



Partnership for Progress and
Sustainable Development



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TaiwanICDF Annual Report



2024

International Cooperation and Development Fund
Annual Report



About the Cover

Leveraging Taiwan's Strengths to Expand Global Influence

Starting from Taiwan and embodying the concept of Team Taiwan, we connect Taiwan's strengths through points and lines, fully leveraging the principles of "Taiwan can help," "Taiwan can lead," and "Taiwan can empower." This approach extends from consolidating diplomatic allies to enhancing national prestige, aligning with the United Nations Sustainable Development Goals, and spreading Taiwan's influence to every corner of the world.

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Introducing the TaiwanICDF

Since the International Cooperation and Development Fund (TaiwanICDF) was founded in 1996 as Taiwan's professional development assistance organization, we have been dedicated to assisting friendly and developing countries in economic, social, and human resource development, and in promoting economic relationships with these countries through technical cooperation, lending and investment, international education and training, and humanitarian assistance. We utilize the organization's funds to engage in lending and investment operations and leverage yields to implement technical cooperation, humanitarian aid, and educational training programs. The TaiwanICDF also provides humanitarian assistance to people suffering from natural disasters, including international refugees.



Vision

Partnerships for progress and sustainable development



Mission

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



Strategy

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

Project Planning Principles

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

- Implementing a project-oriented methodology
- Replicating successful experiences
- Considering effectiveness and efficiency
- Coordinating the use of resources
- Safeguarding project outcomes and sustainable development

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 investment, and income from commissions by the government or other institutions. The total balance of all funds was NT\$15.71 billion.

145

Overseas Experts



This figure includes 126 technical personnel, 17 teachers of Mandarin Chinese, and two staff working at the TaiwanICDF who are awaiting assignments overseas.

119

Domestic Personnel



Cooperating Partners

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

Partner countries

23

As of 2024.12.31

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.

History

1959

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

1961

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

1972

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

1989

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

1995

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

1996

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

Building partnerships to create new global prosperity – Taiwan can lead

In 2024, the world gradually emerged from the shadow of the pandemic only to face multiple challenges: escalating geopolitical tensions, the expansion of authoritarianism, the increasing threat of climate change, and widening wealth gaps. At this critical time, Taiwan remained steadfast in upholding democratic values, demonstrating pragmatism and resilience that go beyond geographical constraints. Taiwan collaborated with like-minded nations, fully embodying the determination and call to action behind the slogan “Taiwan can lead.”

As Taiwan’s specialized foreign aid agency, the International Cooperation and Development Fund (TaiwanICDF) is aligned with a strategic direction characterized by integrated diplomacy, which is aimed at transitioning and upgrading from solidifying partnerships to creating shared prosperity. The TaiwanICDF continues to focus on priority areas and put forth forward-thinking, innovative, and resilient foreign-aid strategies to help partner countries address diverse challenges while also deepening international cooperation through holistic solutions. Throughout this process, we integrate domestic and foreign resources and talent, facilitating large-scale, high-impact collaboration and initiatives. This reflects our commitment to working closely with partner countries toward shared prosperity and progress and demonstrates Taiwan’s unwavering dedication to global good governance.

Forging new cooperative initiatives through integrated diplomacy

The Organisation for Economic Co-operation and Development (OECD), in its *Development Co-operation Report 2024*, highlights that the world is at a historic turning point. The need for an accelerated green transition grows, while poverty and inequality continue to worsen. To address this, the international community urgently needs a new framework for cooperation that balances fairness and justice while driving global sustainable development.

Over the past eight years, Taiwan has made strides in international relations through steadfast diplomacy, successfully deepening collaboration with like-minded nations. To build on these achievements, the Ministry of Foreign Affairs (MOFA) has been implementing a strategy of integrated diplomacy in response to President

Lai Ching-te’s vision of having an economy on which the sun never sets. This strategy is centered on values-based diplomacy, alliance diplomacy, and economic and trade diplomacy, and integrates Taiwan’s Five Trusted Industry Sectors and eight flagship projects. By adopting the flying geese model, which is characterized by larger economies leading smaller ones, and utilizing cross-domain integration, Taiwan aims to establish a development cooperation framework that upholds fairness, justice, and global prosperity. This will usher in a new era of international partnership. Under this policy framework, the TaiwanICDF plays a pivotal role in advancing Taiwan’s international cooperation efforts. Building on the achievements of the New Southbound Policy, the TaiwanICDF has aligned its strategy with MOFA’s Diplomatic Allies Prosperity Project, spearheading innovative cooperative initiatives focused on digital transformation, health, sustainability, and resilience.

From strengthening alliances to shared prosperity: deepening partnerships for mutual growth

President Lai has laid out the goals of smart sustainability, democratic sustainability, and sustainable partnerships, as well as transitions toward digitalization and net-zero carbon emissions. To help reach these goals, the TaiwanICDF is leveraging the expertise of Taiwan’s public and private sectors to export knowledge, services, and smart technologies and provide pragmatic and diverse solutions to partner nations.

In the field of smart healthcare and the health industry, the TaiwanICDF has introduced smart medical information management systems, successfully advancing the digital transformation of public health systems in Paraguay while enhancing the quality and accessibility of medical services in Somaliland. As concerns smart agriculture, the organization has partnered with the International Rice Research Institute to help Southeast Asian countries introduce low-carbon rice cultivation techniques. Additionally, we have worked in northern Luzon in the Philippines to help farmers utilize technology to improve farming methods and food security. These projects serve as exemplary cases of the TaiwanICDF commitment to shared prosperity with partner nations.

People are at the heart of progress. With this in mind, the TaiwanICDF conducts workshops, vocational training programs, and forums, focusing on artificial intelligence, smart agriculture, smart healthcare, and electric vehicles – all forward-looking areas for development. These initiatives strengthen Taiwan’s industrial and technological cooperation with partner countries and provide the private sector with opportunities for collaboration, maximizing the synergies to be found in economic and trade diplomacy.

Connecting global and domestic partners to expand international cooperation

Since taking office, TaiwanICDF Secretary General Yu-Lin Huang has brought a fresh perspective to advancing the organization’s mission. Under his leadership, senior staff have engaged with the Taiwan-based representative offices of like-minded nations and have visited such countries as the United States and Japan. This has ensured the alignment of the TaiwanICDF goals with those of partner nations’ aid agencies and has led to closer cooperation with key development institutions. One notable example is our partnership with Canada-based Développement international Desjardins (DID), through which we have signed an agreement to jointly implement an initiative that assists Haitian women with accessing startup capital and promotes gender equality and economic resilience.

Domestically, the TaiwanICDF serves as a key platform for resource integration. Employing a public-private-people partnership model, we have hosted the Impact Frontier Lab program for two years in a row, encouraging investment by Taiwan’s private sector in the industries of diplomatic allies. This initiative has facilitated blue ocean and green lake business opportunities abroad while spurring an eightfold increase in private-sector investment to a total of approximately NT\$160 million.

the TaiwanICDF also engages academic institutions to foster greater public awareness and recognition of Taiwan’s international development efforts and foreign aid model, promoting the concept that everyone can be a diplomat. On the global stage, we have showcased Taiwan’s contributions at key international forums, including the Our Ocean Conference in Athens, Greece; the UN High-Level Political Forum in New York, USA; and

the UNFCCC COP29 meeting in Baku, Azerbaijan. the TaiwanICDF is demonstrating to the world that Taiwan is helping.

Embracing a new chapter: Taiwan as a global partner

In 2025, the world will begin a new chapter of geopolitical development. As a responsible member of the international community, Taiwan must adopt diverse perspectives and an innovative mindset to shape a diplomatic strategy for this new era so as to respond flexibly to rapidly evolving global circumstances. In Mark Twain’s *The Adventures of Tom Sawyer*, the eponymous character transformed the tedious task of painting a fence into a desirable and creative artistic mission, successfully engaging his friends and sharing the rewards. In a like manner, Taiwan must turn aid and development tasks into opportunities for mutually rewarding cooperation. In the face of global challenges, the TaiwanICDF must uphold the spirit of innovation and adaptability, leveraging Taiwan’s strengths and turning crises into opportunities. By uniting diverse stakeholders and amplifying impacts, Taiwan will continue to showcase its value and contributions on the global stage.

Looking ahead, I hope that within Taiwan’s evolving diplomatic strategy and alongside our foreign aid transformation, the TaiwanICDF will hold firm to the vision that Taiwan can lead, serving as a key proponent of integrated diplomacy. I encourage the TaiwanICDF to help all parties pull together, stand with like-minded nations in tackling global challenges, and highlight our commitment to democracy and shared prosperity. Together, we can realize the vision of prosperous partnerships, forging a new path to global peace, prosperity, and inclusive growth.



Lin Chia-lung
Minister of Foreign Affairs
Chairman, TaiwanICDF

Strategic Planning and Direction

Due to global challenges, such as misinformation, extreme climate events, geopolitical conflicts, and widening inequality that threaten the achievement of the Sustainable Development Goals (SDGs), the United Nations reports that only 17% of these goals are likely to be met by 2030, underscoring the urgency of international cooperation. In response, the TaiwanICDF, guided by Taiwan's foreign policy, mobilizes resources from both the public and private sectors to deepen partnerships with diplomatic allies and like-minded countries, jointly advancing global development and prosperity.

Facing shifting international dynamics, President Lai Ching-te has articulated the vision of transforming Taiwan into an economy on which the sun never sets. In response, the Ministry of Foreign Affairs has advanced the policy of integrated diplomacy, which integrates values-based diplomacy, alliance diplomacy, and economic and trade diplomacy to enhance Taiwan's global influence. As Taiwan's core agency for international development cooperation, the International Cooperation and Development Fund (TaiwanICDF) aligns with the Diplomatic Allies Prosperity Project, adopting a macro-level approach that combines technological innovation and human resource development. Through this framework, the TaiwanICDF delivers holistic solutions to partner countries' critical development needs while supporting the expansion of Taiwan's industrial supply chains into international markets.

In addition to advancing values-based diplomacy, the TaiwanICDF actively collaborate with countries such as the U.S., Japan, and Canada to promote women's economic empowerment, financial inclusion, and environmental governance. We also enhance climate resilience and smart healthcare development. Through economic and trade diplomacy, the TaiwanICDF supports Taiwanese enterprises in expanding their presence in international markets, driving digital transformation and net-zero development. This deepens our international partnerships, amplifies the impact of our foreign aid programs, and showcases Taiwan's contributions and value to the world.

Driving Global Development through Integrated Diplomacy

The Global Risk Report 2024 released by the World Economic Forum listed misinformation and disinformation, extreme weather events, social polarization, and cross-border armed conflicts as major challenges that impacted the world throughout the year. Meanwhile, the rapid development of Artificial Intelligence (AI) and structural disparities in the global economy have exacerbated income inequality, armed conflicts, and the restructuring of global supply chains. At the same time, these factors have weakened international governance, adding uncertainty to global development. In the Sustainable Development Goals Report 2024, United Nations Secretary-General António Guterres emphasized that urgent and strong international cooperation is needed to address global crises. He called on all countries to increase investment and take immediate and effective action to advance the Sustainable Development Goals (SDGs) to build a sustainable future together.

As a responsible development partner in the international community, the International Cooperation and Development Fund (TaiwanICDF) pursues the advancement of the SDGs within the framework of Taiwan's foreign policy, leveraging the country's comparative advantages and integrating resources from both the public and private sectors to address the needs of developing countries. Through deepening partnerships with allied and like-minded nations, Taiwan aims to contribute to global development and prosperity.

Advancing SDGs in the Face of Escalating Geopolitical Tensions

According to the Sustainable Development Goals Report 2024, only 17% of SDG targets are on track to be met by 2030, while progress toward over one-third of targets has stalled or regressed, with vulnerable nations and disadvantaged groups facing the most severe impacts.

The Human Development Report 2023/2024 published by the United Nations Development Programme (UNDP) cautions that disparities in national development levels continue to widen economic and well-being gaps, posing a major challenge to global development. This also highlights how geopolitical shifts are affecting global progress and international governance while creating further uncertainties for peace and development.

The pandemic and climate change have profoundly impacted areas including food security, healthcare, education, gender equality, and environmental sustainability. Key findings from the Sustainable Development Goals

Report 2024 highlight significant global challenges including: approximately 2.33 billion people worldwide experiencing long-term hunger; 22.3% of children under five suffering from stunted growth due to malnutrition; and 58% of primary school children with only basic reading skills due to a lack of educational resources, with inadequate teacher training exacerbating educational disparities. Other major challenges listed in the report include maternal mortality rates in highly vulnerable countries remaining far above the global average, as well as a low number of women in managerial roles, who still account for only 27.5% of those in such roles. Meanwhile, the unpaid domestic workload of women is 2.5 times that of men on average, slowing gender equality progress. Greenhouse gas emissions also reached a record high in 2023, intensifying the climate crisis in unprecedented ways. These interconnected global risks demand immediate international action to find collective solutions.

Amid geopolitical tensions, the pandemic, and climate change, democratic nations – led by the United States – have used development cooperation to drive economic growth, strengthen diplomatic ties, and promote regional stability. In contrast, authoritarian countries like China have been leveraging development tools to export industrial supply chains and ideological influence, shaping developing countries' political and diplomatic choices with respect to the international order, thus threatening global stability and regional peace. The increasing polarization of international relations underscores the urgency for nations to use development tools strategically to maintain economic, diplomatic, and security balance, while ensuring transparent and accountable aid to mitigate China's influence on global governance.

For Taiwan, the key challenge is how to strategically allocate limited resources to maximize development effectiveness, enhance its international standing, and increase global visibility.

A New Blueprint for Integrated Diplomacy: Transforming International Development Cooperation

In response to the growing complexity of global risks and multiple challenges, since taking office in 2024 President Lai Ching-te has been actively promoting the vision of an economy on which the sun never sets. The Ministry of Foreign Affairs has adopted a strategy of integrated diplomacy, combining values-based diplomacy, alliance diplomacy, and economic and trade diplomacy to build

a more resilient and innovative diplomatic approach. In that strategy, values-based diplomacy is characterized by strengthening ties with nations that share in common with Taiwan democratic and human rights values to establish stable international relationships. Alliance diplomacy involves deepening political and security alliances with partner nations to ensure Taiwan's global security. Finally, economic and trade diplomacy is defined as enhancing economic cooperation through a transitions toward digitalization and net-zero carbon emissions. and combining Taiwan's public and private sector resources to expand overseas business opportunities and competitiveness, in order to strengthen Taiwan's international influence.

As Taiwan's dedicated agency for international development cooperation and foreign aid, the TaiwanICDF aligns its efforts with Taiwan's foreign policy. Throughout 2024, it responded to challenges from international developments and the impact of the foreign aid policies of authoritarian countries such as China – by promoting the comprehensive upgrade and transformation of international development cooperation. The main axis of this work was the Diplomatic Allies Prosperity Project, which has sought to upgrade the focus of Taiwan's development aid strategy from the solidification of diplomatic ties to the prosperity of Taiwan's diplomatic allies. Toward this end, it has integrated Taiwan's technology and talent resources to offer holistic solutions to partner countries to precisely meet their development needs and collaborated with the Ministry of Foreign Affairs to promote the expansion of Taiwan's flagship industrial supply chains globally

Promoting Shared Global Values Through Values-Based Diplomacy

The TaiwanICDF utilizes various development instruments to showcase Taiwan's commitment to democracy, human rights, gender equality, and sustainable development. In implementing some of its key initiatives it has partnered with the U.S. International Development Finance Corporation (DFC) to support the issuance of women's livelihood bonds; with Japan's Gojo & Company, a microfinance holding group, to bring together like-minded public and private sector partners from Japan and Taiwan to provide high-quality and affordable financial services to low-income rural women in Southeast Asia, South Asia, and Central Asian Countries; Canada's Développement international Desjardins (DID) to help Haitian financial institutions to develop gender-inclusive financial services; and Türkiye's largest NGO, ASAM, to combine humanitarian assistance and development aid to improve water, sanitation, and healthcare access for earthquake-affected families. It has also supported waste management and circular economy initiatives in Saint Kitts and Nevis based on Taiwan's experience in waste recycling and reduction. Through these

efforts, Taiwan demonstrates its commitment to shared global values and responsible international development.

Strengthening Alliance Diplomacy through Cross-Sector Collaboration

The TaiwanICDF collaborates with allied nations and like-minded partners to advance international development, leveraging technological innovation and public-private partnerships. It has introduced cutting-edge technologies like satellite imaging, unmanned aerial vehicles, and blockchains to partner countries, linking these with overseas commercial opportunities for domestic industries. In Southeast Asia, it has partnered with the International Rice Research Institute (IRRI) to introduce low-carbon rice farming techniques and combined smart technology and investment in human resources to install small-scale weather stations in the Philippines and Indonesia to strengthen agricultural development and enhance climate resilience. In the Pacific region, it has worked with USAID and Taiwan's hospitals to introduce digital tools for improving chronic disease care in Fiji. In Europe, it has partnered with the European Bank for Reconstruction and Development and Ukrainian banks to offer green finance products, reducing Ukraine's climate vulnerability. These cross-sector collaborations strengthen Taiwan's alliance diplomacy with allied and friendly countries in regional partnerships that demonstrate its contributions to international development cooperation and increase its visibility.

Expanding Economic and Trade Diplomacy and Overseas Business Opportunities

In line with Taiwan's pursuit of transitions toward digitalization and net-zero carbon emissions, the TaiwanICDF has been leveraging Taiwan's Five Trusted Industry Sectors (semiconductors, AI, military, security and surveillance, and next-generation communications) to drive eight flagship projects in those sectors to strengthen economic and trade diplomacy. It tailors its approach to aid at the policy, medical institution, and community levels based on the development needs of partner nations. To cite examples, it has drawn on Taiwan's strengths in industry and technology to improve the healthcare and public health systems in Paraguay and Somaliland. In Belize and Eswatini, it has employed AI technology and system tools to reduce the risks of chronic diseases and alleviate medical burdens while expanding international opportunities and overseas deployment for Taiwan's smart healthcare and AI industries.

The TaiwanICDF has also integrated domestic and international public-private-academic resources to establish training programs on carbon trading, electric vehicles, and semiconductors. In 2024, it partnered with U.S.-based aid agency Food For The Poor (FFTP) for the first

time to host the Smart Agriculture AI Workshop, inviting smart-agriculture-sector representatives from various Latin American and Caribbean countries to participate. This initiative enhanced the visibility of Taiwan's industry solutions and fostered cooperation between Taiwan, the U.S., and the Latin America-Caribbean region.

The TaiwanICDF has also capitalized on Taiwan's strengths in digital technology and exported the Taiwan experience to assist Saint Kitts and Nevis in establishing a digital citizen identity authentication system, supporting digital governance and smart government development. In Paraguay, it has collaborated with USAID to establish three small and medium-sized enterprise (SME) incubation centers, introducing Internet of Things (IoT) technology to drive the digital transformation of Paraguay's SMEs while also helping Taiwan's private sector expand overseas business opportunities

Integrating the Efforts of Like-Minded Partners to Amplify Taiwan's Foreign Aid Impact

Throughout 2024, the TaiwanICDF continued to expand Taiwan's international participation and influence by engaging in key global events, including the Our Ocean Conference (OOC), the World Health Assembly (WHA), and the 29th UNFCCC Conference of the Parties (COP29). With a flexible, adaptive, and professional approach, the agency pragmatically broadened Taiwan's international presence and engagement in discourse. Through its cooperation with Taiwan's allies and like-minded partners, it showcased Taiwan's contributions and impact as a valued global partner.

To deepen relationships with like-minded partners, TaiwanICDF Secretary-General Yu-Lin Huang has led delegations to engage with the Taiwan-based representative offices of like-minded nations and to visit such countries as the United States and Japan since taking office. These efforts aim to establish the alignment of TaiwanICDF's goals with official aid agencies in like-minded nations, laying the groundwork for expanding the TaiwanICDF's capacity and influence. Additionally, the agency strives to enhance its role as a platform for international development cooperation. For instance, in 2024 it signed a Memorandum of Understanding (MoU) with the World Vegetable Center to leverage both parties' strengths to expand cooperation networks and resources. In addition, the TaiwanICDF hosted the second Impact Frontier Lab competition in 2024, integrating Taiwan's development experience and flagship industries – such as the circular economy, sustainable tourism, digital finance, and smart agriculture – with economic and trade diplomacy. The competition helped Taiwanese businesses explore overseas market opportunities and unlock new business potential while infusing Taiwan's foreign aid model with innovative

approaches.

To strengthen domestic public backing of Taiwan's foreign aid efforts, the TaiwanICDF employs diverse outreach methods, including campus lectures, seminars, overseas volunteers program, and the youth overseas technical assistance internship program, while leveraging multimedia content to enhance public understanding and support. In 2024, it also partnered with domestic universities for the first time to extend youth engagement through student organizations, encouraging passionate young people to participate in Taiwan's development aid initiatives. By promoting the concept that “everyone is a diplomat,” it aims to amplify the impact of Taiwan's foreign aid efforts

Moving Towards a Future of Shared Prosperity with the World

In the Sustainable Development Goals Report 2024, UN Secretary-General António Guterres emphasized, “With more than six years left, we must not let up on our 2030 promise to end poverty, protect the planet and leave no one behind

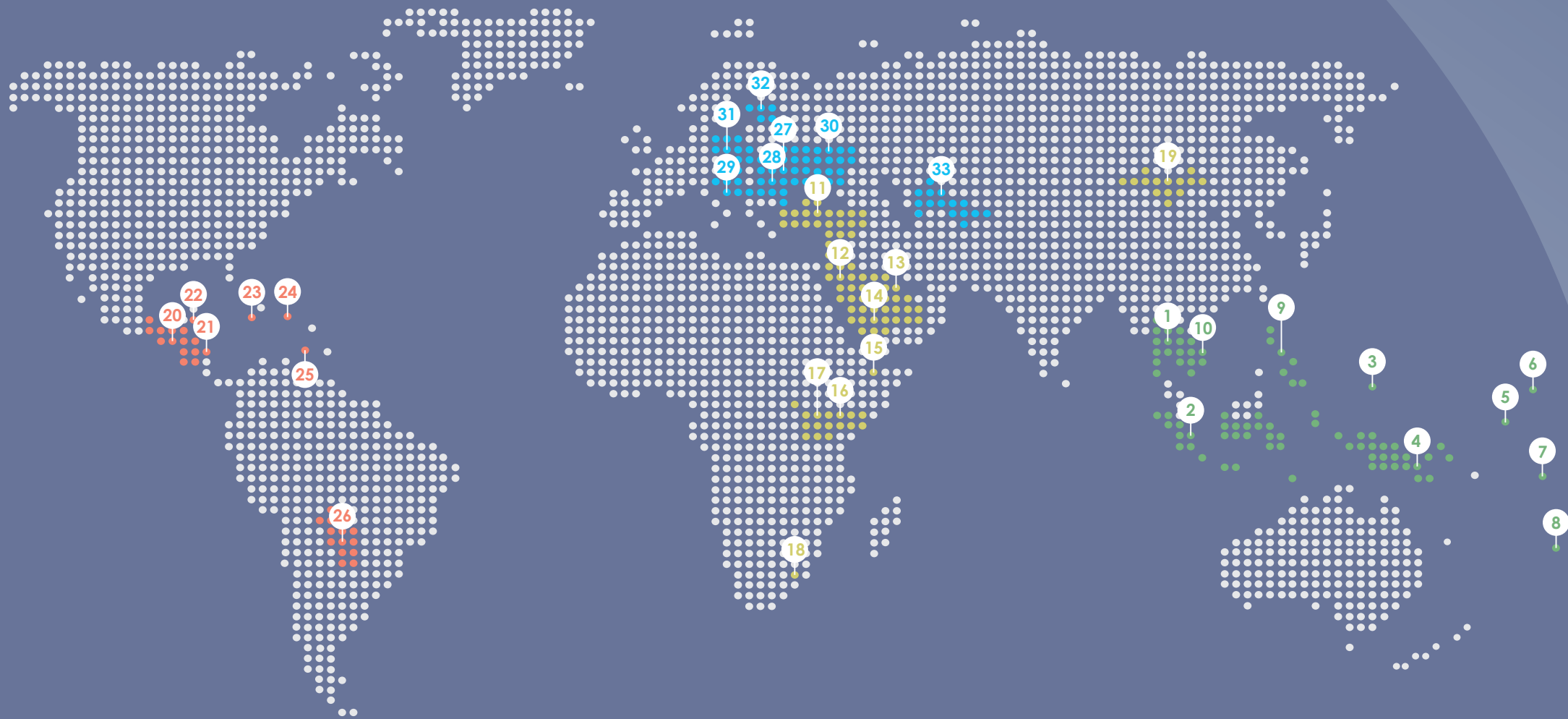
In the face of today's complex global crises and challenges, the TaiwanICDF remains steadfast in coordinating with Taiwan's foreign policy and leveraging Taiwan's professional expertise and technological experience to expand the scale and impact of its foreign aid programs while facilitating the global reach of Taiwan's industrial supply chains. Additionally, it is strengthening its capabilities and collaborating with like-minded nations to advance the values of democracy, freedom, and shared prosperity worldwide. By working together with Taiwan's public and private sectors, it is harnessing collective national momentum to realize the vision of an “economy on which the sun never sets.” Through these efforts, Taiwan will continue to shine on the global development stage, moving forward with the world toward a future of shared prosperity and inclusive prosperity!



TaiwanICDF Secretary General Huang (R2) and Desjardins International Development (DID) CEO Gerardo Almaguer (L2) signed a cooperation agreement to implement the Haiti Women's Micro, Small, and Medium Enterprise Growth Promotion Project in our allied country Haiti.

Operations

2024 Cooperating Countries and Projects



In 2024, the TaiwanICDF has upheld the core principles behind the slogans of “Taiwan can help,” “Taiwan can lead,” and “Taiwan can empower” to drive numerous foreign aid programs. These initiatives support our allied nations in achieving breakthroughs in key areas and jointly advancing toward sustainable development.

In the spirit of “Taiwan can help,” we focus our efforts on agriculture, public health, and education to assist partner countries in strengthening governance and advancing industrial development. In particular, we

actively integrate resources to enhance resilience in the face of climate change and disaster response, leveraging Taiwan’s expertise to help partner countries build adaptive capacity and promote sustainable development.

In the “Taiwan can lead” section, we promote digital transformation, smart healthcare, and inclusive finance, focusing on cultivating technology talent to accelerate national self-driven transformation.

Regarding “Taiwan can empower,” we emphasize talent cultivation and democratic governance, supporting

our Caribbean allies in strengthening government institutions, advancing gender equality, and fostering SME development. Through the Alternative Military Service Program in Diplomacy and the Youth Overseas Technical Assistance Program, we encourage youth participation in international cooperation, promoting partner countries’ self-reliant development and contributing to global progress.

East Asia and the Pacific

1	Thailand	●+
2	Indonesia	●
3	Palau	●▼++◆
4	Papua New Guinea	●
5	Nauru	●◆
6	Marshall Islands	●+
7	Tuvalu	●+
8	Fiji	●★
9	Philippines	●+
10	Vietnam	+

West Asia and Africa

11	Turkey	●★▼◆
12	Jordan	▼▲▼
13	Bahrain	●▲
14	Saudi Arabia	●
15	Somaliland	●★■+
16	Kenya	++★
17	Uganda	+
18	Eswatini	●★▼++▲
19	Mongolia	+

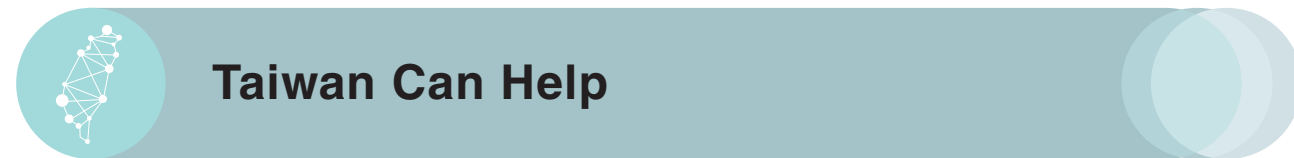
Latin America and the Caribbean

20	Guatemala	●★▼◆+
21	Belize	●★▼■++
22	Haiti	●▼◆
23	St. Kitts and Nevis	●★▼■++◆
24	St. Vincent and the Grenadines	●★▼■▲+
25	St. Lucia	●★▼■+
26	Paraguay	●★▼++◆▲

Central Asia and Central/ Eastern Europe

27	Moldova	●▲◆
28	Romania	▲★
29	Bosnia and Herzegovina	▲
30	Ukraine	●
31	Poland	▲
32	Lithuania	▲
33	Uzbekistan	●▲

●	Agriculture	+	TaiwanICDF Overseas Volunteers Program
★	Public Health	◆	MSMEs/Industry Development
▼	Education	▲	Other
■	Information and Communications Technology	▲	Environment



Taiwan Can Help

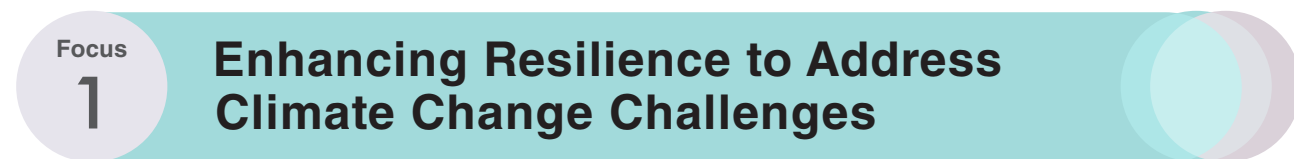
“Taiwan can help” is a slogan that reflects a core principle that Taiwan has upheld for years in promoting diplomacy and international cooperation. It underscores Taiwan’s capability and willingness to contribute to the global community through multilateral collaboration, bilateral assistance, and humanitarian aid. Initiatives formed under this principle highlight Taiwan’s contributions in public health and healthcare, international development and technological innovation, and democratic values, thereby strengthening its international partnerships and visibility on the global stage.

The TaiwanICDF, as Taiwan’s dedicated organization for international development cooperation, has focused on leveraging Taiwan’s comparative strengths and development experience. Concentrating on six key sectors – agriculture, public health and healthcare, education, information and communications technology (ICT), environmental protection, and small and medium enterprise (SME) development – the TaiwanICDF integrates technical expertise, financial resources, and human capital to implement projects that enhance aid effectiveness. These efforts assist partner countries in building necessary capacities, and demonstrate

Taiwan’s value as a responsible member of the international community.

In 2024, the TaiwanICDF continued to address the impacts of climate change on its allied nations by enhancing their disaster risk management and building resilience against natural hazards. Under a comprehensive framework focused on security, the TaiwanICDF has developed diverse cooperative programs that encompass food security, information security, urban safety, economic security, and social security.

In response to humanitarian crises caused by international conflicts or natural disasters, such as the Syrian Civil War and the 2023 Turkey-Syria Earthquake, the TaiwanICDF has collaborated with local NGOs to implement multiple humanitarian aid programs. Those initiatives have been aimed at improving access to clean drinking water, strengthening personal and environmental hygiene, and providing health care services for refugees and disaster victims. They have benefitted local communities while enhancing social cohesion in the affected areas.



Focus
1

Enhancing Resilience to Address Climate Change Challenges

Helping Allies Reduce Climate Risks and Strengthen Disaster Resilience

Throughout 2024, Taiwan advocated the policy goals of values-based diplomacy, through which it sought to share Taiwan’s experiences and assist allied nations in building secure social foundations to achieve prosperous economic development. Pursuing those aims within a framework focused on security, the TaiwanICDF has proposed diverse cooperative projects aimed at reducing climate risks for allied nations and enhancing their disaster

resilience and response capabilities.

The focus of urban safety has evolved to encompass more than traditional infrastructure and regulatory frameworks. Today, more flexible and inclusive resilience measures are needed to address the increasing risks of extreme weather, and resources must be invested in a way that provides greater benefits than those of traditional infrastructure. Climate change has brought rising average temperatures and uneven rainfall distribution, exacerbating the impact of droughts and floods. Developing nations often lack

resources for high-cost infrastructure to mitigate such hazards. Drawing from Taiwan’s extensive experience in mitigating disasters, we have provided partner countries with cost-effective early warning systems and efficient mitigation strategies tailored to urban challenges like floods, tsunamis, and debris flows, prioritizing evacuation protocols to safeguard residents’ safety.

In recent years, Central America has faced worsening droughts and heavy rainfall due to an increasing number of El Niño events, leading to severe humanitarian crises. During

the rainy season this year, Guatemala experienced 13 fatalities, over 17,000 evacuations, and the complete destruction of more than 300 homes. Meanwhile, neighboring Belize has suffered from frequent hurricanes, with rises in sea temperature contributing to the formation of 18 hurricanes in the first 11 months of 2024 – far exceeding the annual average. These storms have caused widespread urban flooding in the Central American country. In response, the TaiwanICDF has cooperated with regional authorities to jointly implement the Flood Warning Capacity Improvement for the Belize River Basin Project in Belize, and the Early Warning and Disaster Management System Project in Guatemala. By establishing flood early warning systems, these initiatives aim to prevent casualties and lay a foundation for safety and prosperity in affected regions.

The Inseparability of Environmental Health and Individual Health: Tackling Public Health Challenges

According to the 2023 6th Assessment Report (AR6) by the Intergovernmental Panel on Climate Change (IPCC), approximately 3.3 to 3.6 billion people globally reside in environments highly vulnerable to worsening climate impacts, with Least Developed Countries (LDCs) and Small Island Developing States (SIDS) facing disproportionate risks. Over the past decade, mortality rates from extreme climate events in fragile regions were 15 times higher than those in less vulnerable areas. This unequivocally demonstrates that climate change is no longer solely an environmental issue but profoundly impacts human health.

Under the impact of global warming, increasingly frequent extreme climate events—such as

heatwaves, storms, and floods—have resulted in rising mortality and morbidity rates; reduced food production; increased zoonotic, foodborne, waterborne, and vector-borne diseases; and mental health challenges. For instance, heatwaves caused by extreme weather events can lead to dehydration, heatstroke, and cardiovascular diseases, posing significant threats to individuals with chronic illnesses. Rising temperatures and altered rainfall patterns have expanded habitats for disease vectors such as mosquitoes and ticks, broadening the geographical range of infectious diseases like dengue fever and malaria beyond tropical regions into temperate zones. Furthermore, extreme climate events like floods not only damage critical infrastructure but also create breeding grounds for pathogens, contaminating drinking water sources and increasing the risk of waterborne diseases such as cholera.

The TaiwanICDF is currently collaborating with Paraguay’s Ministry of Public Health and Social Welfare (MPHSW) on Phase III of the Health Information Management Efficiency Enhancement Project. This initiative has introduced a health information system (HIS) to more than 690 medical institutions nationwide, covering 70% of Paraguay’s population in its electronic medical records database. Leveraging this extensive dataset, the project supports the ministry in identifying dengue patients’ locations through geospatial mapping and visualization, using geographic information system (GIS) technology. This enables health officials to swiftly pinpoint dengue outbreak hotspots and actively intervene with prevention and control measures.

This project has benefitted Paraguay’s infectious disease

prevention efforts while demonstrating its potential for broader use with other communicable diseases in the future. By providing real-time hotspot information, the system enables the MPHSW to plan targeted epidemic interventions, thereby strengthening its national governance capacity in public health surveillance.

Climate change is causing recurring cycles of floods and droughts in many regions worldwide. These extreme climate events adversely affect water and soil resources and food security, as well as severely impacting environmental sanitation and human lives. Poor access to water, sanitation, and hygiene (WASH) services affects individuals’ ability to maintain personal hygiene and compromises the quality of care provided by healthcare facilities. Recognizing the importance of these services, the World Health Organization (WHO) and the United Nations Children’s Fund (UNICEF) developed a WASH quality improvement tool for healthcare facilities known as WASH FIT. The tool helps healthcare facilities monitor the operations of water supply, sanitation and hand hygiene, environmental cleaning, waste management, and facility maintenance. Since October 2023, the TaiwanICDF has partnered with the Swiss international NGO Terre des hommes Foundation (TdH) to jointly implement the project for Improving Access to Basic Water Sanitation and Hygiene in Ten Health Care Facilities for Vulnerable Communities in Garissa County, Kenya. This initiative utilizes the WASH FIT tool while adapting to local conditions by constructing climate-resilient WASH facilities, thereby improving the quality of services provided by healthcare facilities. The project adopts the Humanitarian-Development Nexus approach by integrating humanitarian assistance

with long-term development strategies, addressing humanitarian crises exacerbated by climate risks to strengthen the resilience of partner countries' communities and health institutions in responding to climate-related challenges.

