreover, the loan amount in Australia dollars amounted to AU\$20,227,983 as of December 31, 2014. The total amount of loans drawn down amounted to AU\$3,068,404.07 and the undisbursed committed balance amounted to AU\$17,159,578.93.
- 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\$60,000,000 and US\$65,000,000, of which US\$59,168,366 and US\$58,132,652 had been invested as of December 31, 2014 and 2013, respectively. The amount committed but not yet disbursed was US\$831,634 and US\$6,867,348 as of December 31, 2014 and 2013, respectively. Additionally, the committed amounts denominated in NT dollars under the outstanding investment agreement entered into by the TaiwanICDF has been fully disbursed, with the balance of NT\$130,000,000 as of December 31, 2014 and 2013.
- 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, 2010 to September 30, 2015 with the rents charged on a monthly basis. The rents are calculated as follows:
  - Land: 3% of the most recent official land price per square meter multiplied by the rental area and divided by 12.
  - Building: 10% of the current taxable building value divided by 12.

## 20. 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, 2014 and 2013, the book value of fixed assets under custodianship was NT\$274,876,043 and NT\$375,922,962, respectively. The amount of MOFA's stock certificate of Paraguay Synthetic Corporation placed under the TaiwanICDF's custodianship amounted to US\$10,000 as of December 31, 2014 and 2013, as described in Note 7(4). In addition, as of December 31, 2014 and 2013, the reserve for severance pay for personnel stationed abroad in charge of the government's assignments, which were administered by the TaiwanICDF on behalf of government and for contracted assistants of the TaiwanICDF amounted to NT\$48,631,084 and NT\$57,084,686, respectively.

- 2) The MOFA has engaged the TaiwanICDF to manage the Central American Economic Development Fund (ROC-CAEDF). As of December 31, 2014 and 2013, the total amount of the ROC-CAEDF was NT\$8,117,925,132 and NT\$7,647,188,575, respectively, and the details of the financial assets of the ROC-CAEDF are as follows:

	December 31, 2014		December 31, 2013	
	US\$	NT\$	US\$	NT\$
Cash in bank	\$ 858,289	\$ 27,164,844	\$ 679,332	\$ 20,247,502
Time deposits	253,502,327	8,023,348,634	254,376,718	7,581,698,086
Interest receivable	2,078,684	65,790,350	1,366,219	40,720,162
Prepaid expenses	51,226	1,621,304	150,761	4,522,825
	\$ 256,490,526	\$ 8,117,925,132	\$ 256,573,030	\$ 7,647,188,575

**International Cooperation and Development Fund**  
**Statement of Changes in Long-term Loans**  
For the Year Ended December 31, 2014

(Expressed in NT\$)

