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Operations

For the TaiwanICDF, 2012 was a year for putting things into practice. Through a range of professional services such as technical cooperation, lending and investment, international human resources development, humanitarian assistance and volunteering, we are drawing on Taiwan's comparative advantages, responding to partners' needs and assisting them to build capacity while also respecting the Paris Declaration's focus on ownership, managing for results and other principles. This is allowing us to enhance the effectiveness of foreign aid and pursue sustainable development.

In terms of projects and funding, total expenditures associated with all TaiwanICDF projects in 2012 amounted to NT\$1.95 billion (including disbursements of lending and investments of NT\$488.06 million, and technical assistance and grants of NT\$1.46 billion). The largest share of expenditures was given over to technical assistance (71.5 percent, or NT\$1.40 billion), and then projects funded by lending (24.9 percent, or NT\$486.02 million), grants (3.5 percent, or NT\$68.62 million) and investments (0.1 percent, or NT\$2.04 million).

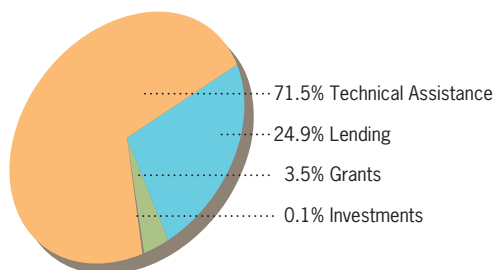
Technical Cooperation

The TaiwanICDF operates Taiwan Technical Missions and carries out specially commissioned projects on behalf of the Ministry of Foreign Affairs (MOFA), as well as engaging in its own, independently funded technical assistance projects.

Since 2010, we have taken a more project-oriented approach to operations. In addition to requiring our technical missions to submit migration plans and timetables for every project, from 2011 through 2012 we continued to invite external experts in various fields to perform annual reviews of our projects. These experts helped set attainable, quantitative performance targets, monitored and supervised cooperation efforts between cooperating units and our missions, and verified the practicality of migration plans and project outcomes, all in accordance with the requirements of partner countries.

In terms of capacity building – the most important part of technology transfer – each of our technical missions has set out key operational projects, as well as details on projects that need assistance and/or capacity building, together with projected timetables,

Figure 3 Total Expenditures by Project (2012)



to enable better tracking and more effective, gradual implementation.

Details of work done by overseas missions and commissioned projects and technical assistance projects over the past year are described below.

Overseas Missions

MOFA commissions the TaiwanICDF to operate overseas missions. In 2012, we oversaw the operations of 28 technical, medical, industrial service and trade missions, where a total of 74 cooperation projects were under implementation, overseen by 164 technicians.

A total of 11 technical missions were in operation across Asia-Pacific and the Middle East, with 21 projects covering horticulture, agronomy, animal husbandry, aquaculture, landscaping and transportation and infrastructure. Five technical