Achieving Net-Zero Globally through Education

To achieve the global target of net-zero carbon emissions by 2050, countries are actively advancing strategies centered on a net-zero transformation. To accelerate progress, climate governance is gradually shifting from a single-country perspective to an international cooperation model, facilitating resource allocation and providing tools to support net-zero goals. At this critical juncture, education plays a pivotal role in promoting sustainable development, encompassing academic research, technical training, and social education.

In its advancement toward a dual-axis transformation focused on digitalization and net-zero, Taiwan continues to maintain a spirit of innovation and practical implementation. A standout example is the TaiwanICDF's Eco-Vision Summer Camp held in 2024. The camp integrated simulations of environmental scenarios and role-playing activities into the learning process through a climate-focused educational curriculum. This enabled students to explore practical topics such as carbon trading, carbon tax policies, and energy transition from diverse perspectives. Students were encouraged to examine the balance between carbon reduction and development challenges through the lenses of various stakeholders, including government officials, corporate representatives, and environmental groups. Through this approach the TaiwanICDF sought to foster interdisciplinary thinking, diverse perspectives, and problem-solving skills. Additionally, by

incorporating data analysis and case studies, the program helped students intuitively understand the operational models of international cooperation, thereby strengthening the foundation for global climate action collaboration. Moving forward, the TaiwanICDF will continue to optimize educational resources by integrating digital technology with practical experience to enhance curriculum design. Our goal is to cultivate more internationally-oriented professionals and inject momentum into the vision of achieving net-zero carbon emissions by 2050. We believe that, with a focus on international cooperation, enhancing the skills and knowledge of allied nations' youth through education will lay a solid foundation for the dual-axis transformation toward digitalization and net-zero.



Under the Improving Access to Basic Water Sanitation and Hygiene in Ten Health Care Facilities for Vulnerable Communities in Garissa County, Kenya project, the TaiwanICDF assisted by installing hand washing stations to ensure proper hand hygiene for medical staff and patients.

Example 1
Flood Warning Capacity Improvement for the Belize River Basin Project and Early Warning and Disaster Management Project in Guatemala



The TaiwanICDF established a disaster preparedness demonstration community in Guatemala to strengthen pre-disaster readiness and enhance the capacity to identify disaster risk sources.

Climate change has led to increasingly frequent extreme weather events, particularly in Central America, where disasters such as floods and earthquakes pose severe threats to lives, property, and national economic development. Guided by Taiwan's shift in policy from solidifying alliances to shared prosperity with its allies, the TaiwanICDF has advanced key projects to address these threats. It has implemented the Flood Warning Capacity Improvement for the Belize River Basin Project and the Early Warning and Disaster Management Project in Guatemala, to assist Belize's National Emergency Management Organization (NEMO) and Guatemala's National Coordination for Disaster Reduction (CONRED), respectively, in establishing more resilient disaster-management systems. These projects demonstrate Taiwan's expertise in digital governance and climate adaptation.

From Disaster Prevention to Mitigation: Ensuring Full Preparedness

The projects focus on disaster prevention technology by introducing advanced monitoring techniques in disaster-prone river basins. They include the establishment of hydrological monitoring stations and early warning systems to acquire real-time information. Additionally, the projects update foundational disaster-related geospatial data, including hydrology, disaster prevention infrastructure, topography, satellite imagery, roads, and flood potential maps, for areas prone to flooding. Finally, they promote the development of resilient demonstration communities in disaster-prone areas to strengthen local response capabilities.

The projects have successfully established hydrological monitoring stations and early warning systems in the Belize River Basin and Guatemala's Alta Verapaz Province along the Cahabón

River. Additionally, disaster-related geospatial data for nine cities has been collected, and disaster prevention demonstration communities have been established in Santa Familia, Belize, and Chichochoc, Guatemala to enhance pre-disaster preparedness capabilities. Drones have also been used to assist in disaster surveys. In terms of government emergency response capabilities, under the project officials from Belize's NEMO and Guatemala's CONRED were also invited to Taiwan for training programs on flood disaster prevention, hydrological data management, and disaster management. These programs aim to foster cross-departmental collaboration mechanisms and introduce community-based disaster prevention and mitigation concepts, ultimately reducing economic losses and safeguarding lives.

Through assisting the governments of Belize and Guatemala in obtaining critical disaster prevention information during the early stages of disasters and strengthening early warning capabilities, the projects aim to reduce the local economic and social impacts of disasters. The initiatives seek to continuously improve the response speed, coverage, and comprehensiveness of early warning systems, particularly in densely populated areas, to minimize disaster losses. By doing so, they enhance the disaster preparedness and response capacities of Taiwan's Central American allies.

Example 2

Health Information Management Efficiency Enhancement Project in Paraguay (Phase III)



Since 2016, the TaiwanICDF has been collaborating with Paraguay on the implementation of the Health Information Management Efficiency Enhancement Project, leveraging digital tools to improve medical administrative efficiency. During the first and second phases of the project, the foundational framework for the health information system (HIS) was established with support from Cathay General Hospital. In 2024, the project officially entered its third phase, and is being jointly executed by the TaiwanICDF and Paraguay's Ministry of Public Health and Social Welfare (MSPBS) and Ministry of Information and Communication Technologies (MITIC). The goal is to integrate HIS into 90% of Paraguay's public healthcare facilities, achieving universal digitalized health management.

Additionally, the project team has established 75 situation rooms across Paraguay, primarily tasked with monitoring the real-time operational status of medical institutions within their respective regions. By tracking changes in case numbers, Paraguay officials can quickly analyze epidemic hotspots through these situation rooms and promptly notify local clinics to take action. Utilizing data collected through the HIS, Paraguay has significantly enhanced its ability to monitor diseases such as dengue fever, thereby improving governance capacity and operational efficiency.

Shortening Notification and Reaction Times to Improve Epidemic Response Efficiency

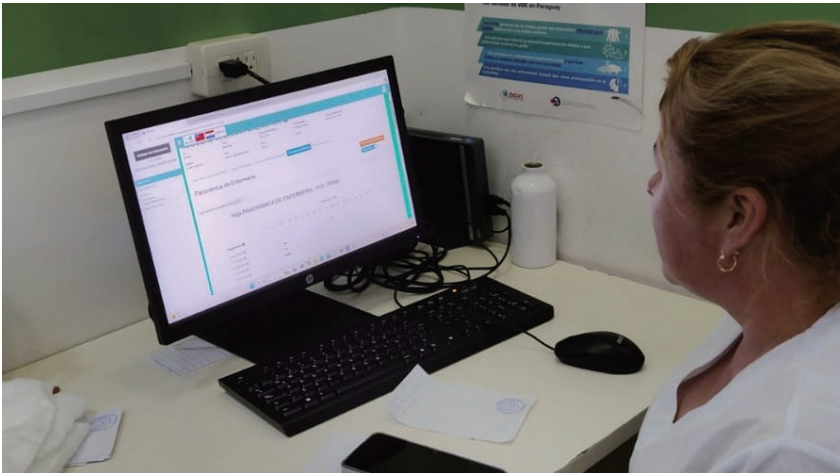
Dengue fever, a mosquito-borne infectious disease, has become a major challenge for Paraguay during its annual epidemic season. Spread of the disease has been

exacerbated by an increase in the reproductive capacity of mosquitoes due to climate change. The disease can easily lead to widespread outbreaks if not detected and controlled early. The Paraguayan government utilizes HIS for case management to prevent the spread of diseases by monitoring data to quickly identify potential hotspots and implement timely epidemic control measures.

When detected there is unusual surge of suspected cases in a specific region, the situation room can immediately issue alerts, guiding clinics to intervene with treatment and isolate patients while strengthening community health education and vector control. HIS significantly shortens notification and reaction times compared to traditional paper-based reporting methods, and greatly enhancing epidemic response efficiency and effectively reducing the risk of spread of such diseases. By integrating real-time data reporting

and analysis, this innovative approach establishes a solid foundation for a comprehensive public health early warning system.

In the future, applications of HIS will expand beyond dengue fever prevention and control, extending to the management of influenza and other emerging infectious diseases. The collaboration between Paraguay and Taiwan not only enhances local healthcare efficiency but also deepens their bilateral friendship, serves as a model for international public health cooperation, and provides valuable experience for global health governance.



The introduction of the health information system has significantly enhanced management efficiency and service delivery in medical institutions across Paraguay.

Example 3

Carbon Trading Workshop



The TaiwanICDF hosted the first Carbon Trading Workshop for new opportunities of collaboration. A participant from the Philippines (back right) shared practical experience from climate-related initiatives.

Climate change is becoming increasingly severe, as evidenced by policies aimed at its mitigation such as the European Union's Carbon Border Adjustment Mechanism (CBAM) and the United States' Clean Competition Act (CCA). Those policies demonstrate major economies' strong focus on carbon emission management. As an important member of the global supply chain, Taiwan has followed suit with the formal launch of the Taiwan Carbon Solution Exchange (TCX) in 2023, through which it completed its first international carbon credit transaction. Taiwan is gradually refining its carbon fee system and trading platform, with the goals of building a comprehensive low-carbon supply chain, enhancing the green competitiveness of its industries, and demonstrating its commitment to participating in global climate action.

Sharing Carbon Reduction Insights to Support Global Green Economy Transition

The TaiwanICDF organized its first carbon trading workshop in 2024,

inviting the participation of 20 mid- to senior-level officials from 15 countries worldwide who are responsible for carbon policy formulation and the promotion of low-carbon transitions. The workshop facilitated the sharing of experiences related to carbon management policies and technologies employed around the world. Experts from Taiwan's Ministry of Environment's Climate Change Administration were invited to explain Taiwan's carbon fee system, as well as its Voluntary Greenhouse Gas Reduction Offset Information Platform, and they emphasized the dedicated use of carbon fees to support the development of low-carbon and negative-emission technologies. Additionally, representatives from the Taiwan Carbon and Digitalization Development Association, as well as international carbon credit assessment experts, shared insights into the current implementation and future trends of global carbon pricing mechanisms. They discussed case studies on carbon trading verification and credit assessment to help participants design effective

carbon reduction strategies for their home countries. The workshop also included field visits to key institutions such as the Taiwan Carbon Solution Exchange (TCX), the Taiwan Cement Corporation, Taiwan's China Steel Corporation, and Tex-Ray Industrial Co. Ltd. These visits showcased corporate efforts to develop carbon-capture technologies and low-carbon materials, and achieve EU CBAM international standards through carbon footprint management at the manufacturing level.

This workshop showcased Taiwan's technical expertise and practical experience in advancing carbon policies, while fostering initial collaboration opportunities with partner countries. For instance, arrangements were made for Eswatini participants to meet with the TCX to promote bilateral cooperation. Meanwhile, participants from Turkey and Guatemala expressed interest in adopting Taiwan's model to establish carbon trading mechanisms upon returning to their home countries.

The TaiwanICDF will expand the focus of its green economy-related efforts including agricultural carbon reduction, energy transition, and the circular economy, sharing technical expertise and practical experience in policy implementation. Through the practice of values-based diplomacy, the TaiwanICDF aims to assist partner countries in achieving their carbon-reduction goals. Taiwan is not only advancing toward its 2050 net-zero emissions vision, but also playing a key role in driving the global green economy transition, demonstrating its long-term commitment to international cooperation to assist global sustainable development.

Focus

2

Responding to Refugee Crises with Humanitarian Aid

Conflicts including civil wars and bilateral or multilateral disputes have become increasingly frequent worldwide due to the combined influence of ethnic, political, economic, and geopolitical factors. These conflicts disrupt daily life and force many people to abandon their homes, becoming internally displaced persons or refugees. According to statistics from the UN Refugee Agency (UNHCR), by the end of 2023, there were 43.4 million refugees globally, with 73% originating from Afghanistan, Syria, Venezuela, Ukraine, and South Sudan. Additionally, approximately 41% of those refugees were children and adolescents under the age of 17, while females made up 50% of the total refugee population. Refugees often face limited access to social welfare in host countries, along with challenges such as lack of livelihood opportunities and inadequate healthcare. These vulnerabilities are further exacerbated during major natural

disasters in host countries, making refugees one of the most fragile groups among vulnerable populations.

Addressing Humanitarian Crises and Promoting Social Integration

The TaiwanICDF's humanitarian assistance projects aim to address crises caused by wars, conflicts, or natural disasters. For example, in response to the Syrian refugee crisis, the TaiwanICDF has implemented projects in Jordan, Lebanon, and Türkiye that not only provide aid to refugees but also benefit local communities, fostering social integration. Following the 7.8 magnitude earthquake in southeastern Türkiye in early 2023, which severely impacted Hatay Province – home to over 300,000 Syrian refugees – many displaced individuals remained in container cities facing poor living conditions and inadequate healthcare services. In 2024, the TaiwanICDF

collaborated with Türkiye's largest NGO, the Association for Social Development and Aid Mobilization (ASAM), to implement the Improving Access to WASH and Health Services for Earthquake-affected Households in Hatay, Türkiye project. This project aims to improve access to drinking water, personal and environmental hygiene, and healthcare services for both Syrian refugees and local households residing in container cities.



The Improving Access to WASH and Health Services for Earthquake-affected Households in Hatay, Türkiye Project trains residents in carpentry skills to equip them with basic maintenance capability and to improve the living conditions in the container city.

Example 1

Improving Access to WASH and Health Services for Earthquake-affected Households in Hatay, Türkiye

3

GOOD HEALTH AND WELL-BEING

6

CLEAN WATER AND SANITATION



This project improves the privacy and safety of maternal and child health environments, and provides women with pregnancy, childbirth, and child nutrition counseling.

In September of 2024, the TaiwanICDF collaborated with ASAM to implement the Improving Access to WASH and Health Services for Earthquake-affected Households in Hatay, Türkiye project. The project aims to improve access to WASH and healthcare services for earthquake-affected households residing in the container cities of Hilalkent and Emlak Konut in Hatay Province.

In Hilalkent, one of the project locations, all residents are Syrian refugees living in containers without private bathrooms, relying solely on shared WASH facilities. Public toilets in the area are often flooded, and poorly maintained, with many fixtures damaged and unrepaired. The overall unhygienic environment has led to widespread health issues such as scabies and urinary tract infections.

This project takes a foundational approach by repairing damaged public WASH facilities and training residents in plumbing and carpentry skills to equip them with basic

maintenance capabilities. These efforts ensure proper upkeep of WASH facilities while providing trainees with valuable vocational skills to enhance their livelihood opportunities. Additionally, the project distributes hygiene kits to households in the two container cities, ensuring adequate resources for personal and environmental cleanliness. It also promotes health education to strengthen residents' knowledge of infectious diseases, environmental hygiene, and personal sanitation.

Supporting Refugee Livelihoods and Safeguarding Women's and Infants' Health

Due to the limited space and lack of privacy in containers, women face challenges breastfeeding, which impacts infant nutrition. To address this, the project has established spaces for the health of mothers and infants, to provide private and safe environments for breastfeeding, along with consultations on pregnancy, childbirth, and child

nutrition. Additionally, mother-baby kits containing items such as nursing pillows, diapers, and infant sleeping bags are distributed to families with infants under one year old. The project is scheduled to conclude in September 2025 after a 13-month implementation period.

Türkiye's reconstruction efforts are ongoing. Syrian refugees, who were already grappling with significant economic and social challenges before the earthquake, now face even greater difficulties after being relocated to container cities after the disaster – further hindering social cohesion. This project targets both Turkish citizens and Syrian refugees, aiming not only to improve access to WASH and healthcare services for beneficiary households but also to contribute to fostering social cohesion between Turkish and Syrian communities.



Taiwan Can Lead

The slogan "Taiwan can lead" signifies Taiwan's ability to not only contribute, but to exercise leadership on critical global issues, such as technological innovation, economic development, and the promotion of democratic values.

Taiwan actively participates in cooperative international projects through the TaiwanICDF, demonstrating its shift in focus from solidifying alliances to achieving shared prosperity with its allies, promoting the economic and social development of allied and friendly countries. In the face of global climate change and the trend toward digitalization, traditional international cooperation models are no longer sufficient. The TaiwanICDF leverages digital technologies to enhance governance efficiency, advance net-zero emissions, and support sustainable economic transitions by providing comprehensive solutions to assist partner countries in achieving self-reliant development.

In its implementation of public health and medicine projects, the TaiwanICDF integrates smart healthcare technologies, such as electronic medical records (EMR), hospital information systems (HIS), and AI applications,

providing solutions for countries with limited healthcare resources. Additionally, in collaboration with the United States, Japan, and other nations, the TaiwanICDF leverages fintech tools to catalyze private sector impact investments, promoting economic and social development in developing countries and advancing the growth of inclusive finance.

The TaiwanICDF has actively promoted women's empowerment initiatives in recent years, enhancing the integrated impact of regional cooperation through diverse programs and partnerships. These efforts include vocational training, business management workshops, financial services, and credit guarantee schemes to support women in achieving self-development, economic independence, and greater social influence. In the field of technology capacity building, the TaiwanICDF leverages Taiwan's expertise in key industries by organizing training programs and courses on topics such as semiconductor development and innovative AI applications, helping allied and partner countries cultivate talent in smart technology.

Focus
1

From Solidifying Alliances to Shared Prosperity

Amid the intertwined challenges of global climate change and the digital divide that excludes some countries from the digitalization trend, traditional international cooperation models are no longer sufficient. The TaiwanICDF seeks to address this through coordinating with a shift in national policy from solidifying alliances to facilitating shared prosperity with allied and friendly nations, thereby stabilizing official diplomatic relationships and assisting these nations in enhancing self-reliance and sustainable development.

Toward this end, the TaiwanICDF takes a development approach that integrates planning, technology, funding, and human resources to enhance governance efficiency and promote innovation through digital technologies as well as advance net-zero emissions and sustainable economic transitions. It provides

comprehensive solutions to assist allied and friendly countries.

Supporting Allied and Friendly Nations in a Dual Axis Transformation Toward Digitalization and Sustainability

In the promotion of renewable energy, the TaiwanICDF implemented the Renewable Energy Policy Consultant-dispatching Project for St. Kitts and Nevis, through which it assisted that country in making regulatory improvements, and shared Taiwanese technologies and solutions. By leveraging Taiwan's industrial strengths, the project supported regional energy transitions and low-carbon economic development. In the field of digital governance, the TaiwanICDF has initiated the St. Kitts and Nevis Digital Identity Authentication Project as well as the Somaliland Government Data

Center and Information Security Enhancement Project. Through those projects it is helping to establish secure and efficient digital governance frameworks to enhance government effectiveness and lay the foundation for digital transformation.

In the area of environmental sustainability, the TaiwanICDF implemented the St. Kitts and Nevis Solid Waste Management and Recycling Project, emphasizing resource recycling and reuse, to reduce environmental burdens and support low-carbon economic development. Additionally, through the Project to Strengthen Capacity to Support Development of MSMEs, the TaiwanICDF provided Paraguayans with technical training and financial support to enhance small and medium enterprise competitiveness and create employment opportunities.



Example 1

St. Kitts and Nevis Renewable Energy Policy Consultant-Dispatching Project, Digital Identity Authentication Project, and Solid Waste Management and Recycling Project



During ICT Week in Saint Kitts and Nevis, we introduced the Digital Identity Authentication System to the public, explaining its mechanisms and features.

In 2021, Saint Kitts and Nevis revised its Intended Nationally Determined Contributions (INDC), setting a target to reduce carbon dioxide emissions by 61% by 2030 compared to 2010 levels, contingent on receiving climate financing and capacity-building support. To achieve this, the country plans to transition to 100% renewable energy generation, improve transmission and distribution efficiency, promote 2% vehicle electrification, and establish electric vehicle infrastructure. However, with renewable energy currently accounting for only 5% of total electricity demand, the energy transition faces significant challenges. In response, starting in 2021, the government of Saint Kitts and Nevis has sought Taiwan's assistance through the St. Kitts and Nevis Implementing Arrangement for the Renewable Energy Policy Consultant-dispatching Project. This arrangement has addressed bottlenecks such as a lack of skilled professionals and equipment maintenance capabilities. It has aimed to build renewable energy development capacity, train technical personnel, and improve

legislative frameworks to support the country's energy transition.

Launching Renewable Energy Projects to Drive Energy Transition

The arrangement is aimed at supporting Saint Kitts and Nevis in advancing energy transition and renewable energy development by establishing a foundation of sustainable energy production. This includes conducting a survey of the existing power system, providing energy analysis data, and organizing a renewable energy policy workshop to explore national goals, incentive measures, and citizen participation to enhance policy implementation. Additionally, the project plans renewable energy capacity-building courses covering solar photovoltaic and storage systems as well as geothermal and wind power technologies to strengthen planning and maintenance capabilities of partner institutions. To improve the regulatory regime, the arrangement team is assisting local authorities in preparing draft legislation for the development of renewable energy

and provides policy execution and strategic recommendations. The ultimate goal is to increase renewable energy utilization, enhance technical expertise, and refine regulations, helping Saint Kitts and Nevis achieve self-reliant renewable energy development and accelerate its energy transition.

As part of the arrangement's implementation, the Taiwan Technical Mission (TTM) has completed the Investigation and Recommendations for Improving Renewable Energy and Electricity Loss in Saint Kitts and Nevis report. The report outlines the TTM's analysis into the causes of technical and non-technical losses in the existing power system, and provides specific recommendations for reducing those losses. The arrangement has also supported the Government of Saint Kitts and Nevis in building renewable energy development capacity through the organization of a total of 34 consultation workshops on renewable energy development strategy. The TTM has also delivered 53 professional consultations to assess the benefits of renewable energy development and to formulate subsidy policies. Additionally, the team has assisted in drafting the "Distributed Renewable Energy Regulations" and the "Saint Kitts Distributed Generation Regulatory Framework," establishing a solid policy foundation for green energy development to effectively advance energy transition and sustainable development goals.

Building on the achievements of this arrangement, Saint Kitts and Nevis is actively planning future cooperative initiatives to increase the share of renewable energy generated in the country and expand its energy transition. Due to challenges such as insufficient market mechanisms,

limited technical capacity, and inadequate infrastructure for policy implementation, progress has been slow. To address these issues, Saint Kitts and Nevis' Ministry of Public Infrastructure, Energy and Utilities; Domestic Transport; Information, Communication and Technology; and Posts has proposed a "Green Energy Transition Demonstration Project" to Taiwan. Through the proposed project it aims to leverage the technical expertise gained from the Renewable Energy Policy Consultant-dispatching Project (2013-2015) and its Implementing Arrangement (2021-present). The new project will focus on developing operational mechanisms for renewable energy markets, cultivating professional technical skills, and optimizing infrastructure to ensure effective policy execution and advance sustainable energy development.

Advancing E-Government through Digital Identity Authentication

The government of Saint Kitts and Nevis has long prioritized the use of information technology to strengthen digital governance and improve citizen services, aligning with the United Nations Sustainable Development Goals (SDGs), particularly Goal 9 (Resilient Infrastructure), Goal 16 (Effective and Inclusive Institutions), and Goal 17 (Global Partnerships for Sustainability). In 2021, the government approved a national long-term e-government development roadmap, designating the establishment of a digital identity authentication system as a top priority. This would serve as an important foundation for various future online services in order to promote the country's digital and smart government development.



The manager (front right) of the Solid Waste Management and Recycling Program speaks to hoteliers.

Leveraging Taiwan's ICT expertise and digital governance experience, the St. Kitts and Nevis Digital Identity Authentication Project was launched in January of 2023. This initiative aims to create an internationally compliant digital identity authentication mechanism, enhancing public service efficiency and advancing the nation's digital transformation and smart governance goals.

The primary function of this project is to digitize foundational citizen data required for government services, secured with encryption keys to enable identity authentication for various public services. It establishes an identity-based inter-ministerial data exchange and integration mechanism, incorporating digital certificates and digital signatures to allow citizens to access and query e-government services in real time. Additionally, the project supports Saint Kitts and Nevis in enhancing its information technology and cybersecurity capabilities.

The project team successfully developed the first prototype of a fully functional digital identity authentication system in 2024, which passed internal testing by Taiwan-

based system developer International Integrated Systems Inc. in October. Testing of the system was completed at the end of 2024, and feedback from system use will be incorporated to continuously improve the system. Additionally, the Digital ID Card Design Competition was held and a winning design selected for the card, which incorporates anti-counterfeiting features. The first sample card with the selected design and security features was to be produced by early 2025. The project team also has promoted the initiative to the public and international audiences through events such as agricultural exhibitions and the Caribbean Telecommunications Union ICT Week.

In addition to assisting Saint Kitts and Nevis in developing a digital identity authentication system, this project leverages Taiwan's expertise in digital governance to help establish a digital identity management center responsible for issuing and managing digital ID cards. During the implementation period, the project also is focusing on enhancing Saint Kitts and Nevis' information technology and cybersecurity capabilities, driving the development

of a digital nation and smart governance.

Developing Solid Waste Management and Recycling Projects to Build a Comprehensive Recycling Industry Chain

Located in the Caribbean, Saint Kitts and Nevis, with a tourism-driven economy, faces significant environmental sustainability challenges. The country generates a high volume of waste, with each person producing approximately 1.67 kilograms of trash daily, far exceeding the global average, leading to mounting waste management pressures. To assist Saint Kitts and Nevis in improving solid waste management and promoting a circular economy, the TaiwanICDF launched the three-year Solid Waste Management and Recycling Project in August 2021. This project focused on establishing a resource recycling system, deepening environmental education, and supporting Saint Kitts and Nevis in achieving its sustainable development goals, showcasing Taiwan's leadership in global environmental governance cooperation.

The project's core objective was to promote garbage classification and resource recycling concepts by engaging key stakeholders such as the tourism industry, supermarkets, waste disposal companies, and recyclers. It aimed to establish a comprehensive industry chain from collection to maritime shipping and disposal. Key activities included setting up 70 recycling collection points, constructing two recycling facilities, and organizing diverse educational events to deeply embed recycling ideas within local communities. The project emphasized interdepartmental collaboration,

working with the government and enterprises to develop a recycling model tailored to the nation's status as small islands. An innovative reward system was created to successfully increase public participation, fostering a positive cycle from waste reduction at the source to comprehensive engagement.

By October 2024, the project had achieved remarkable results: 46 industrial chain workshops and training sessions, 59 resource recycling seminars and exchange activities, and 77 educational promotion events had been held, reaching over 38,000 participants and significantly increasing recycling participation rates. Over 13 metric tons of recyclables had been collected, with the first 8 metric tons of that shipped to the Dominican Republic for reprocessing. Leveraging Taiwan's waste recycling systems and reduction expertise, combined with the driving force of the circular economy, the project expanded Taiwan's foreign aid scope while assisting an allied nation to enhance its environmental management capabilities. It has increased resource reuse rates, reduced waste generation, and achieved environmentally friendly goals.

Reducing Waste and Building an Environmental Cooperation Model

With the successful launch of Phase II in August 2024, the project continues to leverage Taiwan's waste recycling systems and reduction expertise to strengthen Saint Kitts and Nevis's back-end waste disposal capabilities, increase resource reuse rates, and reduce waste generation. Key initiatives include enhancing the overall value of recyclable materials, introducing a paper recycling system, and establishing more comprehensive back-end recycling channels. The project also fosters community engagement, organizing recycling truck teams and promoting annual recycling competitions and educational campaigns to encourage public participation. These efforts aim to solidify Saint Kitts and Nevis' resource recycling system, making recycling a part of daily life and culture. Through enhanced bilateral cooperation, the TaiwanICDF seeks to position Taiwan as a global model for environmental collaboration, supporting Saint Kitts and Nevis in achieving its sustainable development goals while showcasing Taiwan's excellence in environmental technology and partnerships.



Through promoting waste segregation and recycling concepts, the solid waste management project in Saint Kitts and Nevis collaborates with the government and private sector to develop a locally appropriate recycling model.

Example 2

Somaliland Government Data Center and Information Security Enhancement Project



Since declaring independence in 1991, Somaliland has focused on modernization, identifying infrastructure development as a core strategy to achieve its national vision. In its National Vision 2030, ICT infrastructure is designated as one of the five key pillars. With the accelerating pace of global digitalization, the Somaliland government recognizes that robust e-infrastructure is not only essential for enhancing governance efficiency but also critical for safeguarding national data security.

In May 2024, Taiwan and Somaliland's Ministry of ICT launched the Somaliland Government Data Center and Information Security Enhancement Project, aiming to establish a stable and secure e-government environment. The project seeks to comprehensively enhance Somaliland's governance efficiency and data protection capabilities.

Cultivating ICT Professionals and Establishing a National Data and Cybersecurity Center



This project shares Taiwan's successful experience in digital governance, data management, and information security to assist Somaliland in developing its government digitalization blueprint.

Drawing on Taiwan's e-government experience, which favors a centralized over decentralized approach, the project team is providing recommendations for Somaliland's ICT and cybersecurity development. Through the project, it is establishing a shared data center to lower the barriers to digital transformation and lay the foundation for further ministerial digitalization. In terms of talent cultivation, the project builds on the achievements of the previous Somaliland E-government Capability Enhancement Project, continuing to train professional technical personnel for public and private sectors through the jointly established Somaliland Innovation Zone, thereby improving workforce quality.

In 2024, the Taiwan-Somaliland E-Government Forum was held in Hargeisa, the capital of Somaliland, to share Taiwan's successful experiences in e-governance, data management, and information security. The forum also provided a blueprint for the future development of Somaliland's e-government.

Additionally, a groundbreaking ceremony for the National Data and Cybersecurity Center was held, symbolizing a new milestone in ICT cooperation between the two countries and laying a reliable and solid foundation for Somaliland's digital transformation. Today, the Somaliland Innovation Zone continues to train over 400 ICT professionals annually, serving as a key talent development hub and injecting sustained momentum into the country's ICT advancement.

In the future, this project will facilitate collaboration between Taiwan and Somaliland's local professional teams to establish a centralized shared data center, promote hardware and software integration, and standardize data center services to ensure smooth system implementation. The project will also facilitate the formation of a professional operations management team, and support Somaliland in obtaining ISO/IEC 27001 Information Security Management certification. Cybersecurity and management training will be provided to relevant personnel to enhance the data center's operational efficiency and security awareness, paving the way for a safer and more sustainable digital transformation in Somaliland.

Example 3

Project to Strengthen Capacity to Support Development of MSMEs (Phase II) in Paraguay



Ambassador Han of Taiwan (R) and Deputy Minister Gustavo Giménez of the Ministry of Industry and Commerce of Paraguay (L) co-chaired an international cooperation forum, which aimed to foster reciprocal cooperation between the two nations, enhancing their international competitiveness.

Amid the global shift in economic structures, digitalization and smart technology have become key drivers of industrial upgrading. Paraguay's National Development Strategy 2030, updated in 2022, emphasizes the need for government policies to support enterprise growth through training and technical assistance, leveraging resources from industry, government, and academia to enhance management and technical capabilities. In response to these needs, Taiwan and Paraguay jointly launched the Project to Strengthen Capacity to Support Development of MSMEs (Phase II) in 2024, aiming to integrate enterprise support resources; promote micro, small, and medium-sized enterprise (MSME) development; and introduce Taiwan's advanced technologies and innovative solutions as a foundation for Paraguay's economic growth.

Driving Innovation and Market Expansion to Demonstrate Taiwan's Strengths in Leadership

The second phase of the project focuses on supporting the textile and dairy industries, leveraging Taiwan's strengths in technology to drive innovation and expand international markets for Paraguayan MSMEs. In the dairy sector, the project assists companies in adopting quality control technologies to boost revenue. For the textile industry, it introduces digital 3D pattern design technology combined with functional fabric features to shorten design cycles and enhance production efficiency. Additionally, the project team organizes trade meetings for the textile sector to help businesses explore international markets and strengthen global competitiveness.

The project has produced significant results for the textile industry. Ten companies participating in training on the use of 3D textile technology have successfully adopted this technology into their operations. This has resulted in significantly shortened product design cycles and the securing of multiple orders

at trade meetings, including one company that has begun exporting to the United States. These outcomes demonstrate the critical role of digital technology in enhancing efficiency and international competitiveness in the textile sector. Additionally, since 2023, the TaiwanICDF and USAID have collaborated with the Paraguayan government on the operation of three small business development centers (SBDC) in Asunción, Encarnación, and Alto Paraná to support the nation's MSMEs. To date, these centers have guided over 556 businesses, driving substantial economic changes and becoming a core force for MSME growth in Paraguay.

Moving forward, the project will deepen technical support for MSMEs in Paraguay, further expanding its impact and fostering mutually beneficial industrial cooperation between Taiwan and Paraguay to enhance the international market competitiveness of these businesses. At the same time, it will strengthen Taiwan-US collaboration by leveraging the SBDC platform to achieve long-term transnational cooperation goals. This initiative creates opportunities for industrial upgrading in Paraguay, while demonstrating Taiwan's leadership strengths in international development cooperation.

Focus

2

Leveraging Technology and Innovation

Implementing Smart Healthcare to Enhance Public Health Efficiency

As technology advances, smart healthcare has become a core direction for medical development. Taiwan, with its advanced healthcare system and technological capabilities, holds a significant advantage in the smart healthcare sector. It provides effective solutions for partner countries with limited medical resources, enhancing Taiwan's influence in international development cooperation. In 2024, the TaiwanICDF collaborated with 10 domestic medical institutions to implement 10 public health projects. Among these, projects in Paraguay, Somaliland, Saint Lucia, Fiji, and Belize incorporated smart healthcare elements. Through these initiatives it introduced technologies such as electronic health records, medical information management systems, imaging systems, chronic disease management systems, and AI applications. These technologies were tailored to local

needs to improve medical service efficiency. For example, the Health Information Management Efficiency Enhancement Project in Paraguay has entered its third phase, with a Taiwan-developed health information system now covering over 690 healthcare institutions and serving more than 70% of the population, significantly reducing waiting times. Additionally, the project team has established situation rooms nationwide to monitor infectious diseases and healthcare facility operations in real-time, substantially enhancing Paraguay's public health governance and emergency response capabilities.

In the future, the TaiwanICDF will proactively drive smart healthcare transformations based on the needs of partner countries. For instance, Somaliland has recently introduced AI-assisted clinical diagnosis applications to enhance the efficiency of diagnoses made by medical personnel. We will flexibly adjust resource commitments and training content to ensure the

sustainable operation of smart healthcare systems. Through deepening our engagement in smart healthcare, we aim to strengthen bilateral cooperation, enhance Taiwan's international image, and continue to play a leadership role in global public health and development cooperation.

Innovative FinTech: Embodying Diversity and Inclusion

In the context of global trends, inclusive finance, compared to early microloans, emphasizes two key aspects: The first is institutional soundness and sustainability. Financial institutions should operate under adequate regulations and an enabling environment to enhance efficiency and achieve financial sustainable operations. Second, inclusive finance focuses more on clients' financial autonomy and stability. It ensures access to basic financial services, and also aims to equip clients with essential financial skills related to savings, insurance, payments, remittances, and the management of emergency expenses. Furthermore, in promoting inclusive finance, the international development community and governments place greater emphasis on the inclusion and equality of disadvantaged groups, particularly the removal of barriers for women to access financial services. This involves addressing issues such as high interest rates, over-indebtedness, lack of financial literacy, and the adverse effects of digital technology on vulnerable and impoverished populations.