	Beginning Balance	Increase in long-term loans	Collection of long-term loans	Ending Balance	Collection Term
Industrial Park Development Project in Paraguay, reimbursed by the guarantor, MOFA	\$ 175,620,243	\$ -	\$ -	\$ 175,620,243	May. 2010 ~ May. 2029 (Note)
Highway Construction Loan Project in Costa Rica	438,411,107	-	97,861,238	340,549,869	Nov. 2006 ~ May. 2018
The expansion of Terminal Moin Port in Costa Rica	29,309,493	-	29,309,493	-	Jun. 2003 ~ Dec. 2014
Quimistan Valley Irrigation Project in Honduras	148,219,880	-	19,206,864	129,013,016	Nov. 2005 ~ Nov. 2021
Housing Solidarity Reconstruction Program in Honduras	92,400,000	-	9,240,000	83,160,000	May. 2004 ~ Nov. 2023
Phase I Housing Solidarity Reconstruction Program in Nicaragua	103,798,995	-	9,920,790	93,878,205	Jul. 2004 ~ Jan. 2024
Phase II Housing Solidarity Reconstruction Program in Nicaragua	97,658,611	-	8,082,670	89,575,941	Mar. 2006 ~ Sep. 2025
Guatemala Rio Polochic Region Recovery Program	69,292,626	-	6,882,360	62,410,266	Jul. 2004 ~ Jan. 2024
Technical Education Project in Guatemala	149,690,454	-	17,776,446	131,914,008	Aug. 2007 ~ Feb. 2022
Housing Solidarity Reconstruction Program in El Salvador	69,671,542	-	6,672,460	62,999,082	Nov. 2004 ~ May. 2024
Program for Environmental Pollution Control in Critical Areas in El Salvador	125,921,242	-	17,328,093	108,593,149	Nov. 2006 ~ May. 2021
Belize Tourism Development Project / Caracol road	53,027,030	-	4,372,502	48,654,528	Nov. 2005 ~ May. 2026
Belize Southern Highway Rehabilitation Project	118,277,114	-	22,021,376	96,255,738	Aug. 2003 ~ Feb. 2019
CABEI SMME Re-lending Project	86,942,858	-	43,471,428	43,471,430	May. 2009 ~ Nov. 2015
Program for Modernizing the National Congress and the Office of the Comptroller General in Dominican Republic	82,153,908	-	6,799,276	75,354,632	Nov. 2004 ~ May. 2026
Drinking Water Distribution Project in Petion-Ville-Lot I in Haiti	29,621,760	-	-	29,621,760	May. 2007 ~ Nov. 2029
Subic Bay Industrial Park Development Project-Phase I	280,684,845	-	280,684,845	-	Aug. 2001 ~ Feb. 2014
Third Urban Water-Supply Project in Papua New Guinea	56,965,956	-	11,438,126	45,527,830	Nov. 2000 ~ Nov. 2018
Credit Project for Small Farms in South Africa	19,781,614	-	19,781,614	-	Mar. 2000 ~ Mar. 2014
Two International Roads Project	33,040,267	-	3,671,140	29,369,127	Nov. 2003 ~ May. 2018
Rural Credit Project in Burkina Faso	45,581,054	-	2,389,708	43,191,346	Nov. 2005 ~ May. 2023
Microfinancing and Capacity Building Project in the Gambia	11,744,329	-	533,833	11,210,496	Mar. 2010 ~ Sep. 2024
Agricultural Production Reactivation Phase II in Nicaragua	130,034,462	-	8,916,096	121,118,366	Mar. 2011 ~ Sep. 2028
Lower Usuthu Smallholder Irrigation Project in Swaziland	111,212,610	-	8,897,010	102,315,600	Jul. 2009 ~ Jan. 2026

	Beginning Balance	Increase in long-term loans	Collection of long-term loans	Ending Balance	Collection Term
Information Technology School Project	\$ 122,738,048	\$ -	\$ 3,835,977	\$ 118,902,071	Sep. 2014 ~ Mar. 2031
Microcredit project in St. Vincent and the Grenadines Second Phase	6,112,500	-	2,445,000	3,667,500	Nov. 2012 ~ May. 2016
Microcredit project in St. Kitts & Nevis Second Phase	8,092,500	-	3,237,000	4,855,500	Sep. 2012 ~ Mar. 2016
Technical and Vocational Education and Training project in the Gambia	58,552,716	-	-	58,552,716	Jan. 2016 ~ Jul. 2031
Small Farmholders Loan Project in Belize for Export Papaya Production	6,751,950	-	-	6,751,950	Jan. 2016
CABEI's Special Fund for the Social Transformation of Central America	161,414,054	-	10,088,378	151,325,676	May. 2012 ~ Nov. 2029
CABEI SMME Re-lending Project--Phase II	291,873,993	-	41,957,144	249,916,849	Jan. 2014 ~ Jul. 2020
CABEI's Special Fund for the Social Transformation of Central America Phase II	98,354,275	-	2,732,063	95,622,212	Nov. 2014 ~ May. 2032
TaiwanICDF-CABEI Technological and Vocational Education and Training Student Loan Fund	22,349,977	17,234,114	-	39,584,091	Jan. 2015 ~ Jul. 2024
FINCORP MSME Re-lending Project	118,680,000	89,595,000	11,868,000	196,407,000	Jul. 2014 ~ Jan. 2019
Repair and Upgrade of Bonriki International Airport (Kiribati)	-	79,272,219	-	79,272,219	Sep. 2021 ~ Mar. 2044
The Green Energy Special Fund	863,096,479	-	-	863,096,479	The period depends on the sub-project.
	4,317,078,492	\$ 186,101,333	\$ 711,420,930	3,791,758,895	
Less: Allowance for doubtful accounts	( 110,865,361 )			( 105,948,823 )	
	\$ 4,206,213,131			\$ 3,685,810,072	

Note: Although the MOFA agreed to pay off the remaining balance annually for 3 years beginning 2012 on December 13, 2012, payments of only US\$3,293,162.77 and US\$400,000 were made in years 2012 and 2013, respectively. There were no payments made by MOFA for year 2014. The MOFA stated in a letter dated on April 16, 2014 that installments will resume starting from 2015 through annual budgets, and a payment of US\$500,000 has been allocated in the 2015 annual budget. As of December 31, 2014, the MOFA had repaid US\$5,793,162.77 and the remaining balance is US\$5,210,325.55.

**International Cooperation and Development Fund**  
**Statement of Changes in Financial Assets Carried at Cost**  
For the Year Ended December 31, 2014

(Expressed in NT\$)

	Beginning Balance		Acquisition of Long-term Investments		Decrease in Long-term Investments		Ending Balance		Note
	Ownership	Carrying Amount	Ownership	Carrying Amount	Ownership	Carrying Amount	Ownership	Carrying Amount	
<b>Equity investments accounted for using cost method</b>									
Overseas Investment & Development	14.44%	\$ 130,000,000	-	\$ -	-	\$ -	14.44%	\$ 130,000,000	None
Less: Accumulated impairment		( 6,000,000 )		-		-		( 6,000,000 )	
		124,000,000		-		-		124,000,000	
BTS Private Equity Fund in India	6.8%	124,024,153	-	1,082,202	-	1,527,501	6.8%	123,578,854	None
Less: Accumulated impairment		( 53,499,324 )		( 25,743,735 )		-		( 79,243,059 )	
		70,524,829		( 24,661,533 )		1,527,501		44,335,795	
		194,524,829		( 24,661,533 )		1,527,501		168,335,795	
<b>International Institution Investment Fund</b>									
FISF-Small Business Account		325,000,000		-		-		325,000,000	None
FISF-Small Business Account-Phase II		330,660,000		-		-		330,660,000	None
FISF-Small Business Account-Phase III		410,650,000		180,900,000		-		591,550,000	None
MIF-Specialized Financial Intermediary		476,300,000		-		-		476,300,000	None
FISF-Trade Facilitation Program		161,750,000		-		161,750,000		-	None
Less: Accumulated impairment		( 161,750,000 )		-		( 161,750,000 )		-	
		-		-		-		-	
		1,542,610,000		180,900,000		-		1,723,510,000	
		\$1,737,134,829		\$156,238,467		\$ 1,527,501		\$1,891,845,795	

**International Cooperation and Development Fund**  
**Statement of Changes in Fixed Assets**  
For the Year Ended December 31, 2014

(Expressed in NT\$)

	Beginning Balance	Acquisition	Disposal	Ending Balance	Note
<b>Cost</b>					
Mechanical equipment	\$ 31,393,887	\$ 7,965,733	(\$ 5,828,940 )	\$ 33,530,680	None
Communication & transportation equipment	2,847,815	-	( 19,900 )	2,827,915	None
Miscellaneous equipment	4,104,535	26,880	( 294,900 )	3,836,515	None
Leasehold improvements	2,309,466	980,000	-	3,289,466	None
	40,655,703	\$ 8,972,613	(\$ 6,143,740 )	43,484,576	
<b>Accumulated depreciation</b>					
Mechanical equipment	\$ 20,882,379	\$ 3,129,932	(\$ 4,802,733 )	\$ 19,209,578	
Communication & transportation equipment	1,597,960	183,559	( 16,584 )	1,764,935	
Miscellaneous equipment	2,728,799	189,059	( 252,841 )	2,665,017	
Leasehold improvements	1,448,587	389,665	-	1,838,252	
	26,657,725	\$ 3,892,215	(\$ 5,072,158 )	25,477,782	
Net book value	\$ 13,997,978			\$ 18,006,794	