In line with international development trends and emerging technologies, the 2015 United Nations' Addis Ababa Action Agenda emphasized leveraging

private sector capital to bridge the funding gap for achieving the UN Sustainable Development Goals (SDGs). This has led to the growing adoption of development finance combined with impact investing, which seeks to maximize financial returns while also creating social and environmental benefits, such as community well-being, environmental sustainability, and social justice. In this context, the TaiwanICDF collaborates with like-minded development partners from the United States, Japan, and other countries, employing diverse financial instruments to catalyze private sector investments in high-risk economic and social projects in developing countries. Moving beyond traditional loans or technical cooperation, these efforts integrate diverse, flexible, and innovative approaches to catalyze impact investing by the private sector and introduce digital financial technology tools, in order to promote inclusive finance and sustainable development.

Leveraging Taiwan's Strengths in Technology to Demonstrate Global Influence

Technology and innovation have become crucial strategies for driving global development and economic growth. The rapid advancement of the semiconductor industry and emerging technologies like artificial intelligence (AI) not only enhance production efficiency but also provide effective solutions for achieving sustainability goals. For developing countries, technology transfer and innovative applications promote economic growth and also help reduce social disparities, realizing the goal of shared prosperity.

Taiwan holds a global leadership

position in AI, information and communications technology (ICT), and semiconductors, and strives to be a model of technological innovation. The TaiwanICDF actively leverages Taiwan's strengths in these industries to implement various capacity-building projects in technology, including the Workshop on Semiconductor Supply Chain Development, and the Master Program in Artificial Intelligence and Innovative Applications. These initiatives align with the Ministry of Foreign Affairs' eight flagship projects under the Five Trusted Industry Sectors policy, aimed at cultivating talent in smart technology applications for partner countries.

The curriculum for the 2024 Workshop on Semiconductor Supply Chain Development covered the complete semiconductor industry chain, including design, manufacturing, packaging, and testing. Participants also visited renowned Taiwanese semiconductor companies such as Realtek Semiconductor, UMC, and the ASE Group, as well as Minghsin University of Science and Technology, a key hub for semiconductor talent cultivation. The program attracted trainees from developed countries like Italy, expanding the workshop's beneficiaries. Additionally, through the program, a collaboration between Oman and Minghsin University was organized to facilitate a semiconductor talent training seminar, demonstrating Taiwan's technological strengths and its international influence in education.

In collaboration with National Tsing Hua University's International Master Program in Information Systems and National Dong Hwa University's International Master Program in Artificial Intelligence

and Innovative Applications, the TaiwanICDF promotes the study of practical applications of technological innovation. The curricula offered through these programs cover core topics such as fundamental AI skills, AI core technologies, AI interdisciplinary projects, and creative research, with applications in smart agriculture, healthcare, and sustainable environments. Upon graduation, scholarship recipients are equipped to bring their acquired expertise back to their home countries, fostering local industrial upgrades and social development.

In the future, the TaiwanICDF will continue to align its focus with the Five Trusted Industry Sectors identified by the Executive Yuan – which include AI and semiconductors – by deepening its collaboration with enterprises and educational institutions. Leveraging Taiwan's technological strengths, we will assist partner countries in addressing global challenges and co-create a sustainable and prosperous future.



The Health Information Management Efficiency Enhancement Project in Paraguay established a medical command center that significantly improved the country's epidemic monitoring capabilities with widespread recognition.

Example 1

Health Information Management Efficiency Enhancement Project in Somaliland



The World Health Organization (WHO) has been focusing on the potential of digital health in the medical field since the early 21st century. In 2005, the WHO adopted its first resolution urging countries to develop eHealth infrastructure and integrate digital tools into healthcare services. Building on this, in 2018, the WHO introduced the Global Strategy on Digital Health, emphasizing the importance of digital health in addressing global health challenges and outlining specific action plans. To further support countries in their digital health transformation, the WHO launched the Global Initiative on Digital Health (GIDH) in 2024. This initiative aims to strengthen international collaboration, facilitate knowledge sharing, and provide technical support to ensure digital health technologies benefit more people worldwide.

Big Data Precision Analytics: Proactive Healthcare Policy Deployment

Since 2022, the TaiwanICDF has collaborated with Kaohsiung Medical University Chung-Ho Memorial Hospital and Somaliland's Ministry of Health Development to implement the Health Information Management Efficiency Enhancement Project. This initiative resulted in the customized Somaliland Health Information System (SHIS), which has been introduced in four regional-level (or above) hospitals in Somaliland. The system has recorded over 130,000 patient files and 190,000 electronic consultation records, with updated data uploaded daily to the ministry's central server. In response to requests from the ministry, statistical and analytical reports have been provided on dengue fever, malaria, cholera, and hepatitis outbreaks. The SHIS has become a critical resource for public health and healthcare policy decision-making in Somaliland.

Building on Somaliland's needs, the project team has continued to expand system functionalities beyond the initial emergency room

and outpatient clinic modules. The updated system now integrates data collection for chronic diseases, psychiatric care, and laboratory databases. Additionally, the project team has partnered with the Wharton Healthcare Analytics Lab (WHAL) at the University of Pennsylvania to develop AI-powered clinical diagnostic assistance, creating an innovative integration of healthcare, information technology and AI. With respect to the SHIS developed by the project, AI, large language models (LLMs), big data analytics, and health IT have been introduced to establish an AI-driven clinical decision support model for chronic diseases. By leveraging historical patient data from the SHIS and a chronic disease knowledge database, through real-time computation, the system provides physicians with diagnostic recommendations and suggested personalized treatment plans, ensuring accuracy and reliability in clinical decision-making.



The project team continues to make systematic adjustments and teaching adaptations based on Somaliland needs.

Example 2

Project for Strengthening Metabolic Chronic Disease Prevention and Control Systems in Belize



TaiwanICDF team collaborated with Far Eastern Memorial Hospital to introduce VeriSee DR at the Belize Council for the Visually Impaired.

screening in rural areas of Belize. This approach significantly aids in identifying potential DR patients by providing a portable, efficient, and accurate solution for early detection.

According to a World Bank 2019 report, approximately 65% of deaths in Belize were caused by non-communicable diseases (NCDs), referred to here as chronic diseases. Ischemic heart disease, diabetes, stroke, and chronic kidney disease ranked first, second, third, and fifth among the top ten causes of death in Belize. This highlights that chronic diseases are one of the major public health challenges facing the country.

Therefore, since 2023, the TaiwanICDF has been working with the Belize Ministry of Health and Wellness and Taiwan's Far Eastern Memorial Hospital to jointly implement the Project for Strengthening Metabolic Chronic Disease Prevention and Control Systems in Belize. The three parties seek to enhance the country's chronic disease prevention and management system.

In Belize, common metabolic chronic diseases include obesity, hypertension, diabetes, and hyperlipidemia. Among these, diabetes and its complications in

particular have placed a significant burden on the country's healthcare system. When blood sugar levels in diabetic patients remain consistently high or unstable over time, the endothelial cells of the small blood vessels in the retina are damaged, gradually leading to retinal vascular disease and ultimately resulting in diabetic retinopathy (DR).

However, Belize's public healthcare system faces a critical shortage of ophthalmologists, with only one ophthalmologist available at the Belize Council for the Visually Impaired (BCVI). Given that training new ophthalmologists is not feasible in the short term, the project will introduce Taiwan-developed VeriSee DR, an AI-assisted diagnostic tool for DR analysis. This software uses AI and deep learning algorithms to support ophthalmologists in diagnosis, reducing misdiagnosis rates and improving screening efficiency.

Currently, the project utilizes VeriSee DR in combination with handheld fundus cameras for DR

Example 3

Gojo & Company Inc. Investment Project



In collaboration with development partners and private sector entities from Japan and Taiwan, the TaiwanICDF invested in Gojo & Company this year to jointly advance inclusive finance. Founded in Japan in 2014, Gojo is committed to promoting financial inclusion through private sector capital. It aims to provide high-quality, affordable financial services to 100 million clients worldwide by 2030, in pursuit of its goal of becoming the “private-sector World Bank.” Gojo operates through nine microfinance institutions across countries such as India, Tajikistan, Sri Lanka, Cambodia, and Myanmar, and primarily serves women from rural, low-income households earning between US\$1.90 and US\$5.35 per day. Currently, Gojo has over 2 million low-income clients globally, with women accounting for more than 95%, and rural residents comprising 85%, of its clientele.

Scaling and Digitizing for Localized Operations

Globally, the inclusive finance industry is highly competitive, with various types of institutions each having unique strengths and limitations. For instance, local cooperatives or NGOs established through development aid programs often lack resources to reinvest in enhancing their technological capabilities. Commercialized microfinance institutions may become local giants operating on benefits from economies of scale but face challenges in technological innovation and expanding into overseas markets. Emerging fintech companies which rely on smartphones offer better user experience ratings but may suffer from the weaknesses of high default

rates and low switching cost. In comparison to other institutions, Gojo operates as a holding company group, combining scalability and digital advantages to implement localized operations, distinguishing itself from competitors. Gojo aggregates talent from around the world with individuals specialized in investment banking, finance, inclusive finance, and fintech. It invests in high-quality local microfinance institutions, expanding its global presence to achieve economies of scale, increase client numbers, and enhance asset management scale, maximizing cost efficiency. Additionally, Gojo emphasizes integrated management capability and value enhancement within the group by implementing strict systematic and institutionalized internal controls and mechanisms to ensure good governance practices. It continuously optimizes digital applications to improve operational efficiency and achieve positive financial returns. By integrating digital fintech tools with traditional microfinance procedures and adapting to the customer need and local context, Gojo effectively reduces default risks while increasing profitability.

Measuring Social Impact to Achieve Inclusive Financial Goals

Gojo emphasizes social impact by ensuring the achievement of inclusive financial service goals while strengthening investor and capital market confidence to create a positive cycle. Prior to investing, Gojo rigorously conducts due diligence to assess social impact. Following investment, it requires companies to undergo social performance audits and adhere to

client protection principles, as well as obtain relevant certifications. These measures are detailed annually in its impact reports. Gojo's commitment to operational strategies, good governance, and social impact has earned recognition from impact investors worldwide. Japanese and international institutional investors, venture capital firms, Japan's official investment funds, and development aid agencies have invested in and partnered with the company. In 2024, the TaiwanICDF joined the ranks of the above-mentioned like-minded public- and private-sector partners, and became one of the investors of Gojo & Company, Inc. Through the collaboration, we work to promote inclusive finance and women's empowerment in developing countries. This collaboration underscores Taiwan's tangible contributions to the international community by addressing key United Nations Sustainable Development Goals (SDGs), such as SDG 1.2 (poverty reduction), SDG 5.a (women's economic empowerment), SDG 8.3 (support for MSME development and financing), and SDG 10.2 (economic inclusion and empowerment).

Example 4

Women’s Livelihood Bond Project



The Women's Livelihood Bond (WLB), designed, issued, and managed by the Impact Investment Exchange (IIX) in Singapore, is a financing mechanism that employs a blended public-private funding model. Through capital markets, it gathers private sector investors interested in women's economic empowerment, supported by credit enhancement tools such as guarantees and subordinated loans provided by official development assistance agencies or international philanthropic organizations. These measures catalyze market investors to purchase the bonds, with funds allocated to financially stable microfinance institutions and socially responsible impact enterprises focused on women's empowerment. The WLB promotes such empowerment and social inclusivity by addressing diverse areas such as economic development, healthcare, sustainable agriculture, and climate change adaptation.

Promoting International and Taiwanese Private Sector Investments to Expand Global Benefits for Women

In 2020, the TaiwanICDF and the U.S. International Development Finance Corporation (DFC) jointly participated in the issuing of the third Women's Livelihood Bond (WLB3), listed by the Sustainable Bond Board of the Singapore Exchange (SGX). This four-year bond, which matured in December 2024, utilized credit enhancement measures such as subordinated loans and guarantees provided by the TaiwanICDF and the DFC to catalyze private sector investments from Taiwanese and international entities. To date, the WLB3 has assisted over 290,000 underserved

women across South and Southeast Asia to strengthen their financial resilience and transition to sustainable livelihoods. In February 2024, Taiwan and the U.S. signed a memorandum of understanding on joint international development cooperation, establishing a foundational framework for collaboration between the TaiwanICDF and the DFC. Both parties acknowledged the social impact of the WLB, and expressed interest in further cooperation on women's empowerment. Beyond expanding beneficiary countries, future initiatives will adopt the Orange Bond Principles jointly launched by the Impact Investment Exchange (IIX), the DFC, ANZ Bank, and other public and private sector partners. These principles enhance transparency in investment standards and strengthen the global gender-focused impact investment ecosystem. By clarifying fund usage, beneficiary countries, and social impacts, they aim to attract large-scale private sector

investments prioritizing women's empowerment and social inclusion, ultimately improving livelihoods for disadvantaged women in more regions.



Through the initiatives, over 29,000 disadvantaged women in Southeast and South Asia were assisted to enhance their financial resilience and transition to sustainable livelihoods.

Example 5

Workshop on Preventing Cybercrime



The training program included a visit to the Forensic Science Center of the C.I.B., Ministry of the Interior, to enhance participants' skills in crime prevention and investigation.

Technological advancements have led to more diversified and internationalized crime patterns, posing significant challenges to global societal and economic security. To address increasing criminal activity in areas including cross-border fraud, virtual currency money laundering, and personal information theft, the TaiwanICDF has launched the Workshop on Preventing Cybercrime program. This initiative showcases Taiwan's achievements in combating cybercrime, guiding partner countries to address contemporary security threats together. It embodies Taiwan's role as a global leader, exemplifying the slogan "Taiwan can lead."

Cross-Sector Collaboration to Prevent Financial Fraud and Crime

The TaiwanICDF, in collaboration with the National Police Agency, has designed and implemented the Workshop on Preventing Cybercrime, which in 2024 was

attended by 25 frontline police and prosecutorial personnel from 20 countries. Using financial investment fraud as a case study, the workshop shared Taiwan's investigative methodologies and introduced advanced techniques in cybercrime prevention and digital forensics. Participants visited key institutions such as the National Police Agency, the Ministry of Digital Affairs, the Investigation Bureau, the National Communications Commission (NCC), and the office of the 165 anti-fraud hotline. These visits fostered connections between Taiwanese agencies and the organizations of workshop participants, laying the groundwork for bilateral reporting mechanisms and intelligence-sharing networks. Additionally, group simulation exercises enhanced participants' skills related to identification and investigation. The workshop showcased Taiwan's commitment to becoming a leading international partner in combating cybercrime and reinforcing its role in empowering global security efforts.

The prevention and investigation of cybercrime involve the responsibilities of public sector entities, as well as the technological innovation and support of private sector organizations. During the workshop, Taiwan Mobile Co., Ltd. and Cathay United Bank shared successful public-private collaboration cases, underscoring the importance of social responsibility and cross-sector cooperation. Taiwan Mobile introduced its anti-fraud mobile app, which uses open-source software that participants were encouraged to make use of in their home countries. This initiative highlights Taiwan's technological expertise and its contributions to collaborative efforts in combating emerging cybercrime.

In the future, the TaiwanICDF aims to leverage the platform provided by the Workshop on Preventing Cybercrime to establish cross-border collaboration mechanisms, assisting partner countries in strengthening data integration and related crime-prevention systems to comprehensively enhance cybercrime investigation capabilities. Through the exchange of experiences and practical applications with partner countries, Taiwan seeks to showcase its expertise and global influence in combating technology-related crimes.

Focus 3

Regional Cooperation to Strengthen Alliance Diplomacy

Practicing Values-Based Diplomacy to Embody the Spirit of "Taiwan Can Lead"

Taiwan actively promotes values-based diplomacy by strengthening cooperation with like-minded international partners and advancing regional initiatives. By leveraging comparative advantages, Taiwan creates synergies that demonstrate its leadership on the global stage, embodying the spirit of the slogan "Taiwan can lead."

In the realm of sustainable agricultural development, Taiwan actively participates in and leads numerous impactful regional cooperation initiatives. One such example is the Capacity Building for Sustainable and Low-carbon Rice Innovations in Southeast Asia project, jointly implemented with the International Rice Research Institute (IRRI). This project aims to assist Southeast Asian countries in addressing food production challenges posed by climate change. By promoting carbon-reduction techniques and knowledge transfer through farmer training and technology sharing, the initiative enhances regional food security. It also shares Taiwan's comparative strengths in agricultural technology with partner countries worldwide, embodying the core principles of values-based diplomacy.

Meanwhile, in Central America, Taiwan's Regional Project for the Prevention and Control of Fusarium TR4 of Banana exemplifies the value of innovative cooperation models. To tackle the threat of Fusarium Tropical Race 4 (TR4) disease to the banana industry, the TaiwanICDF collaborates with the International Regional Organization for Plant and Animal Health (OIRSA), plant quarantine agencies in Guatemala and Belize, the Taiwan Space Agency (TASA),

and Taiwanese universities. Using satellite monitoring and disease-resistant banana varieties from Taiwan, the team monitors plant health and predicts disease outbreaks. These efforts establish a regional defense system against Fusarium TR4.

In addition, in April 2024, the TaiwanICDF hosted the Challenges and Responses to Agricultural Development in the Caribbean Forum in Saint Vincent and the Grenadines, focusing on food security and climate resilience. The event brought together Caribbean allies, international organizations, and like-minded nations, combining forum discussions with project site visits. The forum showcased Taiwan's tangible contributions to agricultural development in the Caribbean, while establishing a vital platform for interactions with international organizations, further strengthening regional partnerships.

Through these cooperative regional projects, Taiwan has successfully leveraged its comparative advantages to exert positive influence while bolstering collaborative networks with international partners. These efforts deepen regional integration and highlight Taiwan's leadership role in global sustainable development.

Enhancing Women's Economic Empowerment and Strengthening Regional Cooperation

With growing international emphasis on gender equality and inclusive growth, women's economic empowerment has become a key driver of social progress. Women's participation in economic and decision-making spheres not only fosters a fairer societal environment but also promotes the integration of diverse perspectives, sparking innovation and sustainable

development. In recent years, the TaiwanICDF has actively advanced women's empowerment initiatives, focusing on women's multifaceted roles in the economy, society, and family. Through diverse programs and partnerships, the TaiwanICDF has utilized vocational training, entrepreneurship skills workshops, financial services, and credit guarantee schemes to help women achieve self-development, enhance economic independence, and amplify their social impact.

Also, as multilateral cooperation has become an increasingly important means for promoting regional development and countries and organizations have used sharing of resources and experiences to enhance the overall effectiveness of regional cooperation, the TaiwanICDF, aiming to proactively expand alliance diplomacy, promote women's empowerment, and broaden the impact of development assistance, has established a new collaboration with the CARICOM Development Fund (CDF). Leveraging the CDF's network across 12 Caribbean member states and its capacity for the implementation of local projects, the partnership focuses on supporting women-owned small and medium-sized enterprises (SMEs) in making renewable energy and energy efficiency investments. This initiative helps women entrepreneurs in transitioning toward green business models.

Looking ahead, the TaiwanICDF will continue to consolidate and expand opportunities for cooperation with regional organizations. By integrating diverse resources, leveraging local expertise, and drawing on regional experiences, we aim to create synergies where the whole is greater than the sum of its parts. Together, we will achieve an inclusive and sustainable society.

Example 1

The Capacity Building for Sustainable and Low-carbon Rice Innovations in Southeast Asia, CABIN



Rice is a staple food in Southeast Asia, playing a crucial role in food security. However, its cultivation is vulnerable to climate change and faces challenges such as low productivity. Additionally, rice cultivation contributes significantly to greenhouse gas emissions, exacerbating climate change and global warming. Data show that rice has the highest greenhouse gas emissions per unit of grain produced, with approximately 3,757kg CO2 equivalent per hectare per season, which is 5.7 times that of wheat (662kg) and 2.7 times that of corn (1,399kg). Furthermore, the common practice of burning rice straw after harvests in Southeast Asia intensifies greenhouse gas emissions.

Low-Carbon Rice Cultivation: Shaping a Vision for Environmental Sustainability

In Asia, approximately 450 million metric tons of rice and an equivalent amount of rice straw are produced annually. Due to a lack of sustainable farming knowledge and suitable technologies, rice farmers primarily dispose of rice straw through on-site burning, leading to biodiversity loss, soil nutrient depletion, and air pollution that poses health risks to humans. In Southeast Asia, managing waste rice straw in fields is a significant challenge. To address this, the TaiwanICDF collaborates with the International Rice Research Institute (IRRI) on the Capacity Building for Sustainable and Low-carbon Rice Innovations in Southeast Asia (CABIN) project. By integrating IRRI's low-carbon rice cultivation measures with Taiwan's post-harvest rice straw management practices, the project aims to provide technical training

to agricultural stakeholders in Vietnam, Indonesia, the Philippines, Cambodia, and Laos from April 2024 to March 2028. Activities include establishing low-carbon rice demonstration fields as well as developing promotional manuals and databases in local languages. It is hoped that through capacity building activities, the project can improve carbon-reduction skills and knowledge throughout the rice production value chain, ultimately applying these practices to farmers' work in the field.

In October 2024, the CABIN project launched in Vietnam with an opening ceremony and a workshop and field demonstration attended by 50 participants from five countries. These participants will spearhead low-carbon rice cultivation efforts in their home nations, aiming to reduce carbon emissions by trained farmers by 10% in rice production cycles by the project's conclusion in 2028. This initiative aligns with UN Sustainable Development Goals (SDGs),

particularly SDG 12 (Responsible Consumption and Production) and SDG 13 (Climate Action).



This project established low-carbon rice demonstration fields through technical training to promote low-carbon rice cultivation.

Example 2

Regional Project for the Prevention and Control of Fusarium TR4 of Banana in Central America



This project continuously conducts drills to support regional prevention efforts and establish a robust defense against diseases.

Bananas are a crucial export crop in Central America, providing substantial employment opportunities in the region. Guatemala, with a cultivation area of 74,000 hectares, produces 4.27 million metric tons of bananas, annually achieving an export value of US\$1.06 billion. This accounts for 10% of global banana exports, making it the third-largest exporter worldwide. Belize's banana industry, with an export value of approximately US\$40 million, primarily targets European markets such as the UK, Spain, and Ireland, accounting for 20% of the value of its agricultural output and serving as a stable source of foreign exchange.

The widespread cultivation of a single crop, such as bananas, exposes the industry to significant disease risks. In the 1950s, a major outbreak of the Fusarium wilt of banana (also known as Panama disease) in Latin America prompted farmers to switch to the disease-resistant Cavendish banana. However, in the 1960s, a new strain of Panama disease emerged. Known as Tropical Race 4 (TR4), this new strain infected

Cavendish bananas. Since then, the disease has spread rapidly across multiple continents and invaded South America between 2019 and 2023, posing a severe threat to the global banana industry. Central America, a major banana-producing region, remains highly vigilant in response to this challenge.

Taiwan, the first country to scientifically document TR4 infections in bananas, has accumulated extensive expertise in developing disease-resistant varieties, cultivating healthy seedlings, and implementing pathogen detection. Leveraging these advantages, the TaiwanICDF collaborates with the International Regional Organization for Agricultural Health (OIRSA) and plant quarantine agencies in Guatemala and Belize to establish regional defenses against TR4. The project integrates satellite remote sensing technology from the Taiwan Space Agency (TASA), using vegetation and hydrological indices to monitor banana plantations for early disease detection and rapid response.

Strengthening Epidemic Prevention Systems and Establishing Regional Cooperation Platforms

Since its launch in November 2022, the project has assisted plant quarantine laboratories in Guatemala and Belize in establishing detection and diagnostic technologies for TR4 and other banana diseases. Collaborating with National Taiwan University and National Pingtung University of Science and Technology, the project has developed rapid diagnostic test strips and field detection dog training protocols, lowering detection barriers and providing farmers with fast and cost-effective solutions. Satellite monitoring systems have been deployed at 15 sites in Guatemala and six in Belize, covering over 5,000 hectares of banana plantations, to serve as early-warning sentinels. Additionally, Taiwan's TR4-resistant banana variety, Formosana, has been planted on a trial basis in both countries for evaluation, while partnerships with local agricultural educational institutions aim to establish healthy seedling production systems.

Actively promoting knowledge dissemination and technological exchange, the initiative organizes farmer training sessions, disease prevention simulation exercises, and international and regional forums to strengthen regional cooperation in phytosanitary measures. International forums feature expert speakers from Taiwan and abroad, and attract participation from countries such as Honduras, Nicaragua, El Salvador, the Dominican Republic, Costa Rica, and Paraguay. This collaborative effort has resulted in the establishment of a regional platform for banana industry development, collectively addressing the spread of Fusarium TR4 disease.

Example 3

CRAF Women SMEs Program (the Caribbean)



To support its implementation of the Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post COVID-19 Era project, the TaiwanICDF has established a multilateral partnership in the Caribbean, one of whose members is the CARICOM Development Fund (CDF). This collaboration has led to the development of the Credit Risk Abatement Facility (CRAF) Women SMEs Program, which focuses on empowering women economically and supporting small and medium-sized enterprises (SMEs) in reducing carbon emissions. The program aims to accelerate the green transition of women-led SMEs in the region.

Advancing Green Finance Mechanisms to Foster a Green Energy Economy

The TaiwanICDF has collaborated with the CARICOM Development Fund (CDF), leveraging the fund's extensive network across CDF's 12 Caribbean member states and regional energy-focused organizations and its expertise in local project execution to jointly fund a CRAF women SMEs program. The CDF has designed a comprehensive green finance mechanism, including green loans, credit guarantees, and technical assistances for renewable

energy and energy efficiency projects. Through the program, the TaiwanICDF cooperates with the CDF on joint contributions to the Credit Risk Abatement Facility (CRAF) to encourage local financial institutions to provide green loans to women-led or women-owned SMEs, addressing the issue of insufficient collateral that they commonly face. This mechanism helps women-led or owned SMEs pursue renewable energy or energy efficiency investments, accelerating their transition to sustainable business models.

In addition to promoting women's empowerment, the project specifically targets SMEs that are interested in energy-saving and carbon-reduction measures that can reduce operational costs. These women entrepreneurs can submit funding requests through the project's website or by participating in the green energy forums organized by the CDF and in the same way submit their ideas and plans related to green energy to the CDF. Aside from inviting SMEs, these forums host policy officials from local governments and partner financial institutions, ensuring that SMEs understand the benefits of participating in the project. To ensure the feasibility and bankability of green investment plans, the project provides SMEs with professional

green technology consulting services. Energy technology experts conduct on-site visits and energy audits to help SMEs develop tailored green project proposals. Since the agreement was signed in November 2023, 45 SMEs have benefited from the program, with 24 being women-led. Thirteen of these enterprises have completed energy audits and prepared project proposals for renewable energy or energy efficiency, which are being reviewed by partner financial institutions for further green loans consideration.

Empowering Women Entrepreneurs to Drive Low-Carbon Transitions

The project introduces an innovative green finance model to the Caribbean region, integrating green loans, credit guarantees, and energy technology consulting to help SMEs enhance energy management, reduce carbon emissions, and lower operational costs. It specifically prioritizes women entrepreneurs as key beneficiaries, creating a collaborative framework that aligns gender equality with green economic development. Through this mechanism, women-led or owned businesses receive substantial support to invest in renewable energy and improve energy efficiency, fostering their growth while positioning them as pivotal drivers of regional green economic transformation. Looking ahead, the TaiwanICDF remains committed to co-creating an inclusive and sustainable future by partnering with international stakeholders to empower women entrepreneurs, enabling them to become indispensable forces in the wave of green transitions.



This project utilizes green finance mechanisms to accelerate the transition of women-led SMEs toward sustainable practices. (TaiwanICDF Secretary General Huang, right)

Example 4

Strengthening Practical Collaboration with USAID to Expand Development Efforts in the Pacific Region



The TaiwanICDF and the United States Agency for International Development (USAID) initiated their partnership during the inaugural Taiwan-U.S. Pacific Islands Dialogue in October 2019.

In February 2021, the TaiwanICDF and USAID established a regular dialogue mechanism based on shared values in international aid. This collaboration has facilitated practical cooperation in areas such as climate change, coastal fisheries, and digital healthcare. The outcomes of these joint efforts are highlighted at international platforms such as the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC COP) and the Our Ocean Conference (OOC).

Addressing Climate Change Through Partnerships with International Aid Allies

In the area of climate change, Taiwan and the United States have signed a memorandum of understanding of cooperation under USAID's Pacific American Fund (PAF), reflecting a shared commitment to expanding development efforts in the Pacific region. Under this collaboration, the TaiwanICDF and USAID jointly support climate adaptation programs in Pacific Island countries. Following a thorough review process, six proposals were selected, with contracts for five of them finalized in 2024. Taiwan and the U.S. will continue to plan joint promotional efforts to amplify the impact of this fund.

This project establishes a practical model for collaboration between the TaiwanICDF and like-minded official development assistance (ODA) agencies.



The TaiwanICDF mission attended the grant review meeting of the U.S. Pacific Fund in Fiji, with a group photo with Ms. Zema Semunegus, USAID Pacific Islands Mission Director.

By participating in the proposal review process, the TaiwanICDF has gained deeper insights into the priorities and methodologies of project selection. Additionally, the co-funding partnership with USAID fosters mutual understanding and strengthens organizational cooperation, paving the way for deeper collaboration.

Example 5

Global Environment Education Partnership (GEEP)



In the face of global climate challenges, environmental education has become a vital pillar for promoting sustainable development.

In 2024, the TaiwanICDF participated for the first time in the annual meeting of the Global Environmental Education Partnership (GEEP), organized in coordination with the annual conference of the North American Association for Environmental Education (NAAEE). Its participation allowed the TaiwanICDF to showcase its extensive experience in environmental protection and education. The event focused on leveraging environmental education to strengthen international cooperation and advance policy implementation and action. By taking part, the TaiwanICDF deepened Taiwan's international engagement and enhanced its visibility on the global stage.

Fostering Collaboration and Advancing Integrated Diplomacy

At the opening ceremony, TaiwanICDF Deputy Secretary General Peifen Hsieh delivered a keynote speech highlighting the TaiwanICDF's efforts and achievements in waste management and climate resilience initiatives. She specifically shared experiences of collaboration with USAID. Hsieh further emphasized the spirit of Taiwan's international development efforts through capacity building and policy sharing, embodied in the slogan "Taiwan can help, Taiwan can lead." She called on nations to join hands in forging global partnerships for climate action.

Since 2016, the NAAEE has been dedicated to cultivating young leaders through initiatives like the



The TaiwanICDF participates in the GEEP Conference for the first time, receiving praise for its waste management and climate resilience efforts.

EE 30 Under 30, which recognizes outstanding contributions by young leaders to climate action, biodiversity conservation, and community education on the environment. Additionally, the CEE-Change Fellowship program emphasizes civic engagement and intergenerational collaboration. The TaiwanICDF can draw inspiration from these programs to promote similar values in future initiatives, aligning with foreign minister Lin Chia-lung's advocacy of "integrated diplomacy" and the expansion of youth participation in international affairs.

The TaiwanICDF received high praise from the GEEP Advisory Group during this event, particularly for its achievements in waste management and climate resilience initiatives. These efforts have laid a solid foundation for Taiwan's future participation in the field of international environmental education. The conference also facilitated discussions on hosting a physical GEEP meeting in Taiwan,

demonstrating the international community's recognition of, and expectations for, Taiwan's contributions on environmental issues.



Taiwan Can Empower

Taiwan helps the international community solve problems, and also enhances partner countries' capacity for self-sustained development through technical cooperation, talent cultivation, and sharing democratic governance experiences. These efforts promote sustainable development and social progress globally.

The TaiwanICDF actively promotes enhanced governance capabilities, gender equality, and small and medium-sized enterprise (SME) development in allied countries in the Caribbean by leveraging Taiwan's unique resources and collaborating with local governments to implement empowerment programs. In line with international aid trends, the TaiwanICDF adheres to a "local-first" approach, demonstrating deep understanding of partner countries' environments, assessing stakeholder perspectives, and responding to local needs. This strategy strengthens

partnerships and enhances the self-sufficiency of allied nations.

Through education and training programs spanning agriculture, public health, and ICT, the TaiwanICDF cultivates high-level talent in partner countries. Meanwhile, initiatives like the Taiwan Youth Overseas Service program and the Youth Overseas Technical Assistance Internship program encourage young people from Taiwan to engage in technical cooperation, fostering international perspectives and professional skills. The TaiwanICDF also supports Taiwanese enterprises and youth in expanding their presence in global markets through a public-private-people partnership (4P) strategy. This approach enhances overseas development capabilities of these actors, reduces risks, and empowers businesses and youth to seize global opportunities. Together, they become key forces driving sustainable development.

Focus 1

Strengthening Capacity Building in Partner Countries

Sharing Expertise to Implement Empowerment Programs

The Caribbean boasts rich natural resources and diverse cultures but faces challenges such as economic vulnerability, frequent natural disasters, and social inequality. To promote sustainable development, the TaiwanICDF actively engages in capacity building by supporting efforts to enhance local governance, fostering gender equality, and supporting SME development in the region. As a key partner to Caribbean nations, Taiwan leverages its strengths and development experience, mobilizing resources to collaboratively implement empowerment programs that address local needs.

In the realm of governance, the TaiwanICDF has assisted Belize in strengthening its disaster prevention and response systems, enhancing its capacity to address natural disasters like hurricanes. Regarding security, the TaiwanICDF has helped Saint Vincent and the Grenadines apply smart surveillance technology, significantly improving crime prevention and community safety. In Saint Kitts and Nevis, a resource recycling program has been implemented to increase resource reuse, reduce waste generation, and achieve environmental friendliness. Additionally, a digital ID system has been established there to enhance identity management efficiency. In

Saint Lucia, Taiwan's ICT expertise has been leveraged to improve digital literacy nationwide and drive digital transformation in both government and private sectors. By harnessing Taiwan's diverse smart city technologies, the TaiwanICDF is supporting the modernization and resilience of governance in the Caribbean.

Empowering women in the Caribbean is another major area of focus for the TaiwanICDF, which prioritizes women's empowerment by addressing the lack of educational and economic opportunities for women in the region. Through education and vocational skills training, it enhances local women's

employment competitiveness. Additionally, it provides angel funds, microloans, business training, and mentorship to support women entrepreneurs, helping them achieve economic independence. These efforts promote gender equality while enabling women to become key drivers of economic and social development.

Meanwhile, SMEs are the backbone of the Caribbean economy. The TaiwanICDF integrates policy planning, industry guidance systems, and customized enterprise support to help local micro, small, and medium-sized enterprises improve product quality and competitiveness. It also assists in establishing e-commerce platforms to facilitate SMEs' access to international markets, creating more income and employment opportunities.

Through smart technologies, educational resources, and financial support, the TaiwanICDF's various collaborative projects in the Caribbean have effectively improved local governance, promoted gender equality, and advanced economic development. These initiatives highlight Taiwan's role as a key partner in the region, laying a critical foundation for sustainable prosperity and serving as a global model for successful empowerment through international cooperation.

Deepening Local Engagement and Actively Addressing Local Needs

In recent years, the international community has critically reflected on traditional development aid models, which often focus excessively on one-way resource transfers while neglecting the unique characteristics and autonomy of partner countries. There has been a shift to a growing emphasis on partnership-oriented

approaches and local participation in development aid. The United Nations' Global Humanitarian Overview 2024 highlights "localization" as a key factor for successful humanitarian action, because only local and national actors truly understand their communities' challenges and how they can find potential solutions and mobilize local networks to ensure that assistance reaches those most in need.

To align with the international trend, the TaiwanICDF adheres to a "local first" aid philosophy. This involves deep understanding of the environments and realities of partner countries, thorough assessment of the perspectives of stakeholders – including local governments, NGOs, and affected populations – and active response to local needs. As an example of this approach, the TaiwanICDF implemented the PSS Service Enhancement Project for Ukraine Refugee Children in Suceava, Galați, and Constanța, Romania from 2022 to 2024, focusing on capacity building for local NGOs and civil society organizations.



Trained personnel (front left) from the TaiwanICDF's project provide psycho-social support services to refugee children at a refugee center.