## Cooperation Projects in 2014

### Africa

Country	Project	Sector	Type of Assistance
Burkina Faso	ROC-Burkina Faso Medical Project	Social Infrastructure and Services (Health)	Technical Assistance
	Rural Credit Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	Consultancy Project for the Management of Hydraulic Systems and Rice Production in the Bagré Reclamation Area	Production Sectors (Agriculture)	Technical Assistance
	Vocational Training Technical Assistance Project	Social Infrastructure and Services (Education)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Repair, Donation, Installation and Transportation of CT Scanner to Clinique El Fateh-Suka and Associated Education and Training Project	Social Infrastructure and Services (Health)	Technical Assistance
Malawi	Strengthening the Management of HIV/AIDS, Tuberculosis and Hypertension among Mobile Populations in Southern Africa Project	Social Infrastructure and Services (Health)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)
São Tomé and Príncipe	Pig Development Project	Production Sectors (Agriculture)	Technical Assistance
	Food Crops Development Project	Production Sectors (Agriculture)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Used Medical Equipment Donation and Training Project	Social Infrastructure and Services (Health)	Technical Assistance
	Overseas Volunteers Program	Social Infrastructure and Services (Education/ Tourism)	Technical Assistance (Volunteer)
South Africa	Credit Project for Small Farms	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	Strengthening the Management of HIV/AIDS, Tuberculosis and Hypertension among Mobile Populations in Southern Africa Project	Social Infrastructure and Services (Health)	Technical Assistance
	Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)
South Sudan	Food Security Assistance for IDPs, Returnees and Host Communities in the Abyei Area	Humanitarian Aid (Reconstruction)	Technical Assistance
Swaziland	Sweet Potato Production and Marketing Project	Production Sectors (Agriculture)	Technical Assistance
	King's Dairy Farm—Royal Corporation Assistance Project	Production Sectors (Agriculture)	Technical Assistance
	Vocational Training Project	Social Infrastructure and Services (Education)	Technical Assistance
	Seed Potato Production Project	Production Sectors (Agriculture)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	FINCORP MSME Re-lending Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending
Tunisia	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III—Tunisie Leasing S.A. MSME Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending

## Asia-Pacific

Country	Project	Sector	Type of Assistance
Fiji	Tropical Vegetable and Fruit Cultivation and Extension Project	Production Sectors (Agriculture)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
India	BTS India Private Equity Fund	Production Sectors (Industry)	Investment
Indonesia	Agribusiness Project	Production Sectors (Agriculture)	Technical Assistance
	One Village, One Product Agribusiness Project	Production Sectors (Agriculture)	Technical Assistance
Kiribati	Repair and Upgrade of Bonriki International Airport	Economic Infrastructure and Services (Transport and Storage)	Lending
	Aquaculture Project	Production Sectors (Agriculture)	Technical Assistance
	Horticulture Project	Production Sectors (Agriculture)	Technical Assistance
	Livestock Project	Production Sectors (Agriculture)	Technical Assistance
	Vocational Training Project for Youth in the Pacific	Social Infrastructure and Services (Education)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Overseas Volunteers Program	Economic Infrastructure and Services (ICT)	Technical Assistance (Volunteer)
Marshall Islands	Horticulture Project	Production Sectors (Agriculture)	Technical Assistance
	Livestock Project	Production Sectors (Agriculture)	Technical Assistance
	Micro Credit Fund	Economic Infrastructure and Services (Banking and Financial Services)	Technical Assistance
	Vocational Training Project for Youth in the Pacific	Social Infrastructure and Services (Education)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)
Nauru	Horticulture Project	Production Sectors (Agriculture)	Technical Assistance
	Livestock Project	Production Sectors (Agriculture)	Technical Assistance
	Microfinance Development Fund—Pilot Project	Economic Infrastructure and Services (Banking and Financial Services)	Technical Assistance
	Vocational Training Project for Youth in the Pacific	Social Infrastructure and Services (Education)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Overseas Volunteers Program	Economic Infrastructure and Services (Other)	Technical Assistance (Volunteer)
Palau	Horticulture Project	Production Sectors (Agriculture)	Technical Assistance
	Vocational Training Project for Youth in the Pacific	Social Infrastructure and Services (Education)	Technical Assistance
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance
	Used Medical Equipment Donation and Training Project	Social Infrastructure and Services (Health)	Technical Assistance
	Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)

Country	Project	Sector	Type of Assistance
Papua New Guinea	Agriculture Integrated Development Project	Production Sectors (Agriculture)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
Philippines	Assisting the Recovery of Typhoon Haiyan-affected Health Centers, Leyte Province	Humanitarian Aid (Reconstruction)	Technical Assistance
	Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)
Solomon Islands	Horticulture Project	Production Sectors (Agriculture)	Technical Assistance
	Hog-raising Project	Production Sectors (Agriculture)	Technical Assistance
	Agriculture Integrated Development Project	Production Sectors (Agriculture)	Technical Assistance
	Census and Classification of Plant Resources in the Solomon Islands	Multisector/ Cross-cutting (Environmental Protection)	Technical Assistance
	Vocational Training Project for Youth in the Pacific	Social Infrastructure and Services (Education)	Technical Assistance
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance
	Addressing Health and Hygiene Needs of Those Affected by the Solomon Islands Flooding in Weathercoast, Guadalcanal	Humanitarian Aid (Reconstruction)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
Thailand	Royal Project Foundation Pathology Prevention and Control of Citrus and Passion Fruit Project	Production Sectors (Agriculture)	Technical Assistance
	Royal Project Foundation Mushroom and Astringent Persimmon Production Project	Production Sectors (Agriculture)	Technical Assistance
	Overseas Volunteers Program	Social Infrastructure and Services (Education)	Technical Assistance (Volunteer)
Tuvalu	Horticultural Crop Development Project	Production Sectors (Agriculture)	Technical Assistance
	Tuvalu Post Drought Recovery Project	Humanitarian Aid (Reconstruction)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Overseas Volunteers Program	Social Infrastructure and Services (Education/Health)	Technical Assistance (Volunteer)

## Central America

Country	Project	Sector	Type of Assistance
Belize	Aquaculture Project	Production Sectors (Agriculture)	Technical Assistance
	ICT Technical Cooperation Project	Economic Infrastructure and Services (ICT)	Technical Assistance
	Small Farmholders' Financing Scheme—Export Papaya Production	Production Sectors (Agriculture)	Lending
	Belize City House of Culture and Downtown Rejuvenation Project	Multisector/ Cross-cutting (Environmental Protection)	Lending
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
El Salvador	One Town, One Product Project	Social Infrastructure and Services/ Other Social Infrastructure and Services	Technical Assistance
	Specialized Financial Intermediary Development Fund—Extending Financial Services for Small Enterprises in El Salvador through Factoring	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance
	Overseas Volunteers Program	Social Infrastructure and Services (Education)	Technical Assistance (Volunteer)
Guatemala	Papaya Export Project in Petén	Production Sectors (Agriculture)	Technical Assistance
	Bamboo Industries Project	Production Sectors (Agriculture)	Technical Assistance
	Tilapia Feed Mill Investment Project	Production Sectors (Agriculture)	Technical Assistance
Honduras	Information Technology School Project	Social Infrastructure and Services (Education)	Lending
	One Town, One Product Project	Social Infrastructure and Services/ Other Social Infrastructure and Services	Technical Assistance
	Overseas Volunteers Program	Social Infrastructure and Services (Education)	Technical Assistance (Volunteer)
Nicaragua	Horticultural Crop Production Project	Production Sectors (Agriculture)	Technical Assistance
	Rice Production Improvement Project	Production Sectors (Agriculture)	Technical Assistance
	Specialized Financial Intermediary Development Fund—Program for Increasing Access to Funding to Improve Housing for Low-income Families in Nicaragua	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	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
	CABEI-Taiwan/CDF Fund for Consulting Services—Nueva Segovia Department Hospital Replacement Project	Social Infrastructure and Services (Health)	Technical Assistance
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance
	Overseas Volunteers Program	Social Infrastructure and Services/ Multisector/ Cross-cutting (Education/ Public Health/ Agriculture)	Technical Assistance (Volunteer)