By strengthening local capacities in partner countries, the project enabled them to sustainably achieve development goals. In addition, breaking from the conventional approach of collaborating with international NGOs for humanitarian aid, the TaiwanICDF has directly partnered with a local Turkish NGO, the Association for Social Development and Aid Mobilization (ASAM), to implement the Improving Access to WASH and Health Services for Earthquake-affected Households in Hatay, Türkiye project. This initiative emphasizes localized collaboration on projects to jointly address Türkiye's pressing challenges.

Drawing on Taiwan's Development Experience to Foster Cross-Border Talent Development through Collaboration

Higher education is the foundation of national development. More than 70 years after World War II, many developing countries still face challenges such as inadequate

infrastructure and a lack of human capital. Taiwan experienced similar difficulties in the past but successfully transformed itself from an aid recipient into a contributor to global development by cultivating talent and enhancing domestic human resources. Drawing on Taiwan's development experience, only by enhancing human capital and enabling partner countries to formulate development policies tailored to their national needs can people-centered societies be built and gradual progress be fostered. Taiwan's higher education resources are diverse and robust, offering a top-tier academic environment across fields such as agriculture, public health, education, ICT, environmental studies, and SME development. These resources are utilized to cultivate high-level talent required by allied nations to achieve their sustainable development goals. The TaiwanICDF has long implemented various education and training programs, aiming to share Taiwan's expertise and assist partner countries in achieving sustainable development. These efforts embody the spirit of the slogan "Taiwan can empower."

In 2024, the TaiwanICDF extended the scope of its development partnerships to include the private sector, creating more opportunities for cross-sector collaboration. By working closely with domestic and international partners, it has deepened resource sharing and driven impactful projects that contribute to talent cultivation. Additionally, the TaiwanICDF has expanded partnerships with universities and launched new academic programs, such as National Taipei University's International Program on Urban Governance, and National Yang Ming Chiao Tung University's Electrical Engineering and Computer Science International



TaiwanICDF Visits Food For The Poor (FFTP) and Exchanges with the President.

Graduate Program. These programs focus on building resilient cities and integrating digital AI applications into governance, leveraging Taiwan's unique assistance model to enhance partner countries' capacity building. To maximize the impact of Mandarin education initiatives, in 2024 the TaiwanICDF collaborated with the Taiwan Association for Teaching Chinese as a Second Language (TATCSL) to strengthen domestic awareness of its long-standing overseas Mandarin education programs.

In addition, the TaiwanICDF has signed multiple memorandums of understanding (MOUs) with domestic and international institutions to establish future collaboration frameworks. In agriculture, the TaiwanICDF has partnered with the Food and Fertilizer Technology Center (FFTC) to promote agricultural cooperation in the Asia-Pacific region through technical exchanges and networking. In healthcare, collaboration projects have been launched with institutions such as Chang Gung University of Science and Technology, Taichung Veterans

General Hospital, and the South African Medical Association (SAMA) to cultivate medical talent and advance smart healthcare development.

In 2024, the TaiwanICDF invited allied and friendly countries from Latin America and the Caribbean to attend the Smart Agriculture AI Workshop in Miami. In this way we promoted collaboration between the TaiwanICDF and the U.S. organization Food For The Poor (FFTP).

Example 1

PSS Service Enhancement Project for Ukraine Refugee Children in Suceava, Galați and Constanța, Romania



Since the outbreak of the Russo-Ukrainian war in 2022, millions of Ukrainian refugees have sought temporary refuge abroad, with Romania being one of the primary host countries. Statistics indicate that approximately 89% of Ukrainian refugees in Romania are women and children. Research suggests that the impact of war not only affect children’s learning abilities but also influence their future personality development. Therefore, providing psycho-social support (PSS) services to these refugees is essential.

Enhancing Professional Competencies to Support Vulnerable Populations

Recognizing that local aid organizations in Romania often lack expertise in mental health, the TaiwanICDF collaborated with Good Neighbors Taiwan (GNT) to co-fund the PSS Service Enhancement Project for Ukraine Refugee Children in Suceava, Galați, and Constanța. This project aimed to enhance the psycho-social support (PSS) capabilities of refugee service workers in these regions. By strengthening their professional skills, the project ensured that such workers could provide appropriate services to refugee children. It also helped develop their long-term and sustainable skills to enable them to support more vulnerable populations affected by conflict beyond the project’s scope.

The project concluded on March 31 2024, with 91 staff members from over 25 CSOs/ NGOs completing Level 2 PSS training, and 373 refugee service workers and individuals who closely interact with refugees completing Level 1 training. The project’s

outcomes exceeded expectations. Additionally, 24 Ukrainian refugee women who excelled in the training were employed as PSS workers, enabling them to achieve economic self-sufficiency. These women have continued to participate in other projects implemented by Good Neighbors since the project’s completion.

Given the time-sensitive nature of refugee issues, early intervention with psychological first aid and psycho-social support for Ukrainian refugee children has been crucial to reduce the risk of them developing post-traumatic stress disorders and to strengthen their psychological resilience. This project successfully enhanced the professional capabilities of refugee service workers, with over 75% of trainees reporting improved confidence and ability to provide PSS services. The initiative not only embodied the TaiwanICDF’s core mission of empowering partners, it has brought hope to more refugee children in need.



The TaiwanICDF holds PSS Training and Psychological Support courses for the Ukrainian refugees.

Example 2

The Application of Information and Communication Technology in Digital Capacity Building Project in Saint Lucia



In the wake of the COVID-19 pandemic, global digitalization has accelerated, with industries and government institutions increasingly requiring digital information technology talent. The Government of Saint Lucia views digital competencies as a core component of human capital development. However, it faces challenges due to outdated hardware infrastructure and insufficient experience in course planning, limiting the capacity of existing ICT centers to meet post-pandemic economic recovery and industrial transformation needs. According to a human resources resilience assessment, over 44% of job openings require digital skills, yet only 7% of job seekers possess such qualifications, highlighting a significant gap between workforce readiness and market demands. Furthermore, the country’s sole ICT center struggles with aging facilities and a limited number of instructors concentrated in the capital, making it difficult to support talent development in other regions. This disparity poses a critical challenge to Saint Lucia’s economic recovery efforts.

Passing on Taiwan’s Expertise to Enhance Digital Talent Development Capacity

In 2023, the TaiwanICDF and the Saint Lucia Ministry of Public Service, Home Affairs, Labor and Gender Affairs jointly launched the Application of Information and Communication Technology (ICT) in Digital Capacity Building Project. The project, which is in implementation until June 2027, focuses on three key areas: optimizing digital skills development center hardware infrastructure, building training course and instructional material design capabilities, and establishing quality management and



This project enhanced the quality of digital training in Saint Lucia through courses in information security, 3D printing, and AI applications.

effectiveness tracking mechanisms. Over five years, the project aims to comprehensively enhance the service capacity of digital skill development centers by setting up four regional centers with high-security network facilities. At the same time it will train 1,440 students annually for the public and private sectors, increase professional certification rates to 70%, and reduce urban-rural digital disparities. Leveraging Taiwan’s ICT expertise and educational promotion experience, the project is facilitating the upgrade of Saint Lucia’s digital talent development system and enhancing training quality.

Since its launch, the project has achieved significant milestones, including the near completion of digital development centers in Dennery and Soufriere, and the renovation and official opening of the Laborie center. Additionally, over 300 participants have attended activities such as digital literacy camps, fintech seminars, public servant digital transformation and cybersecurity training, as well as courses on 3D printing, blockchain, and AI applications. The project also successfully hosted a programming competition for high school students and an AI forum to deepen local talent development and digital applications.

With stable progress achieved thus far, the project will continue to strengthen its impact.

Bridging the Urban-Rural Digital Divide to Lay the Foundation for Economic Transformation

This project is expected to have a profound impact on Saint Lucia’s digital development and economic transformation. Upgraded facilities and enhanced digital skills development centers will help bridge the urban-rural digital divide and promote educational equity. By improving professional instructor training and curriculum design capabilities, we are establishing a sustainable and autonomous training system, ensuring skill development and knowledge transfer. Achieving professional IT certifications will boost labor market competitiveness, drive employment, and increase productivity, laying the foundation for economic transformation. A comprehensive digital infrastructure and talent cultivation system will not only support Saint Lucia’s digital transition but also position the country as a model for other Caribbean nations, advancing regional economic and digital development goals.

Example 3

Collaborating with Food For The Poor (FFTP) to Conduct the Smart Agriculture AI Workshop (Latin America Special Program)



In response to the growing challenges of extreme climate change and food insecurity, many countries have adopted policies to utilize smart agriculture technology to improve the efficiency of food production and achieve sustainable development. The TaiwanICDF in September 2024 collaborated with Food For The Poor (FFTP) to host a Smart Agriculture AI Workshop in Miami. Nineteen agricultural officials and technical experts from Latin America and the Caribbean participated in the event. Aligning with Taiwan's policy of values-based diplomacy and the smart agriculture flagship program under the Diplomatic Allies Prosperity Project, this initiative focused on the use of precision agriculture technologies, smart greenhouses, and drones to enhance agricultural productivity and resource management. The program contributed to the enhancement of Taiwan's international technical cooperation and economic ties.

Integrating Taiwan-US Smart Agriculture Technologies to Build a Cross-Border Academic-Industry Collaboration Platform

The workshop combined Taiwanese and American expertise in smart agriculture, using accessible approaches to demonstrate multiple applications of AI in agriculture and providing hands-on training in microcontroller coding and AI technology fundamentals. U.S. experts shared insights on precision irrigation, robotics, and digital twin technologies in agriculture. Participants visited the University of Florida's Tropical Research and Education Center to learn about drone and smart greenhouse applications in crop management. By integrating theory and practice, the workshop

enabled trainees to understand relevant technologies to apply in modernizing agriculture upon their return home, aligning with Taiwan's Diplomatic Allies Prosperity Project in the smart agriculture domain.

Following a five-day course, participants gained a deeper understanding of smart agriculture technologies. The drones and smart greenhouse technologies provided by Taiwanese companies sparked significant interest among attendees from Central and South America, who actively inquired about the commercial applications and import possibilities of these technologies. In September 2024, the Taiwan Trade Center in Brazil arranged multiple procurement discussions for smart agriculture equipment, effectively building a cross-border academia-industry collaboration bridge. This initiative has enhanced Taiwan's international influence in agricultural technology.

The workshop helped promote Taiwan's smart agriculture technologies globally and opened new avenues for economic

cooperation, further solidifying the tangible outcomes of Taiwan's policy of values-based diplomacy. Moving forward, the TaiwanICDF will strengthen its collaboration with U.S. and Japanese partners to expand into areas such as smart healthcare and disaster response, extending the scope of AI applications. The workshop's instructors from National Taiwan University and University of Florida are jointly planning a 2025 International Smart Agriculture Conference, which will reinforce academic and technical ties between the two institutions. Through deepening of cooperation on smart agriculture, Taiwan will continue to contribute substantively to global agricultural innovation, demonstrating its global influence under the Diplomatic Allies Prosperity Project framework and contributing to the long-term development of the role of smart agriculture in international cooperation.



Promoting Taiwan's smart agriculture globally through collaboration with the University of Florida.

Example 4

Women's Microenterprise Mentoring and Capacity Building Project in Eswatini



The TaiwanICDF technical team in Eswatini took a commemorative photo with beneficiary Nomfundo Mabuza and her daughter, whom she named "Taiwan" in gratitude for the support received.

According to official surveys in Eswatini, micro, small, and medium-sized enterprises (MSMEs) account for approximately 60% of the country's gross domestic product (GDP). Among MSMEs, over 70% are sole proprietorships involving one to three partners. Notably, women account for about 80% of these business owners, underscoring the crucial role women's enterprises play in the country's economic development. However, these businesses face operational challenges due to small production scales, inadequate funding, and limited management capabilities. Additionally, significant urban-rural economic disparities and long-term constraints on micro-entrepreneurial development further hinder rural women's access to financial services, exacerbating their difficulties.

Advancing Inclusive Economic Development through Women and Financial Institutions

The TaiwanICDF focuses on assisting women in Eswatini by working with potential financial service providers, strengthening their institutional capabilities and training financial professionals. It guides women to improve their economic productivity through financing assistance and provides training courses for women's organizations and individuals to enhance financial and market awareness, increasing household income and opportunities for financial and economic autonomy. In addition, we have helped establish the Kuyenteka Savings and Credit Cooperative in Eswatini and set up a women's entrepreneurship microfinance revolving fund, along with relevant guidelines. These initiatives aim to increase the rate of micro-enterprise financing approvals, reducing income disparities.

To date, our project has conducted 231 training sessions for women, benefiting 6,165 participants. Each training session

has culminated in a product sales exhibition with average sales reaching approximately 30,000 Emalangeni (US\$1,667), with the actual profit margin for assisted households exceeding 50%. Additionally, 351 women who had undergone training successfully applied for microloans, with a total outstanding loan balance of 2.62 million Emalangeni (approximately US\$150,000). The project has involved collaboration with local fintech developers to introduce and promote a locally developed payment management system (ePayNet). As of the end of 2023, the cumulative volume of transactions made through the system exceeded US\$1.4 million.

This project will continue to provide comprehensive guidance services to women-led microenterprises, encouraging local women to participate in the workforce and assume decision-making roles. This aligns with Eswatini's inclusive economic development strategy, which prioritizes women's empowerment. The project offers integrated services, including mentorship and microloans, specifically tailored for women-led MSMEs.

Focus

2

Training New Talent for Taiwan's Efforts toward International Cooperation

Cultivating New Talent to Advance Participation in International Development Affairs

As globalization advances, official development assistance (ODA) models have shifted from bilateral cooperation to more sustainable and diverse partnership models. In line with this trend, Taiwan's role in international cooperation continues to evolve. As Taiwan's dedicated ODA agency, the TaiwanICDF is committed to expanding technical assistance and sustainable development impact while embracing the concept that every ministry is a foreign ministry, and every person is a diplomat. We actively build platforms for youth participation in international development affairs, cultivating a new generation of international cooperation professionals. This approach ensures that international cooperation is not only a state endeavor but also a collective effort involving all citizens.

The TaiwanICDF has sought to facilitate international aid experience for Taiwan's youth and cultivate future talent for overseas technical missions

through promotion of the Taiwan Youth Overseas Service program and the Youth Overseas Technical Assistance Internship program. These initiatives enable motivated young people to participate in technical cooperation projects with allied nations by serving or interning with Taiwan's overseas technical teams. Under the guidance of our professional personnel abroad, participants learn and assist in promoting sustainable agriculture, healthcare, environmental resilience, and industrial guidance projects. This fosters the development of young individuals with international perspectives and professional capabilities.

Through our programs, we have provided thousands of youths with international aid experience. Notably, nearly 40% of Taiwan's current overseas technical personnel are former participants in the TaiwanICDF's Taiwanese Youth Overseas Service or internship programs. Many have also gone on to pass civil service exams for positions in government including the Ministry of Foreign Affairs, underscoring

the TaiwanICDF's crucial role in empowering the next generation of international cooperation leaders. These young people immerse themselves in the cultures of our allied and partner countries, understanding local development opportunities and leveraging their energy, passion, and creativity to support economic development and expansion of industry. They engage in public service activities, build local friendships, and promote Taiwan through technical assistance, services, and cultural exchanges. By participating in international development, these youths embody the concept that everyone is a diplomat. They leave a deep impression on citizens in partner nations and convey Taiwan's friendship, expertise and warmth to the world while demonstrating its capacity for effecting change in the international community.

Driving the Impact Frontier Lab: Mobilizing Private Sector Energy for International Cooperation

The adage "If you want to walk fast, walk alone; if you want to walk far, walk together," underscores the importance of assembling capable and willing partners. In response to global development needs, a total of 130 developing countries put toward a demand of US\$1.3 trillion as the UNFCCC COP 29. After thorough negotiations, despite the fact that the developed countries agreed to triple international climate finance to US\$300 billion annually by 2035, a significant funding gap remains. The United Nations continues to emphasize the importance of capacity building and technology transfer. To achieve sustainable development goals, the TaiwanICDF values partnerships with resourceful

enterprises and future leaders – youth – recognizing their crucial roles in driving progress.

Taiwan's private sector is renowned for its innovations, professional expertise, and reliable service models, serving as a potential leader in global markets. To assist Taiwanese enterprises and youth in seeing, understanding, contacting, and having access to overseas markets, the TaiwanICDF promotes a public-private-people partnership (4P) strategy. Through implementing the 4P strategy, it is expected to enhance the ability of enterprises and youth to develop abroad, reduce their investment and participation risks, and encourage their pursuit of global development opportunities. Together, they become key forces driving sustainable development.

Under this strategic framework, in 2024, the TaiwanICDF continued to promote the Impact Frontier Lab – Development, Innovation and Sustainability Competition (IF Lab). While the first round of the competition in 2021 focused on enlightening enterprises' understanding of the local markets in partner countries, the second round in 2024 further reinforced this point by incorporating field visits to target markets. Through the interaction with partner countries, participants were able to develop tailored proposals that genuinely address local needs and foster connections with local partners. This approach significantly enhanced the feasibility of project implementation and encouraged enterprises to invest in overseas markets, and they have promised to increase funding by up to eightfold. Through this initiative, the private sector's capacity for international assistance has been expanded.

To further deepen opportunities for young people to engage participate

in global conferences and events, the TaiwanICDF hosts campus lectures and collaborates with students to promote the ICD Youth Club. This initiative encourages youth to unleash their creativity and kindness, becoming practitioners who drive global sustainable development. Together, we plan to make greater contributions in allied countries in the coming year.

Building International Strategic Alliances to Revitalize Higher Education

Since 1998, the TaiwanICDF has collaborated with domestic universities to establish English-taught degree programs and founded the Taiwan International Cooperation Alliance (TICA), pioneering an internationalized education cooperation platform. Over the past 26 years, we have partnered with 23 universities in Taiwan, offering degree scholarships to encourage students from partner countries to study in Taiwan. Additionally, we have implemented vocational training programs to assist partner countries in cultivating professional seed teachers and technicians.

Through this program, we also infuse Taiwan's higher education with international vitality. Partner universities actively recruit students from abroad using TaiwanICDF scholarships, promoting campus internationalization and showcasing Taiwan's high-quality higher education to the world. This creates a welcoming campus environment and attracts more international students to study in Taiwan, fostering mutual benefits.

Through the TaiwanICDF's scholarships and vocational training programs, we have successfully facilitated in-depth interactions between international students and domestic industries. Embracing the

spirit of integrating learning with practical application, we actively promote exchanges between our partner universities and enterprises, encouraging scholarship recipients to participate in industry internships in Taiwan. By engaging in real-world scenarios, recipients develop problem-solving and cross-cultural collaboration skills, effectively enhancing their professional competencies. Taiwanese companies also leverage the TaiwanICDF platform to engage in international cooperation, cultivating innovative talent with global backgrounds to compete in the global market. Through the participation of scholarship recipients, Taiwanese enterprises can more accurately grasp overseas market demands and establish transnational cooperative partnerships.

Taiwan boasts top-tier educational resources, particularly in areas related to its recent Five Plus Two Innovative Industries Policy and its Program for Promoting Six Core Strategic Industries, such as digital governance, cybersecurity, and renewable energy. These initiatives have fostered deep professional knowledge and research capabilities. Scholarship recipients will leverage the skills they acquire in Taiwan to drive technological development and innovation in their home countries, further expanding the global influence of Taiwan's higher education and becoming critical bridges for future bilateral cooperation. The TaiwanICDF scholarship program exemplifies Taiwan's soft power in global competition, serving as a successful model of educational diplomacy.



Taiwan Technical Mission's horticulture interns engage in school-based promoting agricultural education in Palau.

Example 1

TaiwanICDF University Youth Overseas Technical Assistance Internship Program



The Taiwan Youth Overseas Service program has long been a vital source of talent for Taiwan's overseas missions, but changes in the conscription system may impact future personnel quotas for people doing overseas alternative national service, affecting opportunities for young students to gain overseas experience. This, in turn, poses challenges for cultivating future technical aid personnel. In response, the TaiwanICDF launched the Youth Overseas Technical Assistance Internship program in 2019, integrating with university-organized off-campus internships to provide opportunities for in-school youth to intern abroad. This program allows students to earn credits while encouraging participation in Taiwan's international aid and development work, fostering an understanding of the importance of international cooperation and its implementation. It also serves as a talent pipeline for future international aid professionals.

Expanding Overseas Internships to Broaden Aid Perspectives for Students

The TaiwanICDF collaborates with multiple domestic universities (including National Pingtung University of Science and Technology, National Chiayi University, National Chengchi University, National Yang Ming Chiao Tung University, Providence University, National Taiwan University [College of Bioresources and Agriculture], Wenzao Ursuline University of Languages, National Dong Hwa University, and National Taipei University), to annually recruit a cohort of college students for one-semester overseas internships. The internships, which last from August to January, cover a diverse range of fields, such as agriculture,

forestry, fisheries, animal husbandry, business management, marketing, nutrition, Spanish, and environmental studies. These interns are guided by professionals from the TaiwanICDF's technical missions abroad. To date, the program has dispatched six cohorts of interns, sending 65 recruits to 14 allied and friendly countries in Central and South America, the Caribbean, Africa, and the Asia-Pacific region. Notably, women have comprised 65% of the participants, breaking past limitations that restricted diplomatic and overseas alternative service to men. This initiative allows more Taiwanese youth to enhance their professional skills while expanding their international perspectives.

Past interns have highly praised the overseas internship program for enhancing their professional knowledge, technical skills, and cross-cultural communication abilities while significantly broadening their international perspectives. According to surveys, 97% of interns affirm that the program helped them understand the value and importance of Taiwan's international aid work, while boosting their confidence in contributing their specialized expertise. A remarkable

94% believe that the overseas internship experience assisted them in identifying future academic or career directions and goals and inspired their enthusiasm for international aid work. Many students have continued to engage in related fields upon returning home, becoming formal personnel in aid programs and participating in the Ministry of Foreign Affairs' and Ministry of Agriculture's youth ambassador programs, fully realizing the objectives of the internships.

In the future, we will continue to recruit young university and college students through the Youth Overseas Technical Assistance Internship program to participate in overseas internships. These interns will personally engage in international sustainable development work, exemplifying the concept that everyone is a diplomat while transforming ideals into practical action. They can assist allied countries with their professional skills while also contributing innovative thinking to global sustainable development, serving as indispensable bridges between Taiwan and the international community.



This project integrates with universities by offering students internship courses, and opportunities abroad. It constructs a future talent pool for international aid, aligning with our mission to enhance global cooperation and development.

Example 2

Taiwan Youth Overseas Service Program in Foreign Affairs



This project provides youth with opportunities to contribute their professional skills to the international community, supporting the sustainable development of partner countries while cultivating talented individuals with global perspectives and practical expertise.

The Ministry of Foreign Affairs has entrusted the TaiwanICDF to execute the Taiwan Youth Overseas Service program, which primarily involves the training and management of conscripts doing alternative national service. The core responsibilities of these individuals include assisting overseas technical missions and project teams with general administrative tasks. Additionally, conscripts typically possess specialized skills, enabling them to actively engage in projects in fields such as improvement of agriculture, fisheries, and animal husbandry technology as well as economic and trade development, enterprise guidance, healthcare services, and ICT applications. These efforts position conscripts as a key force in fostering close cooperation between Taiwan and its allies.

Providing Taiwan's Youth with an International Platform to Cultivate Global Perspectives and Practical Expertise

Since the inception of the Taiwan Youth Overseas Service program in 2001, the TaiwanICDF has actively promoted alternative

national service in foreign affairs. As of 2024, a total of 1,698 conscripts had been dispatched through the program to serve in allied countries worldwide. This program provides young individuals with valuable opportunities to contribute their professional skills to the international community, supporting sustainable development in partner countries while cultivating a pool of talent with international perspectives and practical experience. During their service, conscripts enhance their language skills and professional competencies through hands-on work, gaining familiarity with local customs and development challenges in other countries. These experiences broaden their personal horizons and equip them to become excellent human resources for Taiwan's international engagement and foreign aid endeavors.

In 2024, conscripts participating in the program contributed to various fields, including agricultural technology promotion, financial guidance, medical information management, and disaster early warning systems. This showcased the practical contributions of their

professional skills in international cooperation. Additionally, the TaiwanICDF further enhanced training content for conscripts by introducing pre-enlistment psychological assessments and adaptation courses to improve their psychological resilience and cross-cultural adaptability. The curriculum also included language learning, project management, disaster response, and technical applications, enabling conscripts to quickly integrate into their work environments and leverage their professional strengths.

The Taiwan Youth Overseas Service program has yielded significant results, assisting allied countries in building their technical foundations and professional capacities, while also enhancing Taiwan's positive image and influence in international cooperation. Among past participants, 142 conscripts have chosen to join the TaiwanICDF or related technical cooperation projects after completing their service, demonstrating the program's long-term contribution to cultivating national foreign affairs talent.

In the future, the Taiwan Youth Overseas Service program will continue to integrate Taiwan's public and private sector strengths, expanding opportunities for youth participation in international affairs. Embodying the spirit of the saying that "everyone is a diplomat," this initiative will drive Taiwan's transformation in international cooperation, reflecting the values behind the slogan "Taiwan can help, Taiwan can lead, Taiwan can empower." Through the contributions of conscripts on the international stage, Taiwan showcases its professional capabilities and solidifies international alliances through tangible actions, earning greater support and recognition.

Example 3

The Second Impact Frontier Lab



In 2021, the TaiwanICDF pioneered the Impact Frontier (IF) Lab, an innovative development aid accelerator that leverages public-private-people partnerships (4P) to drive sustainable development and economic prosperity in allied and friendly countries. This initiative encourages Taiwan's private sector to utilize innovative technologies and business models to execute projects with significant social, economic, and environmental impacts in partner nations.

Innovative Aid Models for Achieving Sustainable Development Goals

The IF Lab project focuses on reducing investment risks and enhancing execution efficiency, developing an innovative new model for Taiwan's foreign aid. In its second year, on-site training was added to the program, providing selected teams with support to conduct field visits in allied countries. These visits enabled teams to gain in-depth understanding of local business models and networks, bridging knowledge gaps and allowing for precise adjustments to their proposals.

This project aligns with the United Nations Sustainable Development Goals (SDGs) including climate action and empowering vulnerable groups. The final four selected projects included Ccilu International's Guatemala Environmental Materials Demonstration Site Project, which transforms agricultural waste into eco-friendly materials to promote the circular economy; 9floor Co-Living Co.'s Saint Lucia Sustainable Accommodation Project, which enhances sustainable tourism development; Princess Green

Nursery Social Enterprise Co.'s Palau Low-Carbon Fragrance Farm, which integrates low-carbon technology with innovative agriculture; and a project of the Robo Web Tech Company (also known as LnB), the Fund To Fulfill: Farmer to Customer Crowdfunding & Direct-Purchase Smallholder Coffee Project, connecting small farmers with consumers through digital platforms. Through the IF Lab project, each selected team was provided with a matching grant of up to NT\$6 million, from the TaiwanICDF, with total investment from the private sector expected to reach NT\$160 million. This initiative served to amplify Taiwan's aid resources, showcasing the power of public-private partnerships and assisting Taiwanese businesses in testing new business models and expanding into new markets.

The IF Lab successfully integrates Taiwan's cutting-edge technology and business acumen to support the sustainable development of allied countries, fully demonstrating

Taiwan's contributions to global sustainability issues. This aligns with Taiwan's Diplomatic Allies Prosperity Project and contributes to the realization of the vision of an "economy on which the sun never sets," ensuring that Taiwan's aid model continues to bring hope to partner countries.



The IF Lab combines Taiwan's advanced technology and business expertise to support sustainable development in partner countries. (Group photo of award-winning team and judges)

Example 4

Vocational Training Program for Allied and Friendly Countries



The TaiwanICDF received the 'Outstanding Case Award' at the National Talent Development Awards, recognizing its achievements in cultivating international talent.

The TaiwanICDF continues to advance international development platforms and nurture aid development talent both domestically and internationally. We were honored to receive the Outstanding Case Award at the 2024 National Talent Development Awards. This recognition highlights our exceptional achievements in cultivating international talent, enhancing Taiwan's global standing, and expanding its diplomatic influence.

The TaiwanICDF's efforts that led to this award align with Minister of Foreign Affairs Lin Chia-lung's advocacy of values-based diplomacy, emphasizing the importance of "people" in Taiwan's foreign policy. Through the globalization of vocational education, the TaiwanICDF fosters close cooperation with allied and friendly nations, strengthening Taiwan's capacity for providing substantial assistance to other countries.

Deepening Skills and Empowering Individuals to Foster the Spirit of Values-Based Diplomacy

The TaiwanICDF's Vocational Training Program for Allied and Friendly Countries embodies the spirit behind the Ministry of Foreign Affairs' promotion of values-based diplomacy by focusing on human-centered cooperation. This program provides comprehensive support from skills training to entrepreneurship, encompassing vocational training, business management guidance, microloans, and credit guarantees to help partner countries achieve economic self-sufficiency. Through the Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post COVID-19 Era project, the TaiwanICDF has assisted over 2,800 women from allied countries in acquiring professional technical skills, offering entrepreneurship subsidies and angel funds to

establish stable income streams. The program also has leveraged domestic corporate resources to promote marketing and donations of equipment to trainees' countries, successfully expanding Taiwanese businesses into overseas markets and creating mutually beneficial opportunities.

Through this program, we actively promote exchanges between governments, vocational training institutions, and foreign trainees. Each year, we invite approximately 80 officials and instructors to participate in training, enhancing the international perspectives and cross-cultural competencies of Taiwanese nationals. Meanwhile, the training program employs a two-stage selection process to ensure that participants who come to Taiwan have development potential, enabling them to learn from Taiwan's vocational education model and replicate it upon returning to their countries, thereby amplifying Taiwan's international influence.

In line with Minister of Foreign Affairs Lin Chia-lung's emphasis on deepening friendships between Taiwan and its allies, the TaiwanICDF has implemented a plan that showcases Taiwan's capabilities and goodwill through mutually beneficial assistance. By leveraging vocational training platforms and expanding online learning resources, we enhance cooperation with allied nations and extend Taiwan's educational influence to benefit more countries.

Special Reports

Amidst rapid global technological innovation, Taiwan continues to drive science, technology, and innovation (STI), enhancing its industrial competitiveness while leveraging international cooperation and aid to transform its technological prowess into a key driver for sustainable development.

Facing the post-pandemic economic recovery, regional conflicts, climate change, STI are recognized as crucial for achieving sustainable development goals. Taiwan actively implements this concept through international assistance, leveraging its technological advantages to support partner countries in addressing these global challenges.

The TaiwanICDF integrates STI flexibly into its foreign aid programs, fostering multi-level collaboration among academic research, technological development, and industrial application. Through joint research between academia and industry, and higher education scholarships, we cultivate scientific talent in partner countries. We also cultivate scientific and technological talent in allied countries through higher education scholarship programs, thereby extending the long-term impact and effectiveness of our assistance.

This chapter presents interviews with leaders from Paraguay, Saint Kitts and Nevis, and OIRSA, showing Taiwan's sustained support for digital transformation and agricultural bio-security in partner countries. Taiwan helped Paraguay implement a hospital information system to modernize healthcare, assisted Saint Kitts and Nevis in building a digital identity authentication system for e-governance, and worked with OIRSA to use technology for pest and disease prevention, boosting bio-security in Central America. Through sharing technology and expertise, Taiwan deepens international cooperation, strengthens partner governance and economies, and demonstrates its global influence.

Taiwan's Approach to Sustainable Development and International Aid through STI

In recent years, the world has faced public health crises, regional conflicts, climate change and other global risks. These challenges have highlighted the disparities in resilience, and unequal distribution of resources, that plague the international community. With the 2030 deadline for the realization of the UN's Sustainable Development Goals (SDGs) approaching, participating nations remain stagnant in their implementation of targets – or are even regressing. To rectify this, the framework of Science, Technology and Innovation (STI) has emerged as a strategic approach to accelerate post-pandemic economic recovery and achieve sustainable development goals.

Mapping a Path Toward Sustainability

In 2015, the United Nations General Assembly adopted the 2030 Agenda for Sustainable Development, which outlined 17 core SDGs. This agenda aims to guide global action with the vision of “ending poverty, reducing inequality, and promoting a more peaceful and prosperous international society” by 2030.

Among these goals, SDG 9 focuses on “building resilient infrastructure, promoting inclusive and sustainable industrialization, and fostering innovation.” This highlights the crucial role of Science, Technology, and Innovation (STI) in driving sustainable transformation and achieving various SDGs.

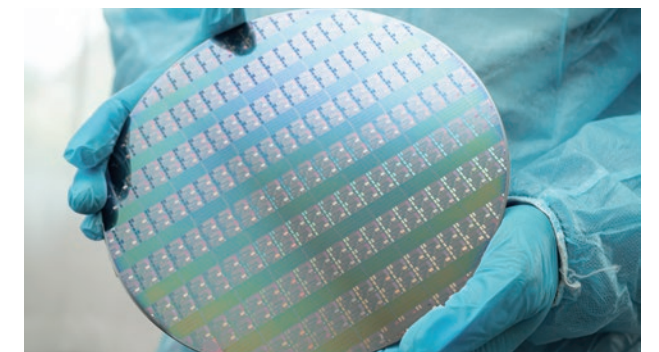
To facilitate the integration of STI strategies into international development efforts, the UN launched the Technology Facilitation Mechanism (TFM) and holds the annual Multi-stakeholder Forum on Science, Technology and Innovation for the SDGs (STI Forum). This forum brings together government representatives, scientists, innovators, technical experts, entrepreneurs, and civil society organizations. In 2019, the UN developed the Science, Technology, and Innovation for SDGs Roadmap, through which it aims to help countries assess their policy needs for research and innovation while identifying future development trends. The Political Declaration adopted by world leaders at the UN Sustainable Development Goals Summit that year reaffirmed their commitment to leveraging strategies including technological innovation and digital transformation to promote global sustainable development.

Taiwan has actively driven industrial innovation and business transformation in sectors such as information and communications technology (ICT), smart healthcare, and semiconductor technology. The country's sustained

economic growth, coupled with its potential for long-term digital innovation and resilience, has gained international recognition. On the international cooperation front, Taiwan continues to leverage its comparative advantages through its dedicated foreign aid agency, the International Cooperation and Development Fund (TaiwanICDF). These international aid initiatives serve as bridges to foster and strengthen relationships with partner countries.

As a key player in the global supply chain, Taiwan has actively embraced the global trend toward sustainable digital transformation. Under President Lai Ching-te's five key strategies for a net-zero transition, as well as Minister of Foreign Affairs Lin Chia-lung's framework of promoting economic and trade diplomacy and the Diplomatic Allies Prosperity Project, Taiwan has integrated STI strategies into its diplomatic and foreign aid initiatives. This comprehensive approach fosters partnerships with allies that incorporate the development of talent, technology, and industry while driving mutual economic growth and creating local employment opportunities, thereby continuing to make contributions to international society.

Taiwan Network Information Center (TWNIC) Chairman Kenny Huang, who has extensive expertise and experience in international affairs, believes that the cross-disciplinary and multi-tool characteristics of STI initiatives facilitate innovation and accelerate sustainable development across various sectors through the application of digital technology. He believes that it is now more crucial than ever to develop STI solutions, so that the international community can benefit from the transformations enabled by these initiatives.



In its a key role in global supply chains, Taiwan will continue to contribute to the international community by integrating the 'Solidarity to Prosperity' policy framework with science, technology, and innovation (STI) strategies.

“Scientific Research” and “Innovative Applications” as the Core of STI

ICT, or information and communications technology, encompasses products such as computer hardware, software, middleware, storage devices, and audiovisual equipment, along with services like network switching, wireless communication, and mobile communication. Modern technological advancements such as the Internet of Things (IoT), Industrial Internet of Things (IIoT), Artificial Intelligence of Things (AIoT), 5G, and Industry 4.0 are all built upon the foundation of ICT technologies.