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

## South America

Country	Project	Sector	Type of Assistance
Paraguay	Feed Production Project	Production Sectors (Agriculture)	Technical Assistance
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance

## Caribbean

Country	Project	Sector	Type of Assistance
Dominican Republic	Mandarin Scholarship Program for the Dominican Republic	Social Infrastructure and Services (Education)	Technical Assistance
Haiti	Haiti New Hope Village Residents Resettlement Project—Phase II	Production Sectors (Agriculture)	Technical Assistance
	Les Cayes Cereal Crops Development Project	Production Sectors (Agriculture)	Technical Assistance
	Rice Seed Production Capacity Enhancement Project	Production Sectors (Agriculture)	Technical Assistance
	Haitian Emergency Liquidity Program (HELP)	Economic Infrastructure and Services (Banking and Financial Services)	Technical Assistance
St. Lucia	Fruit and Vegetable Demonstration and Extension Project	Production Sectors (Agriculture)	Technical Assistance
	ICT Technical Cooperation Project	Economic Infrastructure and Services (ICT)	Technical Assistance
	Aquaculture Project	Production Sectors (Agriculture)	Technical Assistance
	Banana Black Sigatoka Disease Prevention and Treatment Project	Production Sectors (Agriculture)	Technical Assistance
	Overseas Volunteers Program	Economic Infrastructure and Services/ Multisector/ Cross-cutting/ Social Infrastructure and Services (ICT/ Health/ Agriculture/ Environmental Protection/ Other)	Technical Assistance (Volunteer)
St. Kitts and Nevis	Agro-tourism Demonstration Farm Cooperation Project	Production Sectors (Agriculture)	Technical Assistance
	Vegetable, Fruit and Upland Crop Quality and Safety Improvement Project	Production Sectors (Agriculture)	Technical Assistance
	ICT Technical Cooperation Project	Economic Infrastructure and Services (ICT)	Technical Assistance
	Renewable Energy Policy Consultant-dispatching Project	Economic Infrastructure and Services (Energy Generation and Supply)	Technical Assistance
	Microcredit Project—Phase II	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	Overseas Volunteers Program	Production Sectors/ Multisector/ Cross-cutting (Tourism/ Other)	Technical Assistance (Volunteer)
St. Vincent and the Grenadines	ICT Technical Cooperation Project	Economic Infrastructure and Services (ICT)	Technical Assistance
	Workshop on Agricultural Marketing—Farmers' Group Operations and Cooperative Marketing and Production	Social Infrastructure and Services (Education)	Technical Assistance (Workshop)
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance
	Microcredit Project—Phase II	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	Used Medical Equipment Donation and Training Project	Social Infrastructure and Services (Health)	Technical Assistance