The multifaceted applications of ICT are closely linked to advancing the UN Sustainable Development Goals (SDGs). For example, ICT can be used for data collection and analysis to understand societal and environmental conditions, predict trends, and assess progress – thus guiding policies and decision-making. Employed in education and information transmission, ICT also helps achieve SDG targets related to education and health, and it can foster new production and business models that help address hunger and poverty. In energy management and environmental monitoring, ICT contributes to achieving goals related to sustainability.

However, in the past there has been overreliance on technological solutions under the “STI for SDGs” framework, often overlooking social, economic, and environmental dimensions. This limitation has reduced the potential impact of STI. To address this, it is essential to integrate the outcomes of “scientific research” and “innovative applications” into all aspects of society, economy, and culture in order to make possible the significant and long-lasting influence of STI initiatives.

Data as a Form of Energy Driving the Emergence of a New World

TWNIC Chairman Kenny Huang argues that when “scientific research,” which promotes new discoveries and knowledge, is applied within the domain of ICT, it can lead to groundbreaking technologies and solutions. For instance, advances in materials science could result in more efficient battery technologies, improving the storage and use of renewable energy. Furthermore, the integration of “innovative applications” for ICT allows for faster creation, testing, and realization of new ideas across diverse sectors – from healthcare and education to urban planning and environmental protection – which ultimately aids the achievement of SDGs.

STI applications place special emphasis on the use of data. As *The Economist* once wrote, “Data are to this century what oil was to the last one: a driver of growth and change.” It added that data has created new frameworks, new businesses, new monopolies, new politics, and (most importantly for growth) a new economy. Huang says that combining large datasets with tools like algorithms, big data analytics, machine learning, and artificial intelligence (AI) can break through the limitations of human cognition in a remarkably short time – achieving results that would be impossible for one person to accomplish in a lifetime. This applies across fields such as law, social sciences, and economics.

When ICT is used to extensively integrate data from traditional fields and feed it into machine learning and AI systems powered by new algorithmic models, it often leads to innovative applications that were previously unimaginable. For example, data analysis can identify patterns of disease

outbreaks, helping tackle public health challenges. It can also monitor the progress of SDG implementation, ensuring that development targets are being met. Finally, it enhances collaboration among various stakeholders – including government agencies, businesses, and non-governmental organizations – facilitating better coordination and decision-making, ensuring that resources are used effectively.

Shining the Light of Innovation on the SDGs Vision

SDG Goal 9 calls for countries to “build resilient infrastructure, promote sustainable industrialization and foster innovation.” One of its specific targets is to “support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities.”

Huang says that most past applications of technology merely showcased information tools, built information systems, or provided information services. However, truly innovative applications arise when technology connects with data from various aspects of human life and addresses social and environmental challenges. Continuously proposing scientific research and innovative ideas across the social, economic, and cultural dimensions covered by the SDGs can significantly contribute to achieving goals such as poverty eradication, economic improvement, job creation, and enhanced education.

Huang says that the COVID-19 pandemic underscored the importance of science, technology, and innovation (STI). Previously seen as a supportive tool, STI became critical as economic and social activities heavily depended

on information and communications systems during the pandemic. The subsequent Russo-Ukrainian War further deepened global geopolitical uncertainty, prompting the international community to reconsider how the resilience of communication systems can be maximized to enable quick adaptation and recovery from disruptions caused by rapid global political and economic changes.

While the role of digital tools was once primarily limited to the enhancement of convenience in daily life, in the wake of the COVID-19 pandemic, nations have increasingly focused on the critical nature of digital applications. This shift highlights STI's role in driving progress in the pursuit of SDGs by integrating technology, scientific research, and innovation to energize various sectors and serve as an accelerator for achieving global objectives.

Leveraging STI to Help Developing Countries Lower Digital Transformation Costs

SDG Goal 17 serves as a bridge across all goals by calling on countries “to strengthen the means of implementation [of SDGs] and revitalize the Global Partnership for Sustainable Development.” It

emphasizes a human-centered approach, global solidarity, diverse cooperation, transparency, and accountability, and is interlinked with the accomplishment of other SDG targets to achieve a future where poverty is eliminated, inequality is reduced, vulnerability is lessened, and economic growth is promoted, with the ultimate mission of “leaving no one behind.”

Huang argues that, in the face of global disasters and crises, developing countries face more severe challenges than developed nations due to weaker infrastructure and a lack of human capital and technological foundations. To address this, aid-providing countries have shifted the focus of ODA efforts from providing primarily diplomatic or economic assistance to focusing on key industries that influence the overall economy. In line with the essence of the SDGs, which is to raise living standards for all humanity to a basic threshold, and given the current trend towards digital transformation, aid efforts now make use of new technologies to address pressing needs and challenges. Examples of this shift include inclusive infrastructure development, the establishment of e-government systems, expanded

access to digital education, improved information security, and access to digital services for rural and remote communities.

These initiatives aim to boost industrial efficiency and productivity, create opportunities for small and medium-sized enterprises (SMEs), increase access to healthcare and education, and encourage people to pursue innovation to develop systems that cater to their specific needs, thereby narrowing the digital divide between developed and developing countries.

In 2019, the United Nations Inter-Agency Task Team (IATT) released the “Science, Technology and Innovation for SDGs Roadmaps” as a guideline for international collaboration on sustainable development. The roadmap recommends that countries incorporate STI on three levels: (1) strengthening the foundations of scientific development within both the public and private sectors; (2) introducing applied technologies essential for the development of aid-receiving countries; and (3) integrating innovative services and products to support technological advancement.

Huang suggests that leveraging “scientific research” and “innovative applications” can help developing countries reduce the costs of digital transformation. For instance, utilizing cloud services and AI can lower IT expenses for governments and SMEs. Implementing leapfrogging strategies can help build infrastructure where traditional solutions are impractical. Examples include using base stations in areas where telephone wiring is challenging; promoting mobile payments where cash handling and counterfeit currency are issues; and deploying 5G stations or low-orbit satellites for island nations or remote areas far from undersea cables. The ultimate goal is to encourage startups to test and develop affordable, innovative digital services.



In recent years, advances in scientific research and innovative applications have made leapfrogging possibility. For example, the use of low-Earth orbit satellites can significantly address communication and digital application challenges faced by island nations located far from submarine cable routes.





Citing examples, Huang says that “STI for SDGs” has become a key element of foreign diplomacy and economic policy for Japan and South Korea. Both countries systematically promote STI as a key strategy in their Official Development Assistance (ODA) and systematically employ this “STI ODA” to assist developing countries to promote digital transformation. Examples include helping build infrastructure and STI policy frameworks; promoting collaborative scientific research with partner nations; participating in international cooperation projects with multilateral institutions; and supporting the commercialization of technology for SMEs and establishing investment funds.

Huang suggests that Taiwan,

following the example of promises made by national leaders in Japan and Korea, could adopt a similar approach by elevating STI ODA within its diplomatic strategy with clear commitments from top government officials in alignment with the UN's SDG framework. This would provide a clear basis for central government ministries to coordinate their efforts on STI ODA.

He also recommends identifying Taiwan's core strengths – particularly in science and technology, where research funding has already surpassed NT\$140 billion. Taiwan could harness its cutting-edge research capabilities and channel their spillover effects into science diplomacy, recognizing diplomatic allies as stakeholders and further identifying beneficiaries, while

integrating resources from domestic research institutions.

The cross-disciplinary and versatile spillover nature of STI means that it can address challenges across sectors such as agriculture, economics, trade, finance, environment, public health, and education. By leveraging Taiwan's practical and innovative scientific research strengths, from extending major policies through cooperation between the public and private sectors and introducing private-sector investment to fostering partnerships with other aid-providing countries and collaborating with international organizations, Taiwan could significantly enhance its diplomatic influence by transforming its technological advantages into international aid capabilities.

The Practical Application of Taiwan's STI Framework in Foreign Aid

Taiwan's foreign aid programs emphasize leveraging the nation's technological strengths to provide tailored solutions that meet the specific needs of partner countries. By integrating resources from industry, government, and academia, these programs foster public-private synergies to enhance aid effectiveness, highlighting Taiwan's concrete contributions under the banner of “Taiwan can help” and boosting overall diplomatic influence.

As Taiwan's core institution for international cooperation and sustainable development, the TaiwanICDF has incorporated the STI framework into its foreign aid initiatives since its inception in 1959. This approach prioritizes collaborative research with academic and industrial sectors, and cultivates scientific research talent in allied nations through higher education scholarships. Additionally, by focusing on practical problem-solving and locally implementable technologies developed through joint research, the

TaiwanICDF helps partner countries achieve industrial transformation and foster innovation in business models.

Overall, Taiwan's foreign aid strategy emphasizes an orderly, stable, and gradual approach rooted in local development. It leverages Taiwan's unique strengths in foreign aid by supporting partner countries as they progress from science to technology, and from technology to innovation.

The following sections will discuss specific actions and achievements of the TaiwanICDF in its foreign aid work from the three major aspects of “science,” “technology” and “innovation.”

Science: Investing in Agricultural Research and Cultivating High-Level Human Capital

Through various technical cooperation projects, the TaiwanICDF assists partner countries in developing foundational research closely aligned with their industrial needs and development contexts.

Emphasizing localized efforts and long-term investment, Taiwan sends technical teams of top professionals to partner countries, where they support both public and private sectors in accelerating scientific research and technological development. These initiatives aim to build local capacity, providing not only immediate assistance but also the tools for long-term self-reliance.

Given that many of Taiwan's allies and partner countries prioritize agricultural development, the TaiwanICDF has focused extensively on assisting them with strengthening agricultural research capabilities to quickly convert research outcomes into drivers of industrial growth. With this goal in mind it has for many years devoted itself to basic agricultural technical development and helping partner countries build more robust agricultural science and technology capabilities.

For instance, through the Surubi Commercial Production Project, in 2019 the TaiwanICDF technical

mission in Paraguay developed technology to assist Paraguay with artificially breeding surubi, a locally indigenous species of catfish that has high economic value. The successful project increased output of fry at private fish farms 20-fold over the course of three years. The initiative reduced fry breeding costs in Paraguay, making commercial aquaculture viable and promoting breeding as an alternative to wild capture – both conserving native species and boosting aquaculture income. The project exemplifies Taiwan's success in applying scientific research to develop practical technology solutions in its foreign aid efforts. (Work in this industry has since been extended through the ongoing Surubi Commercial Production Project.)

In response to food security challenges faced by Small Island Developing States (SIDS), the TaiwanICDF has also worked to address issues such as limited arable land and water scarcity by developing environmentally friendly and localized production technologies in collaboration with Pacific island nations.

For example, in countries like Nauru and Tuvalu, where groundwater is severely salinized due to seawater intrusion and the soil lacks organic material, the TaiwanICDF introduced simple cultivation beds using compost-based growing media to overcome these limitations. Additionally, in places like Fiji and Palau, drought-resistant crops such as dragon fruit, guava, and taro were introduced and selectively bred locally, while farmers were supplied with a substantial number of seedlings, diversifying agricultural output and enhancing production resilience. Statistics show that, after introducing diverse agricultural techniques, fruit and vegetable yields in Pacific SIDS increased by an average of 10%.

To cultivate research talent in

partner countries, the TaiwanICDF offers its International Higher Education Scholarship Program in collaboration with 21 Taiwanese universities, covering 37 degree-granting programs – 78% of which are at the master's and doctoral levels. The program provides full scholarships to encourage talented youth from allied and partner nations to study in Taiwan in fields such as agriculture, fisheries, public health, information technology, human resources, business management, electrical engineering, civil engineering, and remote sensing technology. This initiative aims to help these countries build the human capital necessary for socioeconomic development.

Since 2015, nearly 2,000 students from over 65 countries have benefited from this program. Upon returning home, many alumni have applied their knowledge in relevant government institutions, contributing significantly to their nations' innovation and development efforts.

Technology: Implementing Tailored Technological Solutions

The TaiwanICDF focuses on applying Taiwan's mature technological expertise and experiences to develop localized, demand-driven solutions tailored to partner countries' specific needs. These efforts are aligned with global development trends and international priorities. In response to the SDGs, the TaiwanICDF has accelerated technological advancement and industrial transformation in partner countries by investing significant resources across various sectors, including public health, education access, gender equality, climate adaptation, good governance, and food security. These cross-disciplinary efforts have led to the creation of diverse application tools, such as agricultural extension apps, geographic information system (GIS)

modules, and display platforms for enterprise development and promotion.

1. Climate Adaptation Technologies

Many partner countries, particularly vulnerable island nations and states in Central America and Africa, have weak infrastructure and low resilience to climate change. These countries are often on the front lines of global climate challenges. The TaiwanICDF actively assists partner nations in developing climate-resilient applied technologies, including meteorological data collection and application, agricultural adaptation, supply chain improvements to reduce food loss, and biodiversity conservation.

The TaiwanICDF also utilizes social media and other technological tools to amplify information dissemination and enhance trend analysis. For example, to aid implementation of the St. Kitts and Nevis Enhancing Agricultural Adaptive Capacity to Climate Variability Project, which aimed to promote resilient cultivation practices, four weather stations were established to collect and analyze climate data. The initiative benefited 2.4% of the country's farmers and increased average crop yields by 10%.

Extreme climate events also cause significant ecological disruptions. The TaiwanICDF, in collaboration with Taiwanese experts, has developed methods to address ecological challenges, with particular attention to diseases such as citrus greening disease and banana Fusarium wilt (Panama disease). In 2017, it established a monitoring system using satellite remote sensing to detect early signs of citrus greening disease in Central America, helping to mitigate the spread and severity of any outbreaks. The success of that initiative attracted the attention of the Organismo Internacional Regional de Sanidad Agropecuaria (OIRSA), which invited the TaiwanICDF to extend

its efforts toward the prevention of banana Fusarium wilt.

Leveraging Taiwan's remote sensing expertise, the TaiwanICDF partnered with the Taiwan Space Agency to develop a large-scale satellite monitoring tool for real-time infection risk analysis. The Regional Project for the Prevention and Control of Fusarium TR4 of Banana in Central America has continuously monitored 3,928 hectares of indicator commercial plantations using multi-temporal satellite imagery. In 2022, 20 risk alerts were successfully issued, leading to on-the-ground inspections that contained the disease and prevented further outbreaks.

2. Good Governance and Public Services

In promoting good governance and transparent administration, the TaiwanICDF leverages Taiwan's expertise in information and communications technology (ICT) and e-government development. It supports partner countries in integrating advanced digital technologies to improve management processes and government operations. These initiatives include: using real-time video surveillance to enhance public security monitoring; establishing digital systems to facilitate interdepartmental information flow and improve the convenience of services to the public; introducing digital management tools for internal government data handling to enhance administrative efficiency; and promoting digital literacy education to empower citizens to better utilize e-government services. These projects have effectively reduced the time citizens spend accessing government services and improved the efficiency of public administration, boosting public satisfaction and trust in partner governments.

In the Caribbean, the TaiwanICDF launched the Project for ICT in Education in St. Lucia in 2019,

promoting smart education by integrating STI information technology into basic education. The project introduced digital classrooms and trained teachers in digital teaching methods, enabling remote and online learning opportunities. This initiative was particularly valuable during the COVID-19 pandemic, safeguarding children's right to education. The project has helped digitally transform 35% of Saint Lucia's primary and secondary schools, overcoming the obstacles to digital learning posed by inadequate equipment and fostering digital literacy among students, teachers, and educational administrators, thereby significantly advancing the nation's digital transformation.

The TaiwanICDF has also implemented technological tools for disaster prevention, utilizing geographic information systems (GIS) to monitor land changes and environmental conditions. Uses of GIS have included: mapping flood-prone and landslide-prone areas in vulnerable regions to demarcate disaster-prone areas and enhance monitoring of potential disasters; creating detailed maps for disaster management, urban climate vulnerability assessments, and adaptation impact evaluations; developing early warning platforms by collecting meteorological and hydrological data to support

governmental decision-making on disaster prevention; and strengthening the management and technical capabilities of partner governments through capacity-building, focusing on both hardware and software solutions to enhance disaster preparedness and resilience.

In its implementation of the Belize Urban Resilience and Disaster Prevention Project, the TaiwanICDF emphasized not only disaster prevention technologies but also community-based governance and mobilization involving both the government and general public. Sensor data and flood analysis were used as strategic decision-making tools, supporting drills and mobilization efforts by community-based disaster-prevention groups (organized with the assistance of the TaiwanICDF) to build a resilient foundation for disaster management. During Hurricane Eta in 2020, the project's early warning system issued alerts three hours in advance, successfully protecting 60,000 residents in Belize's second-largest city and reducing potential disaster-related losses by over US\$1 million.

Innovation: Creating Synergy through Innovation and Upgrading Industry through Digital Transformation

To foster innovation, the TaiwanICDF emphasizes the expansion of



The "St. Kitts and Nevis Digital Identity Authentication Project" organized a cybersecurity seminar, which was actively attended by relevant government officials to learn from Taiwan's experience.

international participation and the creation of exchange platforms. It integrates Taiwan's partner networks, international organizations, local non-governmental organizations (NGOs), and private sector resources to promote meaningful engagement from relevant Taiwanese sectors. This approach fosters industrial innovation and transformation in partner countries.

In response to the global economic challenges caused by the COVID-19 pandemic starting in 2020 – particularly its impact on small and medium-sized enterprises (SMEs) and household economies in developing countries – the TaiwanICDF implemented the Assisting the Economic Empowerment of Women Project in Latin America and the Caribbean in the Post COVID-19 Era over the one-year period from 2022 to 2023. This initiative focused on supporting inclusive, high-impact women's groups that contribute significantly to household economies and offer spillover benefits.

The project targeted key employment sectors for women in

seven Latin American countries, providing technical assistance, financial support, and business consulting. Through collaboration with international organizations, the project aimed to improve women's employment opportunities and rights while emphasizing science, technology, and innovation (STI) along with resource integration. As a result, female entrepreneurship success rates increased significantly. The initiative supported 1,050 cases of women-led entrepreneurship, with performance data from Paraguay showing a 95% business sustainability rate within six months.

Innovation within the TaiwanICDF's strategy spans three domains: technology, finance, and market access. Leveraging Taiwan's ICT strengths, the TaiwanICDF provides suitable tools to support industrial digital transformation and business innovation in partner countries. These initiatives help develop unique business practices and models, fostering greater profitability and growth potential. For example, a 3D display platform for textiles was

used to help South American textile companies overcome post-pandemic deal-making challenges. This digital solution stimulated online business interactions and facilitated orders by return clients and engagement with new clients.

In Africa, the rapid growth of digital finance has led the TaiwanICDF to develop online payment tools via smartphone apps that are particularly suited for use by SMEs. These tools not only improve SME financial flow efficiency, reduce dependence on underperforming financial systems, and expand financing opportunities, but also enable them to tap into digital financial ecosystems to access more potential customers and evolve from purely offline sales models to hybrid online-offline operations.

In its implementation of the Women's Microenterprise Mentoring and Capacity Building Project in Eswatini, the TaiwanICDF has collaborated with partners to promote local ePayNet third-party payment software. Over 5,000 downloads have been recorded, with cumulative online transactions reaching US\$1.32 million.

Encouraging Public-Private Partnerships in International Aid

In line with Taiwan's foreign affairs strategy of increasing international participation based on a focus on cross-sector international collaboration, the TaiwanICDF has actively developed platforms for public-private partnerships, enhancing cooperation and resource integration. This strategy encourages private sector involvement in international cooperation, bringing Taiwan's advanced applied technologies and innovative business models into global aid initiatives.

One notable example is the Health Information Management Efficiency Enhancement Project in Paraguay (phases 1 and 2), launched in partnership with Cathay General

Hospital in January 2016. This project, spanning eight years, illustrates how STI concepts can be applied to public health aid by integrating resources from both public and private sectors. Cathay General Hospital served as the project consultant and hosted training programs for Paraguayan personnel in Taiwan, while the TaiwanICDF dispatched project managers and technical experts to collaborate with Paraguayan teams, and the Paraguayan government provided essential equipment. This tripartite collaboration utilized Taiwan's expertise in healthcare to construct a health information system (HIS), significantly improving hospital management efficiency and the

quality of medical care.

By the third quarter of 2023, the HIS had been successfully introduced in 224 public healthcare facilities, serving over 240,000 patients per month and accumulating more than 15 million medical records. The system reduced average waiting times from three hours to just 30 minutes, while providing administrators with real-time data to enhance hospital operations significantly. In just a few years, Paraguay has emerged as a model for medical digitalization in Latin America, inspiring universities to establish healthcare information management programs and foster academic research. Paraguayan President Santiago Peña Palacios and



health minister María Teresa Barán praised the HIS for improving regional hospital services and advancing universal healthcare access after visiting five hospitals in Caazapá Province.

**Exploring New Markets:
Business Opportunities in
International Aid**

The TaiwanICDF encourages Taiwan's private sector to expand commercial collaborations with partner countries by establishing international business cooperation platforms. In 2021, TaiwanICDF launched the first Impact Frontier Lab (IF Lab) - Development x Innovation x Sustainability Experiment Competition. This initiative invited Taiwanese businesses and civil society organizations to propose overseas projects that combine creativity with innovative technology and services. The TaiwanICDF provided matching funds and training courses to enhance participants' willingness and capacity to engage in foreign aid work. Besides assisting partner countries in

their development, these businesses introduced unique, valuable, and sustainable business models, creating new commercial opportunities and fostering the "co-prosperity" effect.

In 2023, the program entered its second round. In 2024, the TaiwanICDF continued to support enterprises through stages of innovation acceleration, selection, and overseas field assessments with accompanying and guidance mechanisms. This approach enhanced the feasibility and execution benefits of business proposals and provided up to NT\$6 million in funding to share the risks of overseas investments. By integrating Taiwan's mature application technologies and innovative business models into aid projects, the program not only met corporate ESG strategies but also enabled the private sector to participate in international aid efforts. This participation allowed companies to validate Taiwan's technologies abroad, seek business partnerships, and explore niche markets overseas.

As Taiwan's diplomatic strategy

increasingly emphasized cross-agency collaboration in international endeavors, the TaiwanICDF deepened its focus on leveraging science, technology, and innovation (STI) to highlight Taiwan's strengths. It collaborated with like-minded countries and institutions to participate in the international development agenda. Embodying the principle of "teaching people how to fish," the TaiwanICDF established a "local problems, local solutions" model. This involved building local talent and teams through accompaniment, support, and in-depth exchanges, enabling them to conceive, solve problems, and apply innovations. The TaiwanICDF promoted "high-impact," "application-oriented," and "locally relevant" development projects, guiding partner countries in digital and technological transformations. This expanded Taiwan's international participation, value, and influence, fulfilling its mission as a "glorious nation" by leading global innovation with the Taiwan model and advanced technology.



The TaiwanICDF promotes international cooperation platforms for sustainable business models, encouraging the participation of Taiwan's private sector in foreign aid initiatives to create greater business opportunities and generate mutually beneficial outcomes. (The photo shows the 2nd Impact Frontier Lab.)

Interview 1

**Taiwan Assists
Paraguay on the Path to Digital Healthcare**

Paraguayan Minister of Health and
Social Welfare
María Teresa Barán



“The Integrated health information system (HIS) is a remarkable tool... We are grateful for the opportunity to collaborate with Taiwan.” Paraguayan Minister of Public Health and Social Welfare, María Teresa Barán, expressed her appreciation for the partnership between TaiwanICDF and Paraguay's Ministry of Public Health and Social Welfare, which began in 2016 and led to the successful implementation of the Healthcare Information Management Efficiency Enhancement Project in Paraguay. Her comments were filled with praise and gratitude for the collaboration.

Launched in 2016, the Paraguay HIS project has entered its third phase, successfully driving the digital transformation of Paraguay's healthcare system. Minister Barán noted, “Through HIS, we have digitized outpatient, emergency, and inpatient systems, creating databases that provide real-time access to accurate information. This enables us to track regional disease trends, make timely decisions, and control outbreaks effectively.”

The implementation of the HIS in Paraguay yielded significant results. The digitization of data enhanced transparency in pharmaceutical management, improved traceability, and enabled the analysis of healthcare data across provinces to assess the efficiency of medical personnel. Additionally, an electronic prescription system was established. Minister Barán emphasized that the

system allowed for more effective allocation of human resources and medications, creating economies of scale. It also enabled the prediction of medical equipment and pharmaceutical needs, facilitating accurate budget planning for the Ministry of Public Health and Social Welfare – a milestone unprecedented in Paraguay's history.

**Through Taiwan's
Cooperation, HIS Drives
Nationwide Healthcare
Transformation in Paraguay**

Minister Barán reflected that, at the outset of the collaboration, ensuring active participation and familiarity with new technologies among all medical personnel was a significant challenge. The vast amount of data from digitization also posed difficulties. However, by 2023, the HIS had been successfully implemented in 217 healthcare institutions, covering outpatient, emergency, and inpatient systems. This enabled the Ministry of Public Health and Social Welfare to respond more efficiently to health issues and take proactive measures to safeguard public health.

Minister Barán's confidence was bolstered by the significant expansion of the system's coverage, which grew by over 200% from August 15, 2023, to date. The number of participating healthcare institutions increased from 217 to 735, with more than 500 added in just 16 months. She noted that this demonstrated how Taiwan's assistance, combined with

government policies, accelerated and broadened the program's impact, refining healthcare system planning and ultimately enhancing citizens' medical experiences, reducing personal healthcare expenditures, and improving overall service quality.

Taiwan and Paraguay have enjoyed a deep and enduring friendship spanning over 60 years, with Taiwan contributing significantly to Paraguay's development. The Healthcare Information Management Efficiency Enhancement Project in Paraguay played a pivotal role in advancing Paraguay's technological capabilities. Minister Barán quoted President Santiago Peña, stating that Paraguay was actively pursuing the digitalization of its healthcare system, with the HIS project being crucial to this effort. Minister Barán noted, “Taiwan possesses one of the world's most advanced healthcare systems, which serves as a model for us. We are grateful for the opportunity to collaborate with Taiwan in implementing HIS across our national healthcare institutions.” She expressed hope that the two countries could build on their strong diplomatic ties to create the best healthcare system in South America, allowing other nations to draw inspiration from Taiwan's experiences and collectively advance towards healthcare innovation.

Interview 2

Digital Identity Authentication: Driving St. Kitts and Nevis' E-Government

St. Kitts and Nevis Deputy Minister of
ICT and Posts,
Cheryleann Pemberton



E-government is a global trend that could enhance governance efficiency, security, and service quality. However, for many developing countries, effectively implementing e-government initiatives has posed significant challenges.

Saint Kitts and Nevis adopted a digital government development blueprint in 2021, prioritizing the establishment of a digital identity authentication system. The country sought to leverage Taiwan's ICT expertise and digital governance experience to support the development of a citizen digital identity authentication mechanism. This system was intended to become a crucial part of infrastructure for future online services, driving Saint Kitts and Nevis toward becoming a digital nation with a smart government.

To support Saint Kitts and Nevis in achieving its digital transformation goals, the two countries signed an implementation agreement for the Digital Identity Authentication Project in December 2022. This marked the beginning of the four-year Saint Christopher and Nevis Digital Identity Authentication Project, which aimed to assist Saint Kitts and Nevis in establishing public key, digital identity recognition, and digital signature mechanisms. These efforts enabled the creation of a secure and effective digital identity verification system and equipped Saint Kitts and Nevis with the capability to produce digital identity cards.

Enhancing Government Governance Efficiency and Laying the Foundation for Economic Development

Cheryleann Pemberton, the Deputy Minister of Information, Communications, Technology and Posts in Saint Kitts and Nevis, with her extensive government experience, discussed the project's objectives by stating: "We aimed to streamline government service processes and provide more efficient online services. The digital identity authentication project enabled citizens to use a unified identification method, reducing the need for in-person transactions and paper documentation, thereby enhancing security and anti-fraud capabilities." She emphasized that a secure digital identity system could attract investment and promote economic development, making it a foundational element of the government's digital transformation. Key considerations included collaboration with technology suppliers, ongoing public education, and ensuring privacy and data protection.

Since its inception, the project team has completed the needs analysis, system planning, and expert consulting for the digital identity authentication management system. Additionally, it has conducted prototype testing and maintained and upgraded the citizen registration system. The government of Saint Christopher (St. Kitts) and Nevis collaborated with the TaiwanICDF

to establish a long-term consulting mechanism with digital government experts and technical vendors. They also organized training and technical exchanges for officials from Saint Christopher (St. Kitts) and Nevis in Taiwan and hosted a digital ID card design competition to enhance public participation. The project aims to integrate the digital identity authentication system by 2025.

The government collaborated with the TaiwanICDF to implement a digital identity authentication program, which enhanced government governance efficiency and laid a solid foundation for economic development. As technology applications deepened, the government moved toward a more modernized and efficient e-government system.

Deputy Minister Pemberton emphasized that as digitalization accelerates, the need for cybersecurity becomes increasingly urgent. Taiwan's expertise in cybersecurity can help St. Kitts build secure defenses and protect critical infrastructure. The COVID-19 pandemic highlighted the importance of health technologies, and Taiwan can provide innovative solutions such as telemedicine, health data management, and medical device manufacturing. She noted that these collaborations would deepen diplomatic relations between the two countries, enhance resilience, promote sustainable development, and achieve a mutually beneficial outcome.

Interview 3

Taiwan Collaborates with OIRSA to Combat Pests and Diseases through

Executive Director of the OIRSA,
Raúl Antonio Rodas Suazo



The Central American Regional International Organization for Agricultural Health (OIRSA) was established in 1953 as a regional intergovernmental organization. It aimed to assist nine member countries-Belize, the Dominican Republic, Guatemala, Honduras, Nicaragua, Panama, El Salvador, Mexico, and Costa Rica-in enhancing the safe production of crops and agricultural products. This effort was designed to protect and strengthen the development of agriculture, forestry, and fisheries in the region, where OIRSA played a crucial role in regional disease prevention.

In March 2023, Raúl Antonio Rodas Suazo, who took over as the Executive Director of OIRSA, emphasized that the organization had long operated under the core value of "unity is strength" in the field of animal and plant health, fostering mutual assistance among its members. However, he expressed concern over the complex phytosanitary situation in Central America, which included challenges such as screwworms, African swine fever, and highly pathogenic avian influenza, as well as citrus greening (HLB) and quarantine-significant pests like *Fusarium TR4*, which affects banana and plantain crops. He underscored that these pest and disease issues were highly challenging and could only be effectively addressed through cooperation with friendly nations.

Enhancing Government Technology Assisted Agriculture in Preventing Pests and Diseases

Over the years, OIRSA has leveraged Taiwan's agricultural expertise to enhance agricultural productivity and food safety by combating pests and diseases. Through collaboration with the TaiwanICDF, OIRSA participated in several key projects, including the VIFINEX non-traditional crop phytosanitary monitoring program, the PREFIP program for the prevention, control, and eradication of classical swine fever, the OIRSA regional citrus greening disease control and integrated pest management program, and the prevention and control project for *Fusarium Tropical Race 4* in bananas. According to Executive Director Rodas Suazo, the success of these initiatives was largely due to the close technical and administrative cooperation between OIRSA and the TaiwanICDF. He noted that the complementary strengths of both organizations enabled significant progress in agricultural disease prevention.

OIRSA's collaboration with Taiwan extended beyond existing projects, as both parties continued to explore innovative technological applications. "We consistently pursue innovation and utilize the most advanced tools," Raúl noted. Under the framework of the *Fusarium Tropical Race 4* (Foc TR4) prevention plan, Taiwan

shared its expertise in satellite image spectral analysis through research institutions, including the Taiwan Space Agency, to enhance crop phytosanitary monitoring. This technology proved highly valuable for regional countries.

Recently, Executive Director Rodas Suazo led a delegation to Taiwan, facilitating the signing of a cooperation agreement between OIRSA and National Pingtung University of Science and Technology to advance a research project on using detection dogs to identify the fourth type of banana yellow leaf disease. He explained that this project involves collaboration across industries, governments, and academia, providing new plant quarantine strategies for international agricultural technology cooperation to address the threat of banana yellow leaf disease. Looking forward, he expressed his hope to deepen collaboration with the TaiwanICDF in promoting more innovative projects in plant health. He acknowledged that many of OIRSA's partnerships with Taiwanese institutions stem from their long-standing relationship with the TaiwanICDF. In conclusion, he emotionally expressed his gratitude, saying, "We would like to sincerely thank Taiwan."

Administration

In the face of ongoing global economic volatility, we continue to strengthen our financial, accounting, audit, and information security management to ensure stable operations. Through prudent financial planning, transparent performance evaluation systems, and human resource development, we have completed multiple audit cases. We have also implemented a zero trust framework in information security management, upgraded our overseas document system, and enhanced operational efficiency.

In 2024, we advanced our international development cooperation effectiveness by innovating and upgrading our public relations and outreach strategies, integrating resources to strengthen recognition both domestically and internationally. We produced the digital course Introduction to Diplomatic Immunities for Overseas Technical Personnel to protect the rights of our staff abroad. In response to the 2024 amendments to Taiwan's gender equality regulations, we completed revisions to our prevention measures and conducted training sessions to promote a friendly workplace, ensuring staff rights and the smooth implementation of our projects.

Financial Management

In 2024, the global economy experienced improvements in inflation without falling into a recession, leading to a reduction in overall economic imbalances. It is expected that in 2025, Europe and the U.S. will enter a period of monetary easing, with most emerging markets also reducing interest rates at different paces. The variations in interest rate cuts among countries will influence global capital flows and changes in major trading currency exchange rates.

Following the U.S. elections, protectionist trade policies have become a dominant theme, with potential tariff wars and currency conflicts emerging alongside issues of immigration policy and tariff reductions. Amidst this severe new wave of global economic instability, maintaining stable returns is crucial for the TaiwanICDF. We consistently adhere to prudent and conservative financial management principles in asset allocation, ensuring the financial health of our institution, while we also maintain robust operational efficiency.

Sources of Funding

The TaiwanICDF's funding sources include the founding fund, accumulated earnings, operating revenues, revenues from projects commissioned by the Ministry of Foreign Affairs, donations, and loans from domestic banks. The aforementioned assets and income are used for international cooperation and development operations such as lending and investment, technical cooperation, humanitarian assistance, talent development, capacity building, and enhancement of institutional capabilities, as well as project management, follow-up evaluations, and administration and management expenses. Unused funds are allocated to fixed-income financial products to accumulate financial resources and enhance our future operational capabilities.

Management of Loans and Investment Projects

The TaiwanICDF reimbursable development projects consist of lending and investment activities that are fundamentally different from those of profit-oriented commercial banks, as they are designed to support the sustainable development needs of partner countries and assist in their socio-economic development. As of the end of 2024, there were seven ongoing investment projects with a total investment of US\$88 million, NT\$182.44 million, and JPY750 million. Additionally, there were 27 ongoing lending projects (including those in the repayment stage) with outstanding balances of US\$189.1 million, €44.99 million, and AU\$17.15 million. We will continue to manage these projects prudently, maintaining high loan quality with no overdue loans and setting aside appropriate loss provisions to reflect asset quality.

Financial Investment Management

The TaiwanICDF, as a foundation, operates in accordance with the Foundation Act and related internal regulations. It invests unutilized funds in short-, medium-, and long-term financial instruments to ensure they are used optimally. In recent years, our primary investments have been in time deposits and bonds. In the second half of 2024, we made strategic adjustments to our asset allocation in response to the global economic trend of interest rate cuts, which impacted returns. We continued to execute an index stock fund investment strategy, gradually accumulating positions to generate stable medium- to long-term income for the TaiwanICDF. Additionally, we initiated a plan to update our financial asset management system by the end of the year, aiming to enhance the efficiency of financial asset transactions and management.

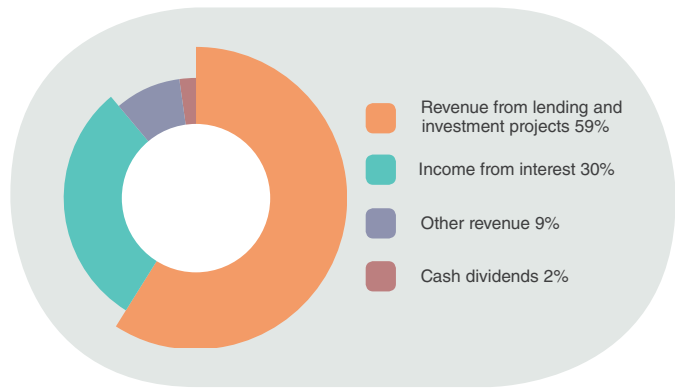
In response to the evolving international financial landscape influenced by tariff wars and central banks' rate cuts, the TaiwanICDF maintains an investment strategy focused on safety, liquidity, and stable returns. This approach includes continuing to purchase bonds and other fixed-income securities while allocating a fixed proportion of funds to highly liquid financial assets to mitigate risks associated with market volatility.

Accounting Management

The TaiwanICDF's revenues are derived predominantly from three main sources: interest accrued on the Fund, interest and revenues from development lending and investment projects, and funding for projects commissioned by various levels of government organizations. Interest and revenues from development lending and investment projects and interest accrued on the Fund mainly go toward funding routine operations, such as technical cooperation projects, humanitarian assistance, scholarship programs, and the TaiwanICDF's administrative and management expenses. Income from government-commissioned projects mainly comes from overseas technical cooperation projects commissioned by the Ministry of Foreign Affairs. In 2024, there was also a project commissioned by the Ocean Affairs Council – the Climate and Ocean Risk Vulnerability Index (CORVI) Advocacy Project in Belize – as well as a collaborative project with the Asian Vegetable Research and Development Center (AVRDC) – the Taiwan-Africa Vegetable Initiative (TAVI) Short-term Expert Dispatch Mission.

In 2024, the TaiwanICDF's total income amounted to NT\$2.12 billion, including NT\$1.46 billion from commissioned project revenues and NT\$662.18 million

Figure 1. Revenue Sources of Independent Income (2024)



generated independently from its own funds. The primary sources of our independent income included revenues from compensation-generating lending and investment operations (59%), interest income (30%), other revenues (9%), and cash dividends (2%).

Total expenditure for the year was NT\$1.97 billion, with NT\$1.46 billion in spending funded by commissioned projects and NT\$511.89 million expended from our own independent funds. After deducting expenses from income, we recorded a surplus of NT\$150.29 million. This surplus resulted from higher-than-expected returns on long-term loans and financial interest income, as well as exchange gains due to fluctuations in the US dollar exchange rate.

For the 2024 TaiwanICDF Fund income and expenditures structure and statistics, please refer to Figures 1 and 2.

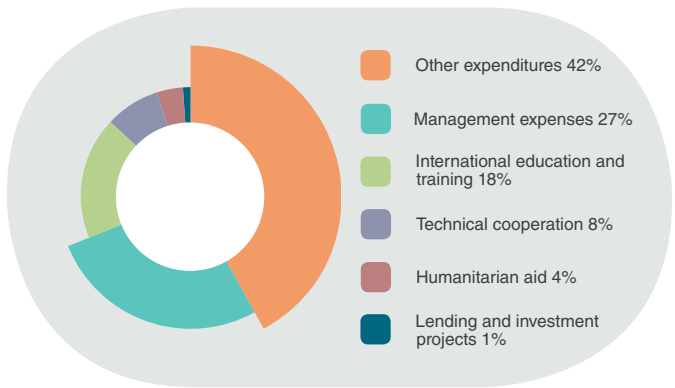
Fund Utilization and Net Worth

The TaiwanICDF was created in 1996, and as of the end of 2024, the net worth of the Fund was NT\$15.72 billion, including NT\$12.47 billion in founding and donated funds, NT\$3.01 billion in accumulated surpluses, and NT\$239.63 million in other net asset items. This represents an increase of NT\$314.11 million, or 2.04%, from 2023.

As of December 31, 2024, total assets stood at NT\$19.11 billion, of which current assets comprised 32.65%; long-term loans and investments 67.17%; real estate, factories, and equipment 0.11%; and other assets 0.07%. The organization's total liabilities were NT\$3.39 billion, and the total balance of all funds amounted to NT\$15.72 billion, including the founding fund, donated funds, and accumulated surpluses.

Developing SOPs for Expense Reconciliation and Enhancing Financial Audit Systems for Overseas Missions

Figure 2. Expenditures of Independent Funds (2024)



To improve the quality of expense reconciliation processes, in 2024 we continued to adopt standardized operating procedures for accounting for items with higher uncertainty, thereby reducing errors and accelerating reconciliation speeds. Additionally, to strengthen financial audit mechanisms for our overseas missions, we have developed an "Account Checklist" to ensure smooth financial operations and compliance with relevant regulations.

Budget Implementation

In 2024, Taiwan's Ministry of Foreign Affairs contracted the TaiwanICDF to carry out overseas operations worth NT\$1.5 billion. The total actual expenditures of these commissioned projects were NT\$1.46 billion, so the budget implementation rate was 97.21%.

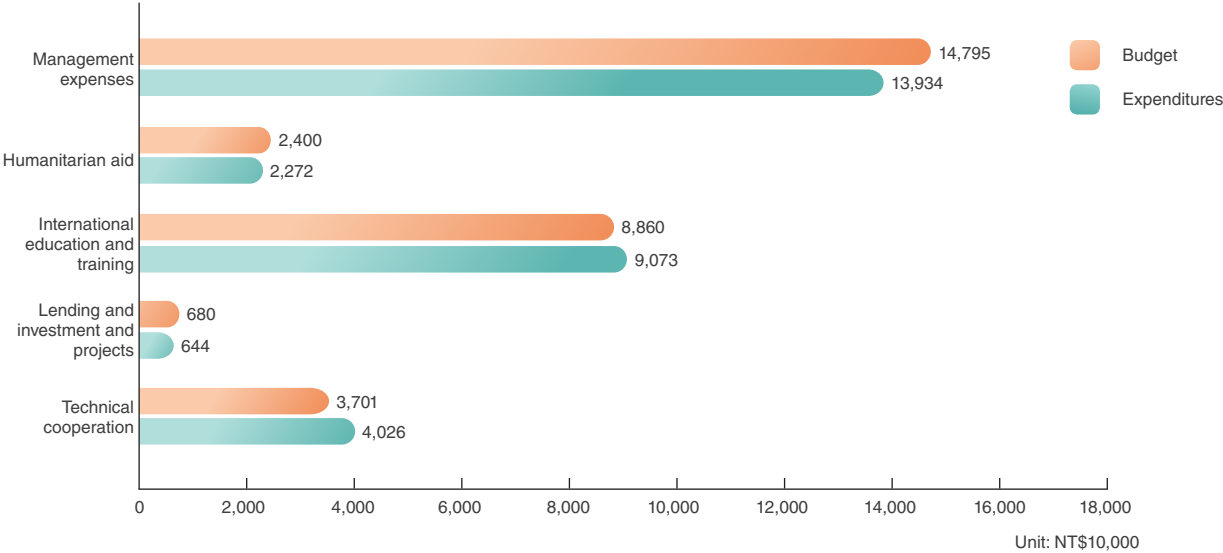
As for self-funded operations, operating expenses amounted to NT\$299.49 million. Given that the budget was NT\$304.36 million, the implementation rate was 98.40%. Budgeted and actual expenditures in 2024 are shown in Figure 3.

Auditing

Key Auditing Operations

- Key auditing operations at the TaiwanICDF include:
1. Checking the accuracy of financial and operational information and ensuring the secure management of capital, data, and various securities.
 2. Examining operations and determining whether procedures are in compliance with relevant policies, laws, regulations, and procedural guidelines.

Figure 3. Budgeted and Actual Expenditures (2024)



3. Evaluating whether assets at the TaiwanICDF are being utilized effectively and safely and are itemized correctly.
4. Assessing whether projects meet their intended objectives and achieve the anticipated results.
5. Appraising essential operations over recent years and the progress and impact of the organization's annual work plans to ensure objectives and outcomes are achieved efficiently and effectively.

Audit Categories

The TaiwanICDF conducted 28 scheduled audits during 2024. We selected audit themes based on operational risks, while also choosing to focus on internal control processes that had not been reviewed recently. The audits focused on operations and management, policy and regulatory compliance, risk and fraud prevention, and management and effectiveness of overseas technical missions.

Our audits can be categorized by type. In 2024, 11 audits were conducted in operations, four in accounting and cashier operations, three in planning and management, three in lending and investment, three in salaries and labor, two in services management, one in procurement, and one in assets. The distribution of audit categories is shown in Figure 4.

Audits Results

In 2024, audits yielded a total of 57 recommendations, including 26 for operations, seven for assets, seven

Figure 4. Distribution of Audit Cases (2024)

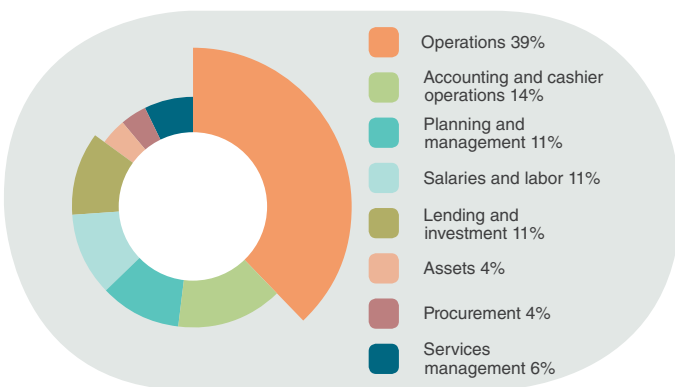
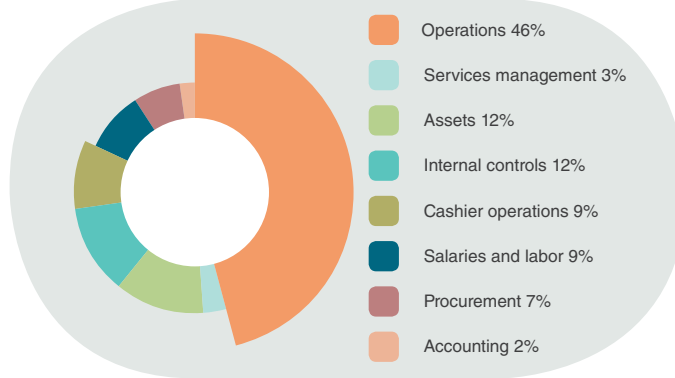


Figure 5. Distribution of Audit Recommendations (2024)



for internal controls, five for cashier operations, five for salaries and labor, four for procurement, two for services management, and one for accounting. The distribution of audit recommendations is shown in Figure 5.

Audit results and subsequent recommendations were aimed at strengthening cross-checking and reconciliation functions within and between departments, raising colleagues’ risk awareness, and guaranteeing asset safety, thus ensuring the reliability and accuracy of financial and operational information.

In July and October 2024, on-site audits of three overseas technical missions in Paraguay, Saint Vincent and the Granadines, and Eswatini were conducted. These audits aimed to understand the current work status of the teams and provide recommendations to further strengthen their compliance with our regulations and internal control systems.

Boosting Operational Performance

Through auditing, the TaiwanICDF assesses the outcomes and effectiveness of its key international cooperation projects. In 2024, such audits were conducted on the implementation of humanitarian cash relief, implementation of innovative commissioned projects, and financial services and credit guarantees offered under the Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19 project. Furthermore, to enhance the conciseness and effectiveness of the self-evaluations under the TaiwanICDF’s internal control systems, in 2024 we updated evaluation forms for overall and operational level self-assessments, and simplified items to be judged by focusing on and tying together items such as management integrity, information security, and personal data protection. At the same time, we flexibly adjusted assessment items in response to the nature of the TaiwanICDF’s actual operations in order to upgrade the effectiveness of self-evaluations. Of the 57 recommendations proposed in 2024, 24 sought to improve the TaiwanICDF’s operational performance, upgrading management of various projects through the above-mentioned audit themes.

Human Resources

Streamlining Promotion Pathways and Building a Development Environment

To provide a clear career development roadmap for colleagues committed to long-term growth within the TaiwanICDF, we aim to fully utilize their strengths and ensure a fair and transparent evaluation system. This enhances the organization’s overall performance. In 2024, we proposed

adjustments to the promotion evaluation system, separating career advancement paths for “management positions” and “expert positions” and setting distinct personnel ratios. Under the new proposals, management position titles are decoupled from expert track titles. Moreover, promotions are considered when management position salary levels overlap with the next higher grade, addressing potential internal inequities caused by different grades at the section chief level. Additionally, the evaluation system categorizes supervisors and colleagues into different assessment groups, while we announce the scoring allocation principles before annual evaluations, to ensure transparency.

Streamlining Recruitment Processes to Accelerate Workforce Hirings

In response to intensified talent market competition and the TaiwanICDF’s human resource development needs, in 2024 we actively optimized our recruitment and selection processes to accelerate new hirings. We conducted a comprehensive review of our existing selection strategies and implemented several enhancements, including setting clear timelines for each stage of the selection process, adjusting job requirements to align with cross-domain talent development trends, and conducting joint selections for similar positions. These measures not only improved recruitment efficiency but also significantly shortened the recruitment cycle, helping us attract qualified professionals with specialized skills and international competencies to join our team.

In 2024, in order to implement the TaiwanICDF’s responsibility to train specialized foreign aid manpower and strengthen the human resources pool for the organization, we collaborated with National Taiwan University to take part in the Interdisciplinary Internship- Mentorship Program, a cross-disciplinary internship initiative. This program offers credit-based internships to young individuals interested in international cooperation and development assistance, providing them with forward-looking career development opportunities. Through hands-on participation in various operations, interns deepen their understanding of trends and practical operations in international cooperation and aid. The program aims to cultivate potential future talent for the TaiwanICDF.

Developing Innovative Measures to Build a Friendly Workplace

To foster a cohesive and supportive work environment, starting from 2024, the TaiwanICDF has implemented a policy allowing employees with children under six years old to reduce their daily work hours by one hour, in accordance with the Act of Gender Equality in Employment, to enable staff to balance work and family responsibilities. Additionally, we have established a unified communication channel, the Voice of Employee mailbox (VoE@icdf.org.tw), to facilitate

open dialogue between management and employees. This platform provides both domestic and overseas staff with opportunities to express their opinions, promoting policy transparency and timely issue resolution. By enhancing employee participation and engagement, we aim to create a friendly workplace that continuously optimizes work processes and supports employees in balancing work and family responsibilities.

Expanding International Conference Participation to Broaden Perspectives

International engagement has always been a vital platform for the TaiwanICDF to share its international cooperation achievements with global partners. To increase opportunities for staff to gain experience in international conferences and broaden their perspectives, the TaiwanICDF, for the first time in 2024, internally selected personnel from non-related operational units to participate in major international events. These included the World Health Assembly (WHA), the 29th Conference of the Parties to the United Nations Framework Convention on Climate

Outstanding Personnel and Technical Missions of the Year 2024

Outstanding Personnel	
Outstanding Supervisor	Wei-Shin Jan, Division Chief, Technical Cooperation Department
Outstanding Supervisor	Yi-Chieh Lin, Division Chief, Humanitarian Assistance Department
Outstanding Staff	Ching-Wan Tseng, Junior Specialist, Research, Development, and Evaluation Department
Outstanding Staff	Hsiu-Hui Yu, Assistant Specialist, International Education and Training Department
Outstanding Staff	Chih-Sheng Wang, Assistant Specialist, Human Resource Office
Outstanding Technical Missions and Personnel	
Outstanding Technical Mission	Technical Mission of the Republic of China (Taiwan) to the Kingdom of Eswatini
Outstanding Mission Leader	Chao-Chiung Liao, Technical Mission of the Republic of China (Taiwan) to the Republic of the Fiji
Outstanding Personnel Stationed Abroad	Hsiang-Chi Chen, Technical Mission of the Republic of China (Taiwan) to Belize
Outstanding Personnel Stationed Abroad	Tsan-Ping Wang, Technical Mission of the Republic of China (Taiwan) to the Republic of Paraguay
Outstanding Personnel Stationed Abroad	Kuo-En Wang, Technical Mission of the Republic of China (Taiwan) to the Republic of Indonesia

Note: The departments mentioned above refer to the individual’s posting at the time of selection.

Change (UNFCCC COP29), the Australia-Asia Conference (AAC), and the Workshop on AI in Agrotechnology, co-organized with the Food For The Poor (FFTP). The goals were to invest in cross-sector learning, improve operations, and build stronger organizational identification.

Additionally, in 2024, the TaiwanICDF expanded its training offerings through hybrid virtual formats, focusing on combining AI technology applications and priority areas. We also provided management skills courses for base-level team leaders, covering topics such as team leadership, communications and coordination skills, and employer branding strategies, to continuously enhance staff capabilities.

Information and Communications Management

The TaiwanICDF’s information and communication technology (ICT) services support our operations and organizational responses to changes in the external environment, and we have adopted innovative technologies to improve our performance in this area. Key ICT projects for 2024 included the following:

Never Trust, Always Verify

In response to the global shift toward cloud services and the evolving COVID-19 pandemic, diverse work patterns such as video conferencing, work from home, and mobile access have become more prevalent. Traditional security models based on “security boundaries” face significant risks due to unreliable perimeter defenses and blurred security boundaries. To address these new security threats, the TaiwanICDF has drawn on the government zero trust architecture (GOVZTA) guidelines issued by the National Institute of Cyber Security as well as the NICS’s suggestions for introducing a GOVZTA identity authentication mechanism. We are gradually implementing GOVZTA and its core mechanisms, including the Introduction of Identity Verification Mechanisms for External Service ICT Systems project, which went live in May 2024. This project established an independent resource control portal, integrating single sign-on (SSO) services for all TaiwanICDF ICT systems. It placed application system hosts for TaiwanICDF external services behind firewalls in an isolated network and introduced Okta identity cloud services, complemented by FIDO2 technology, to achieve the first phase of identity verification tasks.

Proactively Safeguarding Through Internal and External Measures

To strengthen the information security measures of our outsourced ICT vendors, we have implemented an

internal-external collaborative defense strategy to enhance our overall security posture, aiming to prevent threats proactively and respond swiftly to incidents. In 2024, we conducted information security audits for four outsourced vendors. Through on-site inspections, we assessed the vendors' ICT security maintenance practices and scrutinized the implementation of relevant standard security control measures. We utilized audit findings to track and implement improvement measures, ensuring the integrity and effectiveness of our ICT security efforts. Additionally, to effect the proper management and protection of our information assets and ensure they remain capable of supporting our operational needs and providing appropriate services, we expanded our ICT system asset inventory and valuation assessment in 2024. We classified assets based on their nature and risk, evaluating their confidentiality, integrity, and availability. By assessing asset values, we can better manage and control them, mitigating potential threats and reducing the impact of security risks on our operations.

Turning Risks into Opportunities

To expand the application scope of our overseas technical mission document management system and align with the TaiwanICDF's overall cybersecurity strategy, we rebuilt the Overseas Technical Mission Document Management System in 2024. The system was redesigned using the ASP.NET framework with C# programming language, comprehensively renovating the system infrastructure to facilitate management of information security risks and strengthen the stability of system operations. Functionally, the system was upgraded from a single-processing mode to a multi-threaded architecture, significantly improving operational efficiency and flexibility. Since its launch on July 1, 2024, we have compiled feedback and suggestions from users during the testing and initial operational phases into a FAQ set, ensuring that overseas colleagues can effectively resolve operational issues and maintain high-quality document processing efficiency through a more user-friendly system.

Public Relations

In the era of rapid digital change, marketing communications must continually adapt to evolving business environments by driving content innovation and strategic upgrades. By grasping these trends, brands can not only attract more attention but also build trust and connections between their target audiences and stakeholders. This year, the TaiwanICDF adopted an omnichannel marketing strategy for its public relations communications,

integrating online and offline resources to strengthen the role of "owned media." This approach enables us to create engaging brand content that resonates with diverse audiences and stay up-to-date in the era of accelerating digital transformation. We leverage diverse platforms, including short videos, interactive digital content, immersive experiences (such as exhibitions and events), campus promotions, and licensing collaborations, to strengthen our brand narrative and community participation. Additionally, the TaiwanICDF utilizes big data analytics and artificial intelligence (AI) to enhance content creativity, increasing audience engagement and loyalty. We have actively expanded strategic partnerships with media and external organizations to deepen public recognition and support, further enhancing our brand image, influence, and market visibility. The core focal points of our public relations communications in 2024 were as follows:

Strengthening Self-Media Influence to Create Immersive Foreign Aid Experiences

As digital marketing has matured and video content has dominated social media, the TaiwanICDF has actively strengthened its role as a media entity, recreating the authentic atmosphere of our international cooperation efforts. In 2024, we launched diverse and innovative content on social media platforms to bridge the gap with the public. Our YouTube series, "Development Focus," has presented global operations updates through short videos, highlighting the daily activities of our technical teams and overseas volunteers. Additionally, the reality show "An Intern's Global Journey with the TaiwanICDF" has invited campus ambassadors to immerse themselves in our projects, capturing the challenges and achievements of our work through on-site filming. This content is simultaneously released on YouTube, Facebook, and Instagram, making it easier for the public to understand our work, enhancing our international cooperation brand image, and increasing public engagement, recognition, and support.

Deepening Campus Outreach to Realize the "Everyone is a Diplomat" Concept

The TaiwanICDF has continued to advance the "Understanding the TaiwanICDF" campus promotion campaign and use the "Mission Taiwan, Go!" board game to convey the concepts of foreign aid to students. At the same time, in collaboration with textbook publishers, we have annually increased relevant content in textbooks to enhance students' understanding of international development cooperation. In 2024, we co-hosted a teacher training workshop with the Ministry of Education's Center for Civics and Moral Education, introducing teachers to our foreign aid work and having them experience the board game. We also invited officials from the Eswatini Embassy

to share local culture, deepening teachers' understanding of the TaiwanICDF so they can introduce international cooperation and development ideas into their classrooms. In the future, we will further promote campus outreach and the "everyone is a diplomat" concept.

Expanding Collaboration and Broadening Communication Channels

In 2024, we continued to expand our outreach and strengthen branding by collaborating with external media through article reprints, e-books, and in-depth reporting, strengthening the influence of our publication, Development Focus Quarterly. We also granted permission for the use of our promotional materials across public and private sectors, maximizing the utilization of our content to increase recognition and support of the TaiwanICDF. Additionally, we participated in external events with exhibition booths to enhance interaction with various stakeholders and used multimedia publications to reduce barriers to public awareness, reaching a broader audience.

Optimizing Website Experience to Enhance Search Visibility and Traffic

The TaiwanICDF recently launched its revamped official website, continuing to promote its activities through transparent and professional information dissemination. In 2024, to enhance the user experience, the website underwent functional optimization and design enhancements, accelerating information access and increasing browsing willingness, thereby boosting overall traffic. Additionally, we strengthened our search engine optimization (SEO) strategies, improving our average ranking on Google search results and increasing opportunities for more people to learn about our work.

Legal Compliance

Commissioned by the Ministry of Foreign Affairs, the TaiwanICDF currently operates 20 technical missions in 19 countries around the world. These missions are staffed with team leaders, project managers, technicians, expert consultants, and military service members assigned to serve overseas. To effectively protect the rights and interests of these overseas personnel and enhance their understanding of diplomatic immunity, our Legal Affairs Office offered an online course titled "An Overview of Diplomatic Immunity for Overseas Technical Personnel." This course is provided to all staff stationed abroad, aiming to help them understand the types and scope of diplomatic immunity they are entitled to. This knowledge will enable them to assert and secure their legal rights when necessary and ensure the effective

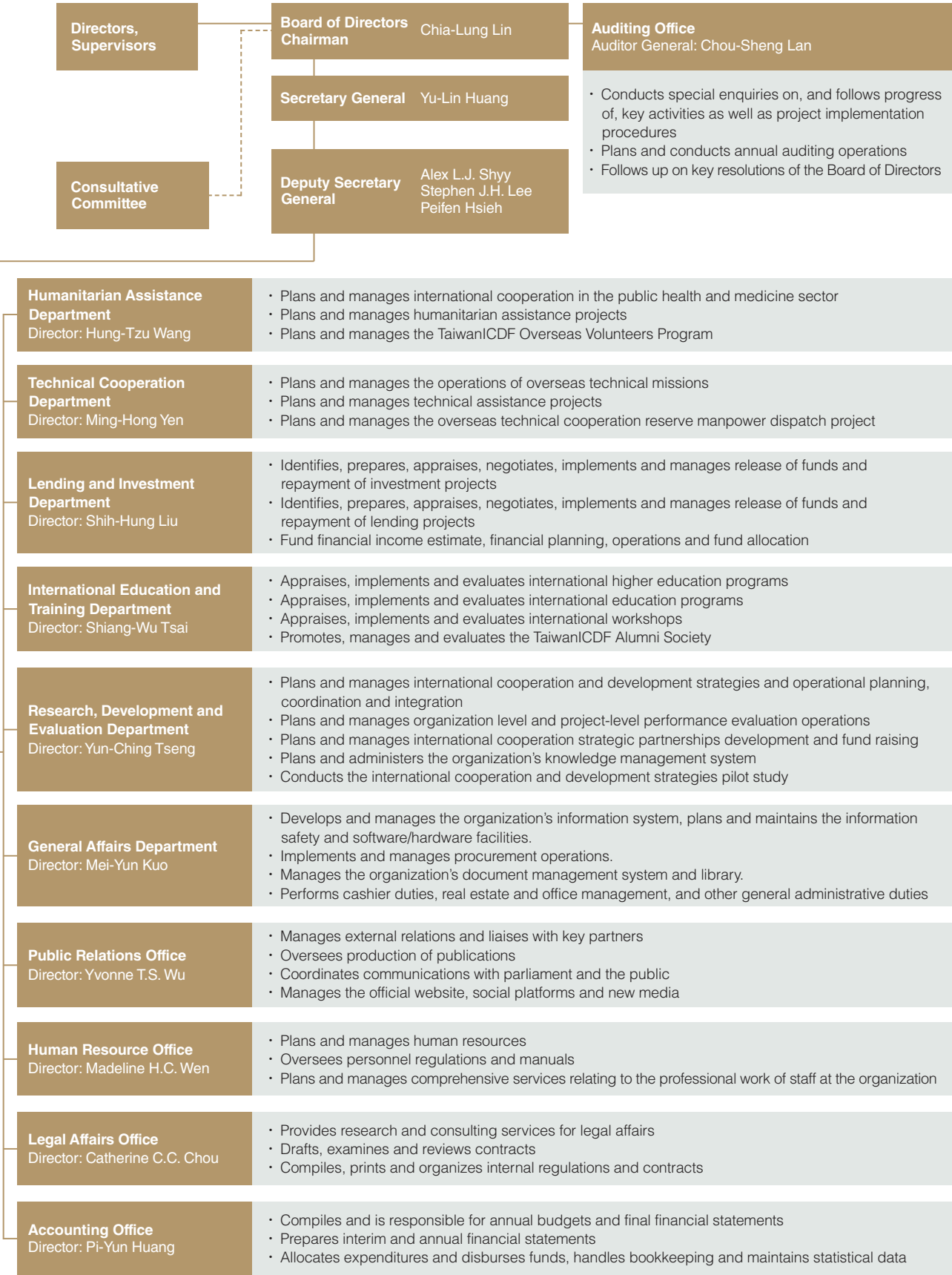
execution of their mission responsibilities. At the same time, in response to the amendments and implementation of the Sexual Harassment Prevention Act, the Gender Equality in Employment Act, and the Gender Equity Education Act in 2024, the TaiwanICDF has conducted a comprehensive review to ensure that all internal regulations comply with the updated legal requirements, and revised the Regulations for Measures for Preventing and Correcting Sexual Harassment, Complaint Procedures, and Disciplinary Actions in the Workplace. In addition, we offered an educational training course titled "Introduction and Case Analysis of the Three Gender Equality Laws – Establishing an Effective, Friendly, and Trustworthy Workplace Sexual Harassment Prevention System." and also strengthened other training programs for various personnel, including volunteers and military service members. These efforts aim to establish a harassment-free workplace environment that ensures comprehensive protection of victim rights and interests, and foster a professional and reliable system for preventing sexual harassment, thereby creating a safer and more harmonious work environment.

Ethical Management Guidelines

To uphold integrity in our operations and organizational governance, the TaiwanICDF's Board of Directors has approved the "Ethical Management Guidelines" and "Procedures for Ethical Management and Guidelines for Conduct." These frameworks are designed to implement integrity-based policies, foster robust institutional governance, and establish effective risk management mechanisms, thereby creating a sustainable operation environment. For detailed information, please refer to the website. <https://www.icdf.org.tw/wSite/ct?xItem=67782&ctNode=31218&mp=1#aC> (in Chinese only) or scan the QR Code with a mobile device.



Organization Chart*



*Accurate as of December 31, 2024

Board of Directors,
Supervisors and Consultative Committee*

Directors and Supervisors	<p>The statutes of the TaiwanICDF provide for a Board of Directors of 11-15 persons and a Board of Supervisors of 3-5 persons. The Executive Yuan appoints these board members.</p> <p>The Board comprises senior government ministers, heads of other government agencies, distinguished scholars and leading industrialists. One-third of the Board must come from the latter two categories. The duties of the Board include shaping policy, approving specific projects and lending operations, overseeing annual budget allocations, appointing and dismissing senior management and attending to other important affairs relevant to the operation of the organization.</p>		
Membership of the Ninth Board of Directors Appointed to the End of June 2024	Chairman	Chia-Lung Lin	Minister, Ministry of Foreign Affairs
	Directors	Jen-Ni Yang	Minister without Portfolio, Executive Yuan
		Jyh-Huei Kuo	Minister, Ministry of Economic Affairs
		Chin-Long Yang	Governor, Central Bank of the Republic of China (Taiwan)
		Tai-Yuan Chiu	Minister, Ministry of Health and Welfare
		Junne-Jih Chen	Minister, Ministry of Agriculture
		Ming-Chi Chen	Deputy Minister, Ministry of Foreign Affairs
		Hung-Yi Chiou	Professor, Master Program in Applied Epidemiology, College of Public Health, Taipei Medical University
		Lien-Wen Liang	Professor, Department of Banking and Finance, Chinese Culture University
		Tze-Luen Lin	Associate Professor, Department of Political Science, National Taiwan University
Shya-Li Chou		Vice President, Taiwan Institute of Economic Research	
Cher-Jean Lee	Vice Chairman, Chinese Foundation of Digitization Technology		
Kwao-Lun Hsieh	Deputy General Director, Commercialization and Industry Service Center, ITRI		
Sophia Cheng	Chief Investment Officer, Cathay Financial Holdings		
Fan-Hua Nan	Distinguished Professor, Department of Aquaculture, National Taiwan Ocean University and Vice President, National Taiwan Ocean University		
Standing Supervisor	Mei-Ying Chen	Deputy Director, Department of Special Fund Budget, DGBAS, Executive Yuan	
Supervisors	Li-Fen Lei	Professor , Department of Agricultural Economics, National Taiwan University	
	Chuang-Chang Chang	Distinguished Professor, Department of Finance, National Central University	
Consultative Committee	<p>Article Twelve of the Statute of the Establishment of the TaiwanICDF provides for the formation of the Consultative Committee. The Committee provides consultation and information services related to the operations of the Fund. Committee members include government officials, experts, scholars and persons with specialist knowledge from various sectors. The Board approves and appoints new members of the Consultative Committee</p>		
Members of the Consultative Committee	Yu-Lin Huang (Convener)	Secretary General, International Cooperation and Development Fund	
	Kun-Feng Kuo	Director General, Department of Information Technology, Ministry of Agriculture	
	Shang-Zhi Huang	Honorary President, Taiwan Society of Nephrology	
	Yu-hui Yang	Director General, Department of Technological and Vocational Education, Ministry of Education	
	Sheng-Hsiung Huang	Chairman, Taiwan Network Information Center	
	Je-Liang Liou	Research Fellow and Deputy Director, The Center for Green Economy, Chung-Hua Institution for Economic Research (CIER)	
	Zhen-Wei Chiang	Director General, Department of NGO International Affairs, Ministry of Foreign Affairs	
	Dannie Lee	Certified Public Accountant, Financial Services, KPMG in Taiwan	
	Hank C.C. Huang	Former President ,Taiwan Academy of Banking and Finance	
	Hsien-Chen Chiang	Committee Member, Complaint Review Board for Government Procurement, Legal Affairs Department, New Taipei City Government	
	Chiu-Kuei Huang	Teacher, Department of Technology Application and Human Resource Development, National Taiwan Normal University	

*Accurate as of March 31, 2025

Report of Independent Accountants

To the INTERNATIONAL COOPERATION AND DEVELOPMENT FUND

Opinion

We have audited the accompanying balance sheets of International Cooperation and Development Fund (TaiwanICDF) as at December 31, 2024 and 2023, and the related statements of comprehensive income, of changes in fund balances and of cash flows for the years then ended, and notes to the financial statements, including a summary of material accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the TaiwanICDF as at December 31, 2024 and 2023, and its results of operations and its cash flows for the years then ended in accordance with the requirements of Regulations Governing Accounting Handling and Preparation of Financial Reports of Foundations established and approved by the Ministry of Foreign Affairs, accounting policies of TaiwanICDF, Enterprise Accounting Standards (“EAS”) and related interpretations.

Basis for opinion

We conducted our audits in accordance with the “Regulations Governing Auditing and Attestation of Financial Statements by Certified Public Accountants” and Standards on Auditing of the Republic of China. Our responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the TaiwanICDF in accordance with the Norm of Professional Ethics for Certified Public Accountants in the Republic of China, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter-custodianship of certain assets

As described in Note 11 to the financial statements, certain assets were placed under the custodianship of TaiwanICDF at the request of the owners and these assets are not reflected in the financial statements. The details of these assets are disclosed for reference purposes only.

Responsibilities of management for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the requirements of Regulations Governing Accounting Handling and Preparation of Financial Reports of Foundations established and approved by the Ministry of Foreign Affairs, accounting standards of TaiwanICDF, “EAS” and related interpretations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor’s responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Standards on Auditing of the Republic of China will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the Standards on Auditing of the Republic of China, we exercise professional judgment and professional skepticism throughout the audit. We also:

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

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

Chou, Hsiao-Tzu
For and on behalf of PricewaterhouseCoopers, Taiwan
March 21, 2025

For the convenience of readers and for information purpose only, the auditors’ report and the accompanying financial statements have been translated into English from the original Chinese version prepared and used in the Republic of China. In the event of any discrepancy between the English version and the original Chinese version or any differences in the interpretation of the two versions, the Chinese-language auditors’ report and financial statements shall prevail.