## Europe, West and Central Asia

Country	Project	Sector	Type of Assistance
Azerbaijan	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III—TBC Kredit Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III—Demirbank Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending
Bahrain	Food Security and Agronomic and Horticultural Crops Development Project	Production Sectors (Agriculture)	Technical Assistance
	Urban Landscaping Design and Beautification Cooperative Project	Multisector/ Cross-cutting (Other Multisector, including Urban and Rural Development Projects)	Technical Assistance
Belarus	SME Re-lending Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending
Jordan	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance
	Well Rehabilitation in Host Communities Project	Humanitarian Aid (Reconstruction)	Technical Assistance
Kazakhstan	Green Energy Special Fund—Almaty LED Project	Multisector/ Cross-cutting (Other Multisector, including Urban and Rural Development Projects)	Lending
Kuwait	Workshop on Small and Medium Enterprise Innovation and Development	Social Infrastructure and Services (Education)	Technical Assistance (Workshop)
Moldova	Green Energy Special Fund—Chisinau Urban Road Sector Project	Multisector/ Cross-cutting (Other Multisector, including Urban and Rural Development Projects)	Lending
Mongolia	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III—Xacbank Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending
Romania	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III—ProCredit Bank Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	Green Energy Special Fund—EU Cohesion Fund Water Co-Financing Framework (R2CF) Sub-Project—Valcea	Economic Infrastructure and Services (Energy Generation and Supply)	Lending
Saudi Arabia	Agriculture and Fisheries Project	Production Sectors (Agriculture)	Technical Assistance
	Transport Technical Cooperation Project	Economic Infrastructure and Services (Transport and Storage)	Technical Assistance
	Workshop on Aquaculture	Social Infrastructure and Services (Education)	Technical Assistance (Workshop)
Turkey	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Garanti Bank Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase II—Garanti Bank Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Deniz Bank SME Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending
	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase II—Vakif Bank Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending

Country	Project	Sector	Type of Assistance
Regional Cooperation Projects	EBRD Financial Intermediary Investment Special Fund—Small Business Account	Economic Infrastructure and Services (Banking and Financial Services)	Investment
	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase II	Economic Infrastructure and Services (Banking and Financial Services)	Investment
	EBRD Financial Intermediary Investment Special Fund—Small Business Account—Phase III	Economic Infrastructure and Services (Banking and Financial Services)	Investment
	Green Energy Special Fund	Multisector/ Cross-cutting (Environmental Protection)	Lending

### Inter-regional Projects

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

## Cooperative Projects with International Organizations, NGOs and Bilateral Development Organizations in 2014

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

	Organization	Project	Sector	Type of Assistance
NGOs	Luke International	Strengthening the Management of HIV/AIDS, Tuberculosis and Hypertension among Mobile Populations in Southern Africa Project	Social Infrastructure and Services (Health)	Technical Assistance
	Mercy Corps	Food Security Assistance for IDPs, Returnees and Host Communities in the Abyei Area	Humanitarian Aid (Reconstruction)	Technical Assistance
		Well Rehabilitation in Host Communities Project	Humanitarian Aid (Reconstruction)	Technical Assistance
	Red Cross Society of the Republic of China (Taiwan)	Haiti New Hope Village Residents Resettlement Project—Phase II	Humanitarian Aid (Reconstruction)	Technical Assistance
	World Vision	Assisting the Recovery of Typhoon Haiyan-affected Health Centers, Leyte Province	Humanitarian Aid (Reconstruction)	Technical Assistance
		Addressing Health and Hygiene Needs of Those Affected by the Solomon Islands Flooding in Weathercoast, Guadalcanal	Humanitarian Aid (Reconstruction)	Technical Assistance
Overseas Volunteers Program		Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)	
Bilateral Development Organizations	Afro-Asian Rural Development Organization (AARDO)	International Human Resources Development Workshop Program	Social Infrastructure and Services (Education)	Technical Assistance (Workshop)
	Belgian Investment Company for Developing Countries (BIO)	BTS India Private Equity Fund	Production Sectors (Industry)	Investment
	Commonwealth Development Corporation (CDC)	BTS India Private Equity Fund	Production Sectors (Industry)	Investment
	Swiss Investment for Emerging Markets (SIFEM)	BTS India Private Equity Fund	Production Sectors (Industry)	Investment



## 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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A better world, a brighter future



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