INTERNATIONAL COOPERATION AND DEVELOPMENT FUND BALANCE SHEETS

DECEMBER 31, 2024 AND 2023
(Expressed in New Taiwan dollars)

Assets	Notes	2024		2023	
		Amount	%	Amount	%
Current assets					
Cash and cash equivalents	6(1)	\$4,516,927,575	24	\$4,317,122,727	23
Other receivables	6(5)	293,943,113	2	403,840,758	2
Prepayments		165,375,809	1	167,554,215	1
Financial assets measured at amortized cost – current	6(3)	832,164,268	4	369,692,221	2
Other current assets		33,401,163	–	41,965,468	–
Current portion of long-term loans receivable	6(6) and 9	398,497,812	2	415,469,095	2
Total current assets		6,240,309,740	33	5,715,644,484	30
Long-term loans and investment					
Financial assets measured at fair value through other comprehensive income – non-current	6(2)	591,556,500	3	333,207,000	2
Financial assets measured at amortized cost – non-current	6(3)	2,129,881,118	11	2,737,349,993	14
Financial assets carried at cost – non-current	6(4) and 9	3,041,299,776	16	2,886,649,776	15
Long-term loans receivable	6(6) and 9	7,074,793,763	37	7,667,324,012	39
Total long-term loans and investment		12,837,531,157	67	13,624,530,781	70
Property, plant and equipment					
	6(7)				
Machinery and equipment		17,627,174	–	21,375,657	–
Transportation equipment		1,945,633	–	2,068,412	–
Miscellaneous equipment		1,557,823	–	1,899,426	–
Leasehold improvements		548,244	–	642,842	–
Net property, plant and equipment		21,678,874	–	25,986,337	–
Other assets					
Deposits-out		262,746	–	206,641	–
Intangible assets		12,626,369	–	17,042,412	–
Total other assets		12,889,115	–	17,249,053	–
TOTAL ASSETS		\$19,112,408,886	100	\$19,383,410,655	100
LIABILITIES AND FUND BALANCES					
Current liabilities					
Payables	6(8)	\$499,578,507	2	\$648,298,762	3
Collections payable		2,892,884	–	2,500,721	–
Current portion of long-term loans receivable	6(9)	326,457,370	2	288,300,000	2
Other current liabilities		123,795	–	1,997,146	–
Total current liabilities		829,052,556	4	941,096,629	5
Long-Term Liabilities					
Long-term liabilities	6(9)	2,556,542,630	14	3,027,150,000	16
Total long-term liabilities		2,556,542,630	14	3,027,150,000	16
Other liabilities					
Other liabilities		9,742,420	–	12,201,420	–
Total other liabilities		9,742,420	–	12,201,420	–
TOTAL LIABILITIES		3,395,337,606	18	3,980,448,049	21
Fund balances					
Funds	6(11)				
Funds		12,468,838,072	65	12,468,838,072	64
Accumulated earnings	6(12)				
Accumulated earnings		3,008,604,850	16	2,856,186,602	15
Adjustment for other fund balances					
Unrealized gains on financial assets measured at fair value through other comprehensive income	6(2)	239,628,358	1	77,937,932	–
TOTAL FUND BALANCES		15,717,071,280	82	15,402,962,606	79
SIGNIFICANT CONTINGENT LIABILITIES AND UNRECOGNISED CONTRACT COMMITMENTS	9				
TOTAL LIABILITIES AND FUND BALANCES		\$19,112,408,886	100	\$19,383,410,655	100

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

INTERNATIONAL COOPERATION AND DEVELOPMENT FUND

STATEMENTS OF COMPREHENSIVE INCOME

YEARS ENDED DECEMBER 31, 2024 AND 2023
(Expressed in New Taiwan dollars)

Items	Notes	2024		2023	
		Amount	%	Amount	%
Operating revenues					
Revenues from banking and finance operations		\$392,854,619	21	\$333,091,596	21
Revenues from contracted projects	7	1,459,706,678	79	1,281,346,309	79
Other revenues from contracted projects		2,935,923	–	1,800,000	–
Total operating revenues		1,855,497,220	100	1,616,237,905	100
Operating expenses					
Humanitarian assistance expenses		(22,719,961)	(1)	(18,650,312)	(1)
Banking and finance operations		(6,440,326)	–	(3,632,445)	–
International human resources		(90,727,764)	(5)	(87,078,757)	(6)
Technical cooperation expenses		(40,256,825)	(2)	(31,137,163)	(2)
General and administrative expenses		(139,341,142)	(8)	(120,989,035)	(8)
Contracted project expenses	6(13)	(1,459,706,678)	(79)	(1,281,346,309)	(79)
Other contracted project expenses		(2,935,923)	–	(1,800,000)	–
Total operating expenses		(1,762,128,619)	(95)	(1,544,634,021)	(96)
Net operating gains		93,368,601	5	71,603,884	4
Non-operating income and gains					
Financial income	6(15)	256,723,148	14	180,037,173	11
Other non-operating income	6(16)	12,597,519	–	7,549,241	1
Total non-operating income and gains		269,320,667	14	187,586,414	12
Non-operating expenses and losses					
Financial expenses		(209,317,550)	(11)	(265,262,867)	(16)
Other non-operating expenses		(3,080,164)	–	(918,361)	–
Total non-operating expenses and losses		(212,397,714)	(11)	(266,181,228)	(16)
Deficiency (excess) of revenues over expenses		\$150,291,554	8	(\$6,990,930)	–
Other comprehensive income					
Unrealized gains on financial assets measured at fair value through other comprehensive income	6(2)	\$163,817,120	9	\$51,058,651	3
Total comprehensive income		\$314,108,674	17	\$44,067,721	3

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

INTERNATIONAL COOPERATION AND DEVELOPMENT FUND

STATEMENTS OF CHANGES IN FUND BALANCES

YEARS ENDED DECEMBER 31, 2024 AND 2023
(Expressed in New Taiwan dollars)

	Notes	Fund		Accumulated earnings	Accumulated other comprehensive income	Total fund balances
		Founding fund	Endowment fund		Unrealized gains and losses on financial assets measured at fair value through other comprehensive income	
2023						
Balance at January 1, 2023		\$11,614,338,576	\$854,499,496	\$2,863,177,532	\$26,879,281	\$15,358,894,885
Deficiency of revenues over expenses for 2023		–	–	(6,990,930)	–	(6,990,930)
Other comprehensive income	6(2)	–	–	–	51,058,651	51,058,651
Balance at December 31, 2023		\$11,614,338,576	\$854,499,496	\$2,856,186,602	\$77,937,932	\$15,402,962,606
2024						
Balance at January 1, 2024		\$11,614,338,576	\$854,499,496	\$2,856,186,602	\$77,937,932	\$15,402,962,606
Excess of revenues over expenses for 2024		–	–	150,291,554	–	150,291,554
Other comprehensive income	6(2)	–	–	–	163,817,120	163,817,120
Disposal of financial instruments measured at fair value through other comprehensive income	6(2)	–	–	2,126,694	(2,126,694)	–
Balance at December 31, 2024		\$11,614,338,576	\$854,499,496	\$3,008,604,850	\$239,628,358	\$15,717,071,280

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

INTERNATIONAL COOPERATION AND DEVELOPMENT FUND
STATEMENTS OF CASH FLOWS
YEARS ENDED DECEMBER 31, 2024 AND 2023
(Expressed in New Taiwan dollars)

	Notes	2024	2023 (Restated)
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit (loss) before tax		\$150,291,554	(\$6,990,930)
Adjustments			
Adjustments to reconcile profit (loss)			
Depreciation expense	6(7)(14)	4,745,314	3,672,146
Amortization expense	6(14)	5,284,846	10,396,024
Reversal of allowance for bad debts	6(16)	(4,473,342)	(3,750,391)
Financial assets measured at amortized cost - interest amortization		75,714	2,345,070
Loss on disposal of property, plant and equipment	6(7)	2,780,657	894,093
Changes in assets and liabilities			
Receivables		24,557,972	(17,138,544)
Prepayments		(779,165)	(2,317,957)
Other current assets		8,564,305	(3,254,874)
Accrued expenses		9,636,365	2,343,966
Other payables		(71,398,117)	(109,973,932)
Collections payable		392,163	(29,441)
Other current liabilities		(1,873,351)	1,841,056
Other liabilities		–	(51,000)
Net cash flows from (used in) operating activities		127,804,915	(122,014,714)
CASH FLOWS FROM INVESTING ACTIVITIES			
Increase in long-term loans receivable	6(6)	(103,112,450)	(641,451,500)
Proceeds from long-term loans receivable	6(6)	716,971,115	642,153,028
Increase in financial assets measured at fair value through other comprehensive income		(98,184,757)	(98,555,149)
Proceeds from disposal of financial assets measured at fair value through other comprehensive income		3,652,377	–
Increase in financial assets measured at amortized cost		(222,833,936)	(1,099,791,552)
Proceeds upon maturity of financial assets measured at amortized cost		369,210,000	800,000,000
Increase in financial assets carried at cost		(154,650,000)	(184,290,000)
Increase in property, plant and equipment	6(7)	(3,221,508)	(11,585,688)
(Increase) decrease in deposits-out		(56,105)	78,477
Increase in deferred assets		(868,803)	(9,070,000)
Proceeds from disposal of property, plant and equipment		3,000	621,296
Net cash flows from (used in) investing activities		506,908,933	(601,891,088)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from long-term debt		(432,450,000)	(288,300,000)
Decrease in deposits-in		(2,459,000)	(172,000)
Net cash flows used in financing activities		(434,909,000)	(288,472,000)
Net increase (decrease) in cash and cash equivalents		199,804,848	(1,012,377,802)
Cash and cash equivalents at beginning of year		4,317,122,727	5,329,500,529
Cash and cash equivalents at end of year		\$4,516,927,575	\$4,317,122,727

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

INTERNATIONAL COOPERATION AND DEVELOPMENT FUND
NOTES TO THE FINANCIAL STATEMENTS
YEARS ENDED DECEMBER 31, 2024 AND 2023
(Expressed in New Taiwan dollars,except as otherwise indicated)

1. HISTORY AND ORGANIZATION

In accordance with the Statute for the Establishment of the International Cooperation and Development Fund, promulgated by the President of the Republic of China, the International Cooperation and Development Fund (TaiwanICDF) was formed and approved by the Ministry of Foreign Affairs (MOFA) on June 29, 1996. TaiwanICDF was formed to succeed the International Economic Cooperation Development Fund (IECDF) management committee on June 30, 1996. The mission of TaiwanICDF is to provide assistance to developing countries to promote economic growth, strengthening international cooperation, developing foreign relations with allies and friendly countries, and advancing social progress.

2. THE DATE OF AUTHORISATION FOR ISSUANCE OF THE FINANCIAL STATEMENTS AND PROCEDURES FOR AUTHORISATION

These financial statements were authorised for issuance by the Board of Directors on March 21, 2025.

3. CHANGES IN ACCOUNTING POLICIES

None.

4. SUMMARY OF MATERIAL ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all reporting periods, unless otherwise stated.

- (1) Compliance statement
The financial statements of the TaiwanICDF have been prepared in accordance with the requirements of Regulations Governing Accounting Handling and Preparation of Financial Reports of Foundations established and approved by the Ministry of Foreign Affairs, accounting policies of TaiwanICDF (including proposed revision), the relevant laws and regulations formulated by the central government, Enterprise Accounting Standards and their interpretations announced by Accounting Research and Development Foundation (collectively referred herein as the “EAS”).
The financial statements have been prepared in accordance with the abovementioned regulations and standards.
- (2) Basis of preparation
Government funding are recognised as revenue at current expenses plus accrual reserved fund as total annual expenses based on matching of costs with revenues. Others are accounted at accrual basis. In addition, the financial statements of TaiwanICDF adopted accrual basis, anything accounted at cash basis will be adjusted to accrual basis during closing of accounts.
- (3) Foreign currency translation
TaiwanICDF maintains its accounts in New Taiwan (NT) dollars. Transactions denominated in foreign currencies are converted into NT dollars at the spot exchange rates prevailing on the transaction dates. Deposits, receivables and the unreimbursed balance of reserves payable by the Central Bank of the Republic of China due to engaged programmes denominated in foreign currencies are translated at the spot exchange rates prevailing at the balance sheet date. Exchange gains or losses are recognized in profit or loss. The other assets denominated in foreign currencies are measured at the historical exchange rate at the date of the transaction.
- (4) Classification of current and non-current items
A. Assets that meet one of the following criteria are classified as current assets; otherwise they are classified as non-current assets:
(a) Assets that are expected to be realised, or are intended to be sold or consumed within the normal operating cycle;
(b) Assets held mainly for trading purposes;
(c) Assets that are expected to be realised within twelve months from the balance sheet date;
(d) Cash or cash equivalents, excluding cash and cash equivalents that are restricted from being exchanged, used to settle liabilities for at least twelve months after the balance sheet date or restricted by other factors.

- B. Liabilities that meet one of the following criteria are classified as current liabilities; otherwise they are classified as non-current liabilities:
 - (a) Liabilities that are expected to be settled within the normal operating cycle;
 - (b) Liabilities arising mainly from trading activities;
 - (c) Liabilities that are to be settled within twelve months after the balance sheet date;
 - (d) Liabilities for which the repayment date cannot be deferred unconditionally for at least twelve months after the balance sheet date.
- (5) Cash equivalents

Cash equivalents refer to short-term, highly liquid time deposits or investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.
- (6) Financial assets at fair value through other comprehensive income
 - A. Financial assets at fair value through other comprehensive income comprise particular equity securities which are not held for trading, and for which the entity has made an irrevocable election at initial recognition to recognise changes in fair value as other comprehensive income and debt instruments which meet all of the following criteria:
 - (a) The financial assets are held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
 - (b) The contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.
 - B. On a regular way purchase or sale basis, financial assets at fair value through other comprehensive income are recognised and derecognised using settlement date accounting.
 - C. Financial assets at fair value through other comprehensive income are initially recognised at fair value plus transaction costs. These financial assets are subsequently remeasured and stated at fair value:
 - (a) The changes in fair value of equity investments are recognised as gain or loss in other comprehensive income before derecognition. The cumulative gain or loss previously recognised in other comprehensive income is not transferred to profit or loss but is reclassified to retained earnings following the derecognition of the investment. Dividends are recognised in profit or loss when the right to receive payment is established unless the dividend clearly represents a recovery of part of the cost of the investment.
 - (b) The changes in fair value of debt investments are recognised as gain or loss in other comprehensive income before derecognition, except for impairment gain or loss, interest income and gain or loss on foreign exchange which are recognised in profit or loss. The cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss following the derecognition of the investment.
- (7) Financial assets at amortised cost
 - A. Financial assets at amortised cost are those that meet all of the following criteria:
 - (a) The financial assets are held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
 - (b) The contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.
 - B. On a regular way purchase or sale basis, financial assets at amortised cost are recognised and derecognised using settlement date accounting.
 - C. Financial assets at amortised cost are initially recognised at fair value plus transaction costs. Interest income from these financial assets is included in finance income using the effective interest method. A gain or loss is recognised in profit or loss when the asset is impaired or derecognised.
- (8) Financial assets measured at cost
 - A. Financial assets measured at cost are equity instruments that do not have a quoted market price in an active market and whose fair value cannot be reliably measured or derivatives that are linked to and must be settled by delivery of such unquoted equity instruments.
 - B. On a regular way purchase or sale basis, financial assets measured at cost are recognised and derecognised using trade date accounting.

- C. Financial assets measured at cost are initially recognised at fair value plus transaction costs and subsequently measured at cost. When financial assets are derecognised, the gain or loss is recognised in profit or loss for those financial assets initially classified as fair value through profit or loss. For those financial assets initially classified as fair value through other comprehensive income, the cumulative gain or loss previously recognised as other comprehensive income is not transferred to profit or loss but is reclassified to retained earnings.
- (9) Impairment of financial asset
 - A. The TaiwanICDF assesses at each balance sheet date whether there is objective evidence that a financial asset or a group of financial assets is impaired as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.
 - B. The criteria that the TaiwanICDF uses to determine whether there is objective evidence of an impairment loss is as follows:
 - (a) Significant financial difficulty of the issuer or debtor;
 - (b) A breach of contract, such as a default or delinquency in interest or principal payments;
 - (c) For economic or legal reasons relating to the borrower's financial difficulty, granted the borrower a concession that a lender would not otherwise consider;
 - (d) It becomes probable that the borrower will enter bankruptcy or other financial reorganisation;
 - (e) Observable data indicating that there is a measurable decrease in the estimated future cash flows from a group of financial assets since the initial recognition of those assets, although the decrease cannot yet be identified with the individual financial asset in the group, including adverse changes in the payment status of borrowers in the group or national or local economic conditions that correlate with defaults on the assets in the group;
 - (f) Information about significant changes with an adverse effect that have taken place in the technology, market, economic or legal environment in which the issuer of the equity instruments operates, and indicates that the cost of the investment in the equity instrument may not be recovered.
 - C. When the TaiwanICDF assesses that there has been objective evidence of impairment loss of financial assets, the amount of impairment loss is determined as follows according to the category of financial assets:
 - (a) Financial assets measured at amortised cost

The amount of the impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate, and is recognised in profit or loss. If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment loss was recognised, the previously recognised impairment loss is reversed through profit or loss to the extent that the carrying amount of the asset does not exceed its amortised cost that would have been at the date of reversal had the impairment loss not been recognised previously. Impairment loss is recognised and reversed by adjusting the carrying amount of the asset through the use of an impairment allowance account.
 - (b) Financial assets measured at cost

The amount of the impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at current market return rate of similar financial asset, and is recognised in profit or loss. Impairment loss recognised for this category shall not be reversed subsequently. Impairment loss is recognised by adjusting the carrying amount of the asset through the use of an impairment allowance account.
 - (c) Available-for-sale financial assets

The amount of the impairment loss is measured as the difference between the asset's acquisition cost (less any principal repayment and amortisation) and current fair value, less any impairment loss on that financial asset previously recognised in profit or loss, and is reclassified from 'other comprehensive income' to 'profit or loss'. If, in a subsequent period, the fair value of an investment in a debt instrument increases, and the increase can be related objectively to an event occurring after the impairment loss was recognised, such impairment loss is reversed through profit or loss. Impairment loss of an investment in an equity instrument recognised in profit or loss shall not be reversed through profit or loss. Impairment loss is recognised and reversed by adjusting the carrying amount of the asset through the use of an impairment allowance account.

(10)Accounts receivable

Retained money receivable on completed projects
Any unfunded projects that need to be included in the final accounts due to the government budget, or need to be approved to be retained until next year.

(11)Allowance for uncollectible accounts

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

(12)Long-term loans receivable

Foreign currency loans are stated at historical exchange rates.

(13)Property, plant and equipment

- A. Property, plant and equipment are initially recorded at cost. Borrowing costs incurred during the construction period are capitalised.
- B. In case of replacement of one part of the property, plant and equipment, the new part is capitalised to the extent that it is probable that future economic benefits associated with the item will flow to the TaiwanICDF, and the carrying amount of the part replaced is derecognised. All other repairs and maintenance are charged to profit or loss when incurred.
- C. Property, plant and equipment are measured at cost model subsequently. Land is not depreciated. Other property, plant and equipment are depreciated using the straight-line method over their estimated useful lives. Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately, unless it is impracticable. The estimated useful lives of property, plant and equipment are as follows:

Machinery and equipment	3 ~ 10 years
Transportation equipment	2 ~ 10 years
Miscellaneous equipment	3 ~ 10 years
Leasehold improvements	5 years
- D. If expectations for the assets' residual values and useful lives differ from previous estimates or the patterns of consumption of the assets' future economic benefits embodied in the assets have changed significantly, any change is accounted for as a change in estimate under EAS 4, 'Accounting policies, estimates and errors', from the date of the change.

(14)Impairment of non-financial assets

- A. The TaiwanICDF assesses at each balance sheet date the recoverable amounts of those assets where there is an indication that they are impaired. The impairment loss on revalued assets is recognised in other comprehensive income to the extent of amount of unrealised revaluation surplus; excess is recognised in profit or loss, if any.
- B. Where the recoverable amount increases in subsequent period, the book value of the asset is adjusted to its recoverable amount. The carrying amount after reversal should not exceed its book value (less depreciation or amortisation amount) that would have been if the impairment had not been recognised. Reversal of impairment loss is recognised in profit or loss, but gain on reversal of impairment loss on revalued assets is recognised in profit or loss to the extent of impairment loss initially recognised in profit or loss; excess is recognised in other comprehensive income as unrealised revaluation surplus of the asset.

(15)Accounts payable

Retained money payable on completed projects
Any unfunded projects that need to be included in the final accounts due to the government budget, or need to be approved to be retained until next year.

(16)Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred at the dates of the transactions and subsequently measured at amortised cost using the effective interest method. Interest amortised using the effective interest method is recognised in profit or loss.

(17)Retirement plan

- A. TaiwanICDF had a non-contributory pension plan originally, covering all regular employees, which was defined by the Fund. 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, TaiwanICDF has established a funded defined contribution pension plan (the "New Plan") under the Labor Pension Act. Under the New Plan, 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 TaiwanICDF's retirement fund.
- B. Under the defined contribution pension plan, net periodic pension costs are recognized as incurred.

(18)Income tax

Income tax is accounted in accordance with the Standard for Non-profit Organizations Exempt from Income Tax promulgated by the Executive Yuan, and Statement of Financial Accounting Standards. Under- or over-provision of income tax in the previous year is accounted for as an adjustment of income tax expense in the current year.

(19)Revenues, costs and expenses

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

5. CRITICAL ESTIMATES AND KEY SOURCES OF ASSUMPTION UNCERTAINTY

None.

6. DETAILS OF SIGNIFICANT ACCOUNTS

(1) Cash and cash equivalents

	December 31, 2024	December 31, 2023
Petty cash	\$110,000	\$110,000
Demand deposits	1,125,944,114	664,042,623
Time deposits	3,390,873,461	3,652,970,104
Total	\$4,516,927,575	\$4,317,122,727

The time deposits undertaken by the foundation in 2024 and 2023 had interest rate ranges of 1.45% to 5.4% and 1.1% to 5.86%, respectively.

(2) Financial assets at fair value through profit or loss

Items	December 31, 2024	December 31, 2023
Non-current items:		
Equity instruments		
Exchange traded funds	\$351,928,142	\$255,269,068
Valuation adjustments	239,628,358	77,937,932
Total	\$591,556,500	\$333,207,000

A. The details of financial assets measured at fair value through other comprehensive income recognized in accumulated other comprehensive income are as follows:

	2024	2023
Fair value changes recognized in accumulated other comprehensive income	\$163,817,120	\$51,058,651
Accumulated profits reclassified to accumulated earnings due to derecognition	(\$2,126,694)	\$–

B. The fair values of investment in exchange traded funds are based on the closing price in market on balance sheet date.

(3) Financial assets at amortised cost

Items	December 31, 2024	December 31, 2023
Current items		
Corporate bonds	\$832,164,268	\$369,962,221
Non-current items		
Government bonds	\$381,527,587	\$384,025,593
Corporate bonds	1,748,353,531	2,353,324,400
Total	\$2,129,881,118	\$2,737,349,993

The TaiwanICDF recognised interest income of \$90,050,389 and \$82,335,250 for the years ended December 31, 2024 and 2023, respectively.

(4) Financial assets measured at cost

Items	December 31, 2024		December 31, 2023	
	Carrying amounts		Carrying amounts	
	(NT\$)	Ownership	(NT\$)	Ownership
Financial assets at fair value through profit or loss				
Equity investments accounted for using cost method:				
Overseas Investment & Development Corporation	\$175,000,000	19.44%	\$175,000,000	19.44%
Less: Accumulated impairment	(6,000,000)		(6,000,000)	
	169,000,000		169,000,000	
Tauwan's Agricultural Development Impairment	7,435,640	4.45%	7,435,640	4.45%
Less: Accumulated impairment	–		–	
	7,435,640		7,435,640	
Gojo & Company, Inc	154,650,000	0.65%	–	–
Less: Accumulated impairment	–		–	
	154,650,000		–	
	331,085,640		176,435,640	

Items	December 31, 2024		December 31, 2023	
	Carrying amounts		Carrying amounts	
	(NT\$)	Ownership	(NT\$)	Ownership
International institution investment fund:				
FIISF-Smaill Business Account-Phase III	\$1,174,490,000		\$1,174,490,000	
	(=US\$38,000,000)		(=US\$38,000,000)	
Agribusiness Account	474,630,000		474,630,000	
	(=US\$15,000,000)		(=US\$15,000,000)	
Innovation and Sustainability in Agribusiness Value Chains Account	602,960,000		602,960,000	
	(=US\$20,000,000)		(=US\$20,000,000)	
Less: Accumulated impairment	(18,165,864)		(18,165,864)	
	(=US\$591,433)		(=US\$591,433)	
	2,233,914,136		2,233,914,136	
EBRD Financial Intermediary and Private Enterprises Investment Special Fund – Agribusiness Account	476,300,000		476,300,000	
	(=US\$15,000,000)		(=US\$15,000,000)	
	2,710,214,136		2,710,214,136	
Total	3,041,299,776\$		2,886,649,776\$	

- A. TaiwanICDF and the European Bank for Reconstruction Development (EBRD) entered into a contribution agreement dated May 19, 2011 in respect of the Financial Intermediary and Private Enterprises Investment Special Fund (FIPEISF)-Small Business Account III (SBA III), as amended on April 19, 2017 and March 19, 2019, pursuant to which TaiwanICDF had committed US\$50,000,000. The contribution to SBA III is used to co-finance EBRD lending operations with financial intermediaries for on-lending to micro and small enterprises. TaiwanICDF's accumulated contribution both amounted to US\$38,000,000 as of December 31, 2024 and 2023.
- B. TaiwanICDF and the EBRD entered into a contribution agreement dated November 18, 2015 in respect of the FIPEISF-Agribusiness Account (ABA), pursuant to which TaiwanICDF had committed US\$15,000,000. The contribution to the ABA is mainly used to co-finance EBRD lending operations for the private enterprises operating in agribusiness sector. TaiwanICDF's accumulated contribution both amounted to US\$15,000,000 as of December 31, 2024 and 2023.
- C. TaiwanICDF and the EBRD entered into a contribution agreement dated November 27, 2019 in respect of the FIPEISF- Innovation and Sustainability in Agribusiness Value Chains Account(ISAVCA), pursuant to which TaiwanICDF had committed US\$20,000,000. The contribution to the ISAVCA is mainly used to co-finance EBRD lending operations for the private enterprises operating in agribusiness sector. TaiwanICDF's accumulated contribution both amounted to US\$20,000,000 as of December 31, 2024 and 2023.
- D. TaiwanICDF and the Inter-American Development Bank (IDB) entered into an agreement dated March 27, 2006 in respect of the Specialized Financial Intermediary Development Fund (SFIDF), pursuant to which TaiwanICDF had committed US\$15,000,000. The contribution to the SFIDF is used to co-invest in, or co-finance well-performing microfinance institutions with the LAB of IDB Group. TaiwanICDF's accumulated contribution both amounted to US\$15,000,000 as of December 31, 2024 and 2023.

- E. Taiwan's Agricultural Development Corporation has passed a resolution during the Board of Directors' meeting held on June 18, 2024, and June 15, 2023, for the capitalization of retained earnings through the issuance of new shares. The capitalization base date were September 18, 2024 and September 5, 2023, resulting in the TaiwanICDF's shareholding increasing from 765,128 to 803,175 shares while maintaining shareholding percentage of 4.45%.
- F. TaiwanICDF and Gojo & Company Inc. entered into an agreement dated May 30, 2024, pursuant to which TaiwanICDF had committed JPY\$750,000,000, which corresponds to a shareholding ratio of 0.65%. TaiwanICDF's accumulated contribution amounted to JPY\$750,000,000 as of December 31, 2024.
- G. The above listed foreign currency investments projects are stated using the historical exchange rate.
- H. See Appendix 2 for the statement of changes in financial assets carried at cost for the year ended December 31, 2024.

(5) Other receivables

	December 31, 2024	December 31, 2023
Retained money receivable on completed projects	\$188,986,902	\$272,987,834
Interest receivable	105,428,650	121,590,153
Other receivables	98,585	9,950,004
	294,514,137	404,527,991
Less: Allowance for doubtful accounts	(571,024)	(687,233)
	\$293,943,113	\$403,840,758

(6) Long-term loans receivable

	December 31, 2024	December 31, 2023
Current items		
Current portion of long-term loans receivable	\$405,482,582	\$422,719,142
Less: Allowance for doubtful accounts	(6,984,770)	(7,250,047)
Net	\$398,497,812	\$415,469,095
Non-current items		
Long-term loans receivable	7,160,288,477	7,756,910,582
Less: Allowance for doubtful accounts	(85,494,714)	(89,586,570)
Net	7,074,793,763	7,667,324,012
Total	\$7,473,291,575	\$8,082,793,107

- A. 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, 2024 and 2023, the total outstanding loans denominated are as follows:

	December 31, 2024	December 31, 2023
Total outstanding loans:		
USD	189,103,853.64	203,067,692.28
AUD	17,149,811.68	18,026,289.20
EUR	44,993,892.18	49,381,758.37

- B. Allowances for doubtful accounts were based on the Regulation for TaiwanICDF Dealings with Past Due/Non-Performing Loans and Bad Debts.
- C. As Parque Industrial Oriente S.A. (PIO) defaulted on the loan extended for the Industrial Park Development Project in Paraguay amounting to US\$11,003,488.32, TaiwanICDF filed a legal claim against PIO on September 1, 2003. The court in Ciudad del Este ruled in favor of 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. The MOFA stated in a letter dated on April 16, 2014 that there were no payments made by MOFA for year 2014 and installments would resume starting from 2015 through annual budgets, and a payment of US\$500,000 was made in years 2015 to 2024, total US\$5,000,000. As of December 31, 2024, the MOFA had repaid US\$10,793,162.77 and the remaining balance was US\$210,325.55.
- D. There was no significant past due loan as of December 31, 2024 and 2023.
- E. See Appendix 1 for the statement of changes in long-term loans for the year ended December 31, 2024.

(7) Property, plant and equipment

	Machinery and equipment	Transportation equipment	Miscellaneous equipment	Leasehold improvements	Total
At January 1, 2024					
Cost	\$47,913,849	\$4,027,846	\$4,857,225	\$3,857,054	\$60,655,974
Accumulated depreciation	(26,538,192)	(1,959,434)	(2,957,799)	(3,214,212)	(34,669,637)
	\$21,375,657	\$2,068,412	\$1,899,426	\$642,842	\$25,986,337
Opening net book amount as at January 1	\$21,375,657	\$2,068,412	\$1,899,426	\$642,842	\$25,986,337
Additions	2,964,338	221,890	35,280	–	3,221,508
Disposals	(2,628,546)	(40,833)	(19,680)	(94,598)	(2,783,657)
Depreciation charge	(4,084,275)	(303,836)	(357,203)	–	(4,745,314)
Closing net book amount as at December 31	\$17,627,174	\$1,945,633	\$1,557,823	\$548,244	\$21,678,874
At December 31, 2024					
Cost	\$34,124,973	\$3,946,811	\$4,760,847	\$3,289,466	\$46,122,097
Accumulated depreciation	(16,497,799)	(2,001,178)	(3,203,024)	(2,741,222)	(24,443,223)
	\$17,627,174	\$1,945,633	\$1,557,823	\$548,244	\$21,678,874

	Machinery and equipment	Transportation equipment	Miscellaneous equipment	Leasehold improvements	Total
At January 1, 2023					
Cost	\$43,018,122	\$3,754,606	\$4,832,702	\$3,857,054	\$55,462,484
Accumulated depreciation	(28,161,996)	(1,777,985)	(2,720,107)	(3,214,212)	(35,874,300)
	\$14,856,126	\$1,976,621	\$2,112,595	\$642,842	\$19,588,184
Opening net book amount as at January 1	\$14,856,126	\$1,976,621	\$2,112,595	\$642,842	\$19,588,184
Additions	10,532,067	878,355	175,266	–	11,585,688
Disposals	(1,014,264)	(478,298)	(22,827)	–	(1,515,389)
Depreciation charge	(2,998,272)	(308,266)	(365,608)	–	(3,672,146)
Closing net book amount as at December 31	\$21,375,657	\$2,068,412	\$1,899,426	\$642,842	\$25,986,337
At December 31, 2023					
Cost	\$47,913,849	\$4,027,846	\$4,857,225	\$3,857,054	\$60,655,974
Accumulated depreciation	(26,538,192)	(1,959,434)	(2,957,799)	(3,214,212)	(34,669,637)
	\$21,375,657	\$2,068,412	\$1,899,426	\$642,842	\$25,986,337

(8) Payables

	December 31, 2024	December 31, 2023
Retained money payable on completed projects	\$341,491,099	\$428,449,602
Accrued expenses	47,997,125	37,109,616
Interest payable	8,898,323	10,149,467
Other payables	101,191,960	172,590,077
	\$499,578,507	\$648,298,762

(9) Long-term borrowings

Type of borrowings	Borrowing period and repayment term	Interest rate range	Collateral	December 31, 2024
Bank borrowings				
Long-term borrowings	15-Jun-42	0.60%	–	\$2,883,000,000
Less: Current portion				(326,457,370)
				\$2,556,542,630

Type of borrowings	Borrowing period and repayment term	Interest rate range	Collateral	December 31, 2023
Bank borrowings				
Long-term borrowings	15-Jun-42	0.40%	–	\$3,315,450,000
Less: Current portion				(288,300,000)
				\$3,027,150,000

Note: The interest rate is calculated at the six-month CME Term SOFR plus 0.6 percentage points for the first two business days.

TaiwanICDF participated in providing credit to finance the Public Sector Operations and Financial Sector Support Facility for MSMEs led by the Central American Bank for Economic Integration (CABEI) in 2020, and received loans from the Bank of Taiwan amounting to US\$50,000,000 and US\$80,000,000, respectively. As of December 31, 2024 and 2023, TaiwanICDF had repaid US\$15,000,000 and US\$10,000,000, respectively.

(10) Retirement funds

- A.

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 a financial institution was \$90,555,977 and \$98,904,895 as of December 31, 2024 and 2023, respectively.
- B.

The details of employees’ retirement funds allocated by TaiwanICDF are as follows:

	2024	2023
Balance at the beginning of the year	\$98,904,895	\$96,529,191
Interest income	1,571,814	1,309,008
Contribution during the year	4,330,000	4,330,000
Payments during the year	(14,250,732)	(3,263,304)
Balance at the end of the year	\$90,555,977	\$98,904,895
- C.

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

Effective September 1, 2009, TaiwanICDF has established a funded defined contribution pension plan (the “New Plan”) under the Labor Pension Act. Under the New Plan, 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, 2024 and 2023 amounted to \$12,472,354 and \$12,225,541, respectively.

(11)Funds

- A. The founding fund balance of \$11,614,338,576 (Total assets of \$11,634,131,427 less total liabilities of \$19,792,851) was derived from the closure of the IECDF management committee on June 30, 1996. In the official registration with the court, the total property value filed as \$11,634,131,427 was based on the closing balance of assets of the IECDF management committee. As of December 31, 2024, the total amount of the assets registered with TaiwanICDF was \$15,402,962,606.
- B. The donated fund of TaiwanICDF consisted of the following items:

(a) The amount of \$4,423,541 from MOFA’s Committee of International Technical Cooperation (CITC) was consolidated in TaiwanICDF on July 1, 1997.

(b) The amount of \$600,000,000 was donated by the MOFA on January 16, 1999.

(c) The MOFA provided the amount of \$250,075,955 on December 31, 2001 under the Regulation for TaiwanICDF in Providing Guarantee for Credit Facilities Extended to Private Enterprises Which Invest in Countries with Formal Diplomatic Relationships.

(12)Accumulated earnings

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 TaiwanICDF is a non-profit organization, distribution of income is not permitted in accordance with its Articles of Association.

(13)Contracted project expenses

	2024	2023
Personnel expenses	\$393,638,317	\$367,604,252
Operating expenses	777,969,017	702,475,250
Travel and transportation expense	53,402,062	60,574,984
Equipment investment expense	234,697,282	150,691,823
	\$1,459,706,678	\$1,281,346,309

(14)Personnel expenses, depreciation and amortization

	2024	2023
Personnel expenses(Note)		
Salaries	\$150,451,064	\$142,298,283
Labor and health insurance	13,526,285	13,166,546
Pension	12,472,354	12,225,541
Others	5,611,474	5,276,783
	\$182,061,177	\$172,967,153
Depreciation	\$4,745,314	\$3,672,146
Amortization	\$5,284,846	\$10,396,024

Note: Included technical partners.

(15)Financial income

	2024	2023
Interest income	\$201,722,396	\$171,592,473
Foreign exchange gain	44,690,752	–
Investment income-non-operating	10,310,000	8,444,700
	\$256,993,148	\$180,037,173

(16)Other non-operating income

	2024	2023
Reversal of allowance for doubtful accounts	\$4,473,342	\$3,750,391
Subsidy and donation income	1,776,532	1,052,100
Others	6,347,645	2,746,750
	\$12,597,519	\$7,549,241

(17)Income tax

Activities and related expenses of TaiwanICDF are in compliance with “Standard for Non-profit Organizations Exempt from Income Tax”. Accordingly, TaiwanICDF is exempt from income tax. The income tax returns through 2021 have been assessed and approved by the Tax Authority.

7. RELATED PARTY TRANSACTIONS

- (1) Name of subsidiaries and the relationship with the TaiwanICDF

Name of related party	Relationship with the TaiwanICDF
Ministry of Foreign Affairs (MOFA)	TaiwanICDF is an entity of government relations under its control

- (2) Revenues from contracted projects are all the subsidy received from the contracted projects of the Ministry of Foreign Affairs.

8. PLEDGED ASSETS

None.

9. SIGNIFICANT CONTINGENT LIABILITIES AND UNRECOGNISED CONTRACT COMMITMENTS

- (1) Pursuant to the Regulations for Loans by the International Cooperation and Development Fund, the loan amount in U.S. dollars under the loan agreements entered into by TaiwanICDF amounted to US\$292,654,459.41 and US\$305,154,459.41 as of December 31, 2024 and 2023, respectively. The total amount of loans drawn down amounted to US\$271,924,459.41 and US\$281,204,459.41, and the undisbursed committed balance amounted to US\$20,730,000.00 and US\$23,950,000.00 as of December 31, 2024 and 2023, respectively.
- (2) Pursuant to the Regulations for Investments by the International Cooperation and Development Fund, the committed amounts denominated in U.S. dollars under the outstanding contracts entered into by TaiwanICDF amounted to US\$ 100,000,000, of which US\$ 88,000,000 had been invested as of December 31, 2024 and 2023. The undisbursed committed balance both amounted to US\$ 12,000,000 as of December 31, 2024 and 2023.
- (3) 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, 2020 to September 30, 2025 with the rents charged on a monthly basis. The rents are calculated as follows:

A. Land: 3% of the most recent official land price per square meter multiplied by the rental area and divided by 12.

B. Building: 10% of the current taxable building value divided by 12.

10. SIGNIFICANT EVENTS AFTER BALANCE SHEET DATE

None.

11. PROPERTIES UNDER CUSTODIANSHIP

- (1) The government has placed certain assets under 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, 2024 and 2023, the book value of fixed assets under custodianship was \$498,354,575 and \$380,343,830, respectively. In addition, as of December 31, 2024 and 2023, the reserve for severance pay for personnel stationed abroad in charge of the government's assignments, which were administered by TaiwanICDF on behalf of government and for contracted assistants of TaiwanICDF amounted to \$15,428,002 and \$16,320,504, respectively.
- (2) The MOFA has engaged TaiwanICDF to manage the Central American Economic Development Fund (ROC-CAEDF). As of December 31, 2024 and 2023, the total amount of ROC-CAEDF was \$9,267,639,944 and \$8,365,110,808, respectively, and the details of the financial assets of the ROC-CAEDF are as follows:

	December 31, 2024	
	US\$	NT\$
Demand deposits	\$1,274,840.07	\$41,795,632
Time deposits	250,596,846.85	8,215,817,625
Interest receivable	6,970,697.83	228,534,328
Prepaid expenses	245,813.23	7,987,230
Corporate bonds – current	20,011,097.25	592,360,877
Corporate bonds – non-current	5,917,634.27	181,144,252
	\$285,016,929.50	\$9,267,639,944

	December 31, 2023	
	US\$	NT\$
Demand deposits	\$1,921,069.13	\$58,986,427
Time deposits	224,991,994.12	6,908,379,179
Interest receivable	6,665,399.33	204,661,086
Prepaid expenses	243,413.91	7,892,696
Corporate bonds – non-current	39,396,794.40	1,185,191,420
	\$ 273,218,670.89	\$8,365,110,808

INTERNATIONAL COOPERATION AND DEVELOPMENT FUND
STATEMENT OF CHANGES IN LONG-TERM LOANS
FOR THE YEAR ENDED DECEMBER 31, 2024

(Expressed in NT\$)

Item	Beginning Balance	Increase in long-term loans	Collection of long-term loans	Ending Balance	Collection Term
Industrial Park Development Project in Paraguay, reimbursed by the guarantor, MOFA	\$23,537,951	\$–	\$16,131,500	\$7,406,451	May. 2010 ~ May. 2029 (Note)
Phase I Solidarity Reconstruction Program in Nicaragua	4,905,000	–	4,905,000	–	Jul. 2004 ~ Jan. 2024
Phase II Housing Solidarity Reconstruction Program in Nicaragua	16,215,629	–	8,126,973	8,088,656	Mar. 2006 ~ Sep. 2025
Housing Solidarity Reconstruction Program in El Salvador	3,412,000	–	3,412,000	–	Nov. 2004 ~ May. 2024
Belize Tourism Development Project/Caracol road	10,892,184	–	4,305,858	6,586,326	Nov. 2005 ~ May. 2026
Program for Modernizing the National Congress and the Office of the Comptroller General in Dominican Republic	16,352,385	–	6,540,954	9,811,431	Nov. 2004 ~ May. 2026
Drinking Water Distribution Project in Petion-Ville-Lot I in Haiti	12,070,737	–	2,015,138	10,055,599	May. 2007 ~ Nov. 2029
Microfinancing and Capacity Building Project in the Gambia	1,067,669	–	1,067,669	–	Mar. 2010 ~ Sep. 2024
Agricultural Production Reactivation Phase II in Nicaragua	43,473,443	–	8,884,502	34,588,941	Mar. 2011 ~ Sep. 2028
Lower Usuthu Smallholder Irrigation Project in Eswatini	22,242,512	–	8,897,008	13,345,504	Jul. 2009 ~ Jan. 2026
Information Technology School Project	51,655,821	–	6,863,390	44,792,431	Sep. 2014 ~ Mar. 2031
Technical and Vocational Education and Training Project in the Gambia	28,942,958	–	3,732,469	25,210,489	Jan. 2016 ~ Jul. 2031
CABEI's Special Fund for the Social Transformation of Central America	60,530,270	–	10,088,378	50,441,892	May. 2012 ~ Nov. 2029
CABEI's Special Fund for the Social Transformation of Central America Phase II	144,790,367	–	17,034,162	127,756,205	Nov. 2014 ~ May. 2032
Taiwan ICDF-CABEI Technological and Vocational Education and	6,299,758	–	6,299,758	–	Jan. 2015 ~ Jul. 2024
The Green Energy Special Fund	1,800,785,029	–	181,745,418	1,619,039,611	The period depends on the sub-projects.
Repair and Upgrade of Bonriki International Airport (Kiribati)	432,618,200	–	22,694,050	409,924,150	Sep. 2021 ~ Mar.2044
Belize City House of Culture and the Downtown Rejuvenation Project	103,120,289	–	13,297,153	89,823,136	Mar. 2018 ~ Sep. 2031

Item	Beginning Balance	Increase in long-term loans	Collection of long-term loans	Ending Balance	Collection Term
Integral Microfinance Project (El Salvador)	32,807,143	–	13,122,857	19,684,286	Jul. 2019 ~ Jan. 2026
National Broadband Plan	391,254,141	–	60,044,311	331,209,830	Jul. 2021 ~ Jan. 2030
The Home Energy Efficiency and Renewable Energy Project In The Republic Of The Marshall Islands	22,267,504	–	6,218,661	16,048,843	May. 2022 ~ Nov. 2030
Tuvalu Project Loan	44,755,200	–	7,459,200	37,296,000	Jan. 2020 ~ Jul. 2029
Nevis Small Enterprises Re-lending Project	53,316,120	–	–	53,316,120	Jan. 2025 ~ Jul. 2034
Marshall Project Loan	178,395,620	–	–	178,395,620	Sep. 2026 ~ Mar.2052
Women and Youth Entrepreneurs and MSMEs Re-lending Project (Palau)	134,445,294	–	8,564,706	125,880,588	May. 2023 ~ Nov.2039
Financial Sector Support Facility for MSMEs	1,873,000,000	–	288,400,000	1,584,600,000	Nov. 2022 ~ May. 2030
CABEI Credit to finance Public Sector Operations	1,440,000,000	–	–	1,440,000,000	Nov. 2025 ~ May. 2042
Women's Livelihood Loan Project in Southeast and South Asia	86,220,000	–	–	86,220,000	Dec. 2029
MSEs Re-lending Project (Paraguay)	81,880,000	–	7,120,000	74,760,000	Nov. 2023 ~ May.2035
Special Fund for the High Impact Partnership on Climate Action	1,024,325,000	–	–	1,024,325,000	The period depends on the sub-projects.
The Credit Program for Safeguarding the Productive Sectors and Women MSMEs Projects	34,051,500	103,112,450	–	137,163,950	Jan. 2029 ~ Jul. 2048
	8,179,629,724	\$103,112,450	\$716,971,115	7,565,771,059	
Less: Allowance for doubtful accounts	96,836,617			(92,479,484)	
	\$8,082,793,107			\$7,473,291,575	

Note: Although the MOFA agreed to pay off the remaining balance annually for 3 years beginning 2012 on December 13, 2012, payments of only US\$3,293,162.77 and US\$400,000 were made in years 2012 and 2013, respectively. There were no payments made by MOFA for year 2014. The MOFA stated in a letter dated on April 16, 2014 that there were no payments made by MOFA for year 2014 and installments would resume starting from 2015 through annual budgets, and payments of US\$500,000 were made in years 2015 to 2021, totaling US\$5,000,000. As of December 31, 2024, the MOFA had repaid US\$ 10,793,162.77 and the remaining balance was US\$ 210,325.55.

INTERNATIONAL COOPERATION AND DEVELOPMENT FUND
STATEMENT OF CHANGES IN FINANCIAL ASSETS MEASURED AT COST
FOR THE YEAR ENDED DECEMBER 31, 2024

(Expressed in NT\$)

	Beginning Balance		Acquisition of Long-term Investments		Decrease in Long-term Investments		Ending Balance		
Item	Ownership	Carrying Amount	Ownership	Carrying Amount	Ownership	Carrying Amount	Ownership	Carrying Amount	Note
Equity investments accounted for using cost method:									
Overseas Investment & Development Corporation	19.44%	\$175,000,000	–	\$–	–	\$–	19.44%	\$175,000,000	None
Less: Accumulated impairment		(6,000,000)		–		–		(6,000,000)	
		169,000,000		–		–		169,000,000	
Taiwan's Agricultural Development Corporation (Note 1)	4.45%	7,435,640		–		–	4.45%	7,435,640	None
Less: Accumulated impairment		–		–		–		–	
		7,435,640		–		–		7,435,640	
Gojo & Company, Inc (Note 2)		–	–	154,650,000	–	–	0.65%	154,650,000	None
Less: Accumulated impairment		–		–		–		–	
		–		154,650,000		–		154,650,000	
		176,435,640		154,650,000		–		331,085,640	
International Institution Investment Fund:									
FIISF									
Small Business Account-Phase III		1,174,490,000		–		–		1,174,490,000	None
Agribusiness Account		474,630,000		–		–		474,630,000	None
Innovation and Sustainability in Agribusiness Value Chains Account		602,960,000		–		–		602,960,000	None
Less: Accumulated impairment		(18,165,864)		–		–		(18,165,864)	
		2,233,914,136		–		–		2,233,914,136	
Financial Intermediary Development Fund		476,300,000		–		–		476,300,000	None
		2,710,214,136		–		–		2,710,214,136	
Total		\$2,886,649,776		\$154,650,000		\$–		\$3,041,299,776	

Note1: Taiwan's Agricultural Development Corporation has passed a resolution during the Board of Directors' meeting held on June 18, 2024, and June 15, 2023, for the capitalization of retained earnings through the issuance of new shares. The capitalization base date were September 18, 2024 and September 5, 2023, resulting in the TaiwanICDF's shareholding increasing from 765,128 to 803,175 shares while maintaining shareholding percentage of 4.45%.

Note2: TaiwanICDF and Gojo & Company Inc. entered into an agreement dated May 30, 2024, pursuant to which TaiwanICDF had committed JPY\$750,000,000, which corresponds to a shareholding ratio of 0.65%. TaiwanICDF's accumulated contribution amounted to JPY\$750,000,000 as of December 31, 2024.

Cooperation Projects in 2024

East Asia and the Pacific

Country	Project	Sector	Type of Assistance	Priority Area
Thailand	Social Marketing Promotion of Royal Project Foundation Products	Production (Agriculture)	Technical Assistance	Agriculture
	Raising Capability on Horticultural Crop Cultivation in Thailand through the Application of Smart Farming Systems	Production (Agriculture)	Technical Assistance	Agriculture / Environment
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Education)	Technical Assistance (Volunteer)	Education
Indonesia	Production and Marketing of Garlic and Shallot Demonstration Project in North Sumatra, Indonesia	Production (Agriculture)	Technical Assistance	Agriculture
	Karawang Horticulture Development Project	Production (Agriculture)	Technical Assistance	Agriculture
	Women's Livelihood Loan Project in Southeast and South Asia	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Small and Medium Enterprises
Palau	Horticulture and Vegetable Production and Enhance Nutrition Enhancement Project (Palau)	Production (Agriculture)	Technical Assistance	Agriculture
	Project for Strengthening Coastal Fisheries Resources Management in Palau	Production (Agriculture)	Technical Assistance	Environment
	Aquaculture Project	Production (Agriculture)	Technical Assistance	Agriculture
	Poultry and Livestock Project	Social Infrastructure and Services (Education)	Technical Assistance	Agriculture
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)	Public Health and Medicine
Papua New Guinea	Women and Youth Entrepreneurs and MSMs Re-lending Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Small and Medium Enterprises
	Rice Seeds Production Project in Papua New Guinea	Production (Agriculture)	Technical Assistance	Agriculture
Marshall Islands	Enhancing Nutrition Balance Through Agricultural Production Project	Production (Agriculture)	Technical Assistance	Agriculture
	Livestock Expansion Project	Production (Agriculture)	Technical Assistance	Agriculture
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Education/Environment/Other)	Technical Assistance (Volunteer)	Education / Environment / Other
Tuvalu	Fruit and Vegetable Production and Nutrition Enhancement Project	Production (Agriculture)	Technical Assistance	Agriculture
	TaiwanICDF Overseas Volunteers Program	Production (Agriculture)	Technical Assistance (Volunteer)	Agriculture
Fiji	Guava and Dragon Fruit Production, Marketing Extension, and Capacity Building Project	Production (Agriculture)	Technical Assistance	Agriculture
	Aquaculture Project (Phase 2)	Production (Agriculture)	Technical Assistance	Agriculture
	Fiji Community Non-Communicable Diseases and COVID-19 Digital Health Strengthening Project	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine

Country	Project	Sector	Type of Assistance	Priority Area
Pacific Region	United States Agency for International Development (USAID)	Multisector / Cross-cutting	Other	Education / ICT / Public Health and Medicine / Environment
Philippines	Healthcare Personnel Training Program	Production (Agriculture)	Technical Assistance	Agriculture
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)	Other
	Women's Livelihood Loan Project in Southeast and South Asia	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Small and Medium Enterprises
	Agri-Cluster Consolidation and Cooperation Project in the Philippines	Production (Agriculture)	Technical Assistance	Agriculture
Vietnam	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health / Other)	Technical Assistance (Volunteer)	Public Health and Medicine / Other
India	Women's Livelihood Loan Project in Southeast and South Asia	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Small and Medium Enterprises

West Asia and Africa

Country	Project	Sector	Type of Assistance	Priority Area
Türkiye	Financial Intermediary and Private Enterprises Investment Special Fund (FIPEISF): Agribusiness Account – Subproject: Yayla Turkey Project	Production (Agriculture)	Lending	Agriculture
	FIPEISF: Sustainable Agribusiness Value Chain Account – Subproject: Yayla Türkiye II. Project	Production (Agriculture)	Lending	Agriculture
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Health)	Technical Assistance	Education
	Improving Access to WASH and Health Services for Earthquake-affected Households in Hatay, Türkiye	Humanitarian Aid (Small and Medium Enterprises)	Humanitarian Aid	Public Health and Medicine
Jordan	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
Saudi Arabia	Date Palm Cultivation and Tissue Culture Consultant Dispatch Project	Production (Agriculture)	Technical Assistance	Agriculture
	Marine Fish Research Consultant Dispatch Project	Production (Agriculture)	Technical Assistance	Agriculture
	Transport Technical Cooperation Consultant Dispatch Project	Social Infrastructure and Services (Transport and Storage)	Technical Assistance	Other
Bahrain	Horticultural Crops Development Consultants Dispatch Project	Production (Agriculture)	Technical Assistance	Agriculture
	Aquaculture Development Consultant Dispatch Project	Production (Agriculture)	Technical Assistance	Agriculture
Oman	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
Uganda	TaiwanICDF Overseas Volunteers Program	Production (Agriculture)	Technical Assistance (Volunteer)	Agriculture

Country	Project	Sector	Type of Assistance	Priority Area
Kenya	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)	Other
	Improving Access to Basic Water Sanitation and Hygiene in Ten Health Care Facilities for Vulnerable Communities in Garissa County, Kenya	Humanitarian Aid (Health)	Humanitarian Aid	Public Health and Medicine
Eswatini	Fruit Tree Production and Marketing Project	Production (Agriculture)	Technical Assistance	Agriculture
	Women's Microenterprise Mentoring and Capacity Building Project in Eswatini	Small and Medium Enterprises	Technical Assistance	Small and Medium Enterprises
	Pig Industry Enhancement Project Phase II in Eswatini	Production (Agriculture)	Technical Assistance	Agriculture
	Eswatini Technical and Vocational Skills Certification Enhancement Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Eswatini Aquaculture Project	Production (Agriculture)	Technical Assistance	Agriculture
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)	Other
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Project for Strengthening Metabolic Chronic Disease Prevention and Control Systems in the Kingdom of Eswatini	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
Somaliland	Improving Production and Quality of Vegetables and Fruits in Somaliland	Production (Agriculture)	Technical Assistance	Agriculture
	Somaliland Government Data Center and Information Security Enhancement Project	Economic Infrastructure and Services (Communications)	Technical Assistance	ICT
	Health Information Management Efficiency Enhancement Project in Somaliland	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Public Health Emergency Response System Enhancement Project in Somaliland	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Environment / Other)	Technical Assistance (Volunteer)	Environment / Other
Mongolia	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)	Other

Latin America and the Caribbean

Country	Project	Sector	Type of Assistance	Priority Area
Guatemala	Early Warning and Disaster Management Project in Guatemala	Environmental Protection	Technical Assistance	Environment
	Corn Production Resilience Strengthening Project in Guatemala	Production (Agriculture)	Technical Assistance	Agriculture
	Bamboo Industry Sustainable Management and Strengthening Porject	Production (Agriculture)	Technical Assistance	Agriculture / Small and Medium Enterprises
	Financial Technician Dispatch Mission	Economic Infrastructure and Services (Banking and Financial Services)	Technical Assistance	Small and Medium Enterprises

Country	Project	Sector	Type of Assistance	Priority Area
Guatemala	Project for the Promotion of Medical Technology for Improvement of Maternal – Neonatal Health in Guatemala (Phase II)	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-pandemic of COVID-19 – TaiwanICDF Facility for Assisting the Economic Empowerment of Women in the Post-Pandemic of COVID-19 (Central America)	Economic Infrastructure and Services (Banking and Financial Services)	Credit Guarantee	Small and Medium Enterprises
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)	Other
Belize	Breeding Sheep and Goat Production and Guidance System Enhancement Project	Production (Agriculture)	Technical Assistance	Agriculture
	Flood Warning Capacity Improvement for the Belize River Basin Project	Environmental Protection	Technical Assistance	Environment
	Digital Inclusion Program	Social Infrastructure and Services (ICT / Other)	Technical Assistance	ICT / Other
	Capacity Building Project for the Prevention and Control of Metabolic Chronic Diseases in Belize	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Public Health and Medicine
	Healthcare Personnel Training Program	Social Infrastructure and Services (ICT / Other)	Technical Assistance (Volunteer)	ICT / Other
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (ICT / Other)	Technical Assistance (Volunteer)	ICT / Other
	Credit Program for Safeguarding the Productive Sectors and Women MSMEs (Belize)	Social Infrastructure (ICT / Other)	Technical Assistance	ICT / Other
Haiti	Rice Production Enhancement Project in North/ North-East, Haiti	Production (Agriculture)	Technical Assistance	Agriculture
	Rice Production Enhancement Project in Artibonite, Haiti	Production (Agriculture)	Technical Assistance	Agriculture
	Rice Production Enhancement Project in South, Haiti	Production (Agriculture)	Technical Assistance	Agriculture
	Haiti Vegetable and Fruit Cultivation Development Project	Production (Agriculture)	Technical Assistance	Agriculture
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Agriculture
	Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19 – Women's Economic Empowerment Guarantee Project (Haiti)	Economic Infrastructure and Services (Banking and Financial Services)	Credit Guarantee	Small and Medium Enterprises
	Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19 – Kwasans – Improving the growth of Women-led Micro, Small and Medium Enterprises in Haiti	Economic Infrastructure and Services (Banking and Financial Services)	Technical Assistance	Small and Medium Enterprises
St. Kitts and Nevis	St. Kitts and Nevis Solid Waste Management and Recycling Project	Environmental Protection (Environmental Policy and Administrative Management)	Technical Assistance	Environment
	St. Kitts and Nevis Solid Waste Management and Recycling Project (Phase II)	Environmental Protection (Environmental Policy and Administrative Management)	Technical Assistance	Environment
	St. Kitts and Nevis Layer Chicken Industry Sustainable Development Project	Production (Agriculture)	Technical Assistance	Agriculture
	St. Kitts and Nevis Renewable Energy Dispatch Special Project	Economic Infrastructure and Services (Other)	Technical Assistance	Environment
	Capacity Building Project for the Prevention and Control of Metabolic Chronic Diseases in St. Kitts and Nevis	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine

Country	Project	Sector	Type of Assistance	Priority Area
St. Kitts and Nevis	Strengthening Mental Health Service System Project in St. Christopher (St. Kitts) and Nevis	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	St. Kitts and Nevis Digital Identity Authentication Project	Social Infrastructure and Services (ICT)	Technical Assistance	ICT
	Nevis Small Enterprises Re-Lending Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Small and Medium Enterprises
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health / Environment / Agriculture)	Technical Assistance (Volunteer)	Public Health and Medicine / Environment / Agriculture
	Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19 – Women's Economic Empowerment Guarantee Project (Eastern Caribbean)	Economic Infrastructure and Services (Banking and Financial Services)	Credit Guarantee	Small and Medium Enterprises
St. Vincent and the Grenadines	Improving Livestock Rearing Project	Production (Agriculture)	Technical Assistance	Agriculture
	Enhancing Public Safety with Intelligent Video Analytics Project for Saint Vincent and the Grenadines Project	Communications (Information)	Technical Assistance	ICT
	Improving Vegetable Cultivation Management and Post-harvest Handling Project	Production (Agriculture)	Technical Assistance	Agriculture
	Public Health Emergency Response System Enhancement Project in St. Vincent and the Grenadines	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health / ICT / Other)	Technical Assistance (Volunteer)	Public Health and Medicine / ICT / Other
	Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19 – Women's Economic Empowerment Guarantee Project (Eastern Caribbean)	Economic Infrastructure and Services (Banking and Financial Services)	Credit Guarantee	Small and Medium Enterprises
St. Lucia	Project for Enhancing the Efficiency of Production – Distribution Supply Chain in Fruit and Vegetable Sector in St. Lucia (Phase II)	Production (Agriculture)	Technical Assistance	Agriculture
	Community Business Revitalization Project in Saint Lucia	Business and Other Services (Business)	Technical Assistance	Small and Medium Enterprises
	The Application of Information and Communication Technology in Digital Capacity Building Project in Saint Lucia	Government and Civil Society (Education)	Technical Assistance	Education
	Capacity Building Project for the Prevention and Control of Metabolic Chronic Diseases in St. Lucia	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health / Small and Medium Enterprises / ICT)	Technical Assistance (Volunteer)	Public Health and Medicine / Small and Medium Enterprises / ICT
	Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19 – Women's Economic Empowerment Guarantee Project (Eastern Caribbean)	Economic Infrastructure and Services (Banking and Financial Services)	Credit Guarantee	Small and Medium Enterprises

Country	Project	Sector	Type of Assistance	Priority Area
Paraguay	Project to Strengthen Capacity for Commercial Production and Operation of Orchids	Production (Agriculture)	Technical Assistance	Agriculture
	Project to Strengthen Capacity to Support Development of MSMEs (Phase II)	Business and Other Services (Business)	Technical Assistance	Small and Medium Enterprises
	Surubi Commercial Production Project in Paraguay	Production (Agriculture)	Technical Assistance	Agriculture
	Health Information Management Efficiency Enhancement Project in Paraguay (Phase III)	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health / Environment / Small and Medium Enterprises / Other)	Technical Assistance (Volunteer)	Public Health and Medicine / Environment / Small and Medium Enterprises / Other
	Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19 – Women's Economic Empowerment Guarantee Project (Paraguay)	Economic Infrastructure and Services (Banking and Financial Services)	Credit Guarantee	Small and Medium Enterprises
	*The High-Voltage Transmission System Expansion Project (Paraguay)	Economic Infrastructure and Services (Energy Generation, Supply and Efficiency)	Lending	Environment

Central Asia and Central/Eastern Europe

Country	Project	Sector	Type of Assistance	Priority Area
Moldova	FIPEISF – Agribusiness Account – Moldova Glass Container Company	Production (Agriculture)	Lending	Agriculture
Romania	FIPEISF – Small Business Account – Phase III – Romanian Green Economy Finance Facility	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Environment
	PSS Service Enhancement Project for Ukraine Refugee Children in Suceava, Galați and Constanța, Romania	Humanitarian Aid (Health)	Humanitarian Aid	Public Health and Medicine
Bosnia and Herzegovina	Green Energy Special Fund (GESF) – BiH Elektrokrajina Power Distribution Upgrade Project	Economic Infrastructure and Services (Energy Generation, Supply and Efficiency)	Lending	Environment
	Green Energy Special Fund (GESF) – BiH Elektro-Bijeljina Smart Metering Expansion Project	Economic Infrastructure and Services (Energy Generation, Supply and Efficiency)	Lending	Environment
Ukraine	FIPEISF – Agribusiness Account – Ukraine Grain Company	Production (Agriculture)	Lending	Agriculture
	FIPEISF – Sustainable Agribusiness Value Chain Account – Ukraine E Company	Production (Agriculture)	Lending	Agriculture
Uzbekistan	FIPEISF – Sustainable Agribusiness Value Chain Account Program – Uzbekistan Beer Company Energy and Resource Efficiency Financing Project	Production (Agriculture)	Lending	Agriculture
	FIPEISF – Sustainable Agribusiness Value Chain Account – Uzbekistan Food Company Project	Production (Agriculture)	Lending	Agriculture
	EBRD Financial Intermediary Investment Special Fund – Small Business Account – Phase III – Uzbekistan Green Economy Financing Facility Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Environment

Country	Project	Sector	Type of Assistance	Priority Area
Poland	EBRD High Impact Partnership on Climate Action Special Fund – Zabka Poland Sustainable Loan Project Linked Financing Project	Multisector / Cross-cutting / Environmental Protection	Lending	Environment
Lithuania	EBRD High Impact Climate Action Special Fund –Vilnius Trolleybus Renewal Project, Lithuania	Economic Infrastructure and Services (Transport and Storage)	Lending	Environment

Regional Cooperation Projects

Country	Project	Sector	Type of Assistance	Priority Area
Asia-Pacific region	Pacific Allied Countries Vocational Training Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
Central America	The Regional Project for Prevention and Control of Fusarium Oxysporum f.sp. Cubense Tropical Race 4 of Banana in Central America	Production (Agriculture)	Technical Assistance	Agriculture
	Specialized Financial Intermediary Development Fund – Regional Financial Facility for Emergencies and Crises (Central American Region)	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Small and Medium Enterprises
	Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-pandemic of COVID-19 – TaiwanICDF Facility for Assisting the Economic Empowerment of Women in the Post-Pandemic of COVID-19 (Central America)	Economic Infrastructure and Services (Banking and Financial Services)	Credit Guarantee	Small and Medium Enterprises
Latin America and the Caribbean	Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19 Project	Economic Infrastructure and Services (Other)	Technical Assistance	Small and Medium Enterprises
	Specialized Financial Intermediary Development Fund	Economic Infrastructure and Services (Banking and Financial Services)	Investment	Small and Medium Enterprises
	Specialized Financial Intermediary Development Fund – Elenas: Boosting Social e-Commerce for Low-income Women Entrepreneurs	Economic Infrastructure and Services (Banking and Financial Services)	Investment	Small and Medium Enterprises
	Latin America and the Caribbean Countries Vocational Training Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19 – Women’s Economic Empowerment Guarantee Project (Eastern Caribbean)	Economic Infrastructure and Services (Banking and Financial Services)	Credit Guarantee	Small and Medium Enterprises
	Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19 – CRAF Women SMEs Program (the Caribbean)	Economic Infrastructure and Services (Banking and Financial Services)	Credit Guarantee	Small and Medium Enterprises

Inter-regional Projects

Country	Project	Sector	Type of Assistance	Priority Area
Inter-regional Projects	Overseas Investment & Development Corp.	Production (Industry)	Investment	Other
	Mitagri Co., Ltd. Project	Production (Agriculture)	Investment	Agriculture
	FIPEISF – Small Business Account – Phase III	Economic Infrastructure and Services (Banking and Financial Services)	Investment	Small and Medium Enterprises / Environment
	FIPEISF – Agribusiness Account	Production (Agriculture)	Investment	Agriculture

Country	Project	Sector	Type of Assistance	Priority Area
Inter-regional Projects	FIPEISF – Sustainable Agribusiness Value Chain Account	Production (Agriculture)	Investment	Agriculture
	Special Fund for the High Impact Partnership on Climate Action	Multisector / Cross-cutting (Environmental Protection)	Lending	Environment
	Women’s Livelihood Loan Project in Southeast and South Asia	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Small and Medium Enterprises
	Gojo & Company, Inc. Investment Project	Economic Infrastructure and Services (Banking and Financial Services)	Investment	Small and Medium Enterprises
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	International Human Resources Development Workshop Program	Social Infrastructure and Services (Education)	Technical Assistance (Workshop)	Education
	International Higher Education Scholarship Program	Social Infrastructure and Services (Education)	Technical Assistance (Scholarship)	Education
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Taiwan Youth Overseas Service	Social Infrastructure and Services / Economic Infrastructure and Services / Production (Overseas Service)	Technical Assistance (Medicine / Horticulture / Finance / Nursing / Information Technology / Film Production / Environmental Resources / Business Management / Disaster Prevention and Early Warning / Public Health / Spanish Language / Agriculture / Fisheries, and Animal Husbandry)	Other
	TaiwanICDF University Youth Overseas Technical Assistance Internship Program	Social Infrastructure and Services / Economic Infrastructure and Services / Production (TaiwanICDF University Youth Overseas Technical Assistance Internship Program)	Technical Assistance (Environment / Business Management and Marketing / Agriculture, Forestry, Fisheries and Animal Husbandry / Mandarin Language Education)	Other
	TaiwanICDF Overseas Volunteers Program	Production/Social Infrastructure and Services (Agriculture / Education / ICT / Health / Small and Medium Enterprises / Environment / Other)	Technical Assistance (Volunteer)	Agriculture / Education / ICT / Public Health and Medicine / Environment / Small and Medium Enterprises / Other
	TaiwanICDF Development x Innovation x Sustainability Experiment Competition – Impact Frontier Lab	Multisector / Cross-cutting	Other	Other

Cooperation Projects with International Organizations and NGOs in 2024

International Organizations

Organization	Project	Sector	Type of Assistance	Priority Area
Afro-Asian Rural Development Organization, AARDO	International Human Resources Development Workshop Program	Social Infrastructure and Services (Education)	Technical Assistance (Workshop)	Education
Organisation for Plant and Animal Health (Organismo Internacional Regional de Sanidad Agropecuaria), OIRSA	The Regional Project for Prevention and Control of Fusarium Oxysporum f.sp. Cubense Tropical Race 4 of Banana in Central America	Production (Agriculture)	Technical Assistance	Agriculture
International Rice Research Institute (IRRI)	The Capacity Building for Sustainability and Low-carbon Rice Innovation in Southeast Asia, CABIN	Production (Agriculture)	Technical Assistance	Agriculture
WorldVeg	Taiwan-Africa Vegetable Initiative Short-Term Specialist Dispatch Project (Tanzania)	Production (Agriculture)	Technical Assistance	Agriculture
SICA	SICA-SG Dispatch of Experts to the Secretariat	Multisector / Cross-cutting	Technical Assistance	Small and Medium Enterprises / Environment / ICT / Public Health and Medicine / Other
European Bank for Reconstruction and Development, EBRD	FIPEISF – Small Business Account – Phase III	Economic Infrastructure and Services (Banking and Financial Services)	Investment	Small and Medium Enterprises / Environment
	FIPEISF – Agribusiness Account	Production (Agriculture)	Investment	Agriculture
	FIPEISF – Sustainable Agribusiness Value Chain Account	Production (Agriculture)	Investment	Agriculture
	Special Fund for the High Impact Partnership on Climate Action	Multisector / Cross-cutting (Environmental Protection)	Lending	Environment
Central American Bank for Economic Integration, CABEI	Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-pandemic of COVID-19 – TaiwanICDF Facility for Assisting the Economic Empowerment of Women in the Post-Pandemic of COVID-19 (Central America)	Economic Infrastructure and Services (Banking and Financial Services)	Credit Guarantee	Small and Medium Enterprises
CARICOM Development Fund, CDF	Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19 – CRAF Women SMEs Program (the Caribbean)	Economic Infrastructure and Services (Banking and Financial Services)	Credit Guarantee	Environment / Small and Medium Enterprises
Inter-American Development Bank, IDB	Specialized Financial Intermediary Development Fund	Economic Infrastructure and Services (Banking and Financial Services)	Investment	Small and Medium Enterprises
	Credit Program for Safeguarding the Productive Sectors and Women MSMEs (Belize)	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Small and Medium Enterprises
	The High-Voltage Transmission System Expansion Project (Paraguay)	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Environment
Pan American Development Foundation, PADF	Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19 – Women's Economic Empowerment Guarantee Project (Haiti)	Economic Infrastructure and Services (Banking and Financial Services)	Credit Guarantee	Small and Medium Enterprises
United States Agency for International Development, USAID	International Human Resources Development Workshop Program	Multisector / Cross-cutting	Other	Education / ICT / Public Health and Medicine / Environment

NGOs

Organization	Project	Sector	Type of Assistance	Priority Area
Food for the Poor, FFTP	International Human Resources Training Program	Social Infrastructure and Services (Education)	Technical Assistance (Workshop)	Education
Step 30 International Ministries	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)	Other
Love Binti International	TaiwanICDF Overseas Volunteers Program	Production (Agriculture)	Technical Assistance (Volunteer)	Agriculture
Stimson Center	The Climate and Ocean Risk Vulnerability Index (CORVI) for the Coastal Cities of Belize	Multisector / Cross-cutting	Preliminary Study	Environment
Terre des hommes Foundation, Tdh	Improving Access to Basic Water Sanitation and Hygiene in Ten Health Care Facilities for Vulnerable Communities in Garissa County, Kenya	Humanitarian Aid (Health)	Humanitarian Aid	Public Health and Medicine
Association for Social Development and Aid Mobilization, ASAM	Post-Earthquake WASH and Healthcare Accessibility Enhancement Project in Hatay Province, Türkiye	Humanitarian Aid (Health)	Humanitarian Aid	Public Health and Medicine
Good Neighbors Taiwan, GNT	PSS Service Enhancement Project for Ukraine Refugee Children in Suceava, Galați and Constanța, Romania	Humanitarian Aid (Health)	Humanitarian Aid	Public Health and Medicine
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)	Other
Cheetach Conservation Fund	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Environment)	Technical Assistance (Volunteer)	Environment
DID	Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19 – Kwasans – Improving the growth of Women-led Micro, Small and Medium Enterprises in Haiti	Economic Infrastructure and Services (Banking and Financial Services)	Technical Assistance	Small and Medium Enterprises
CIAT	International Human Resources Training Program	Social Infrastructure and Services (Education)	Technical Assistance (Workshop)	Education
Taiwan Fund for Children and Families	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)	Public Health and Medicine



International Cooperation and Development Fund

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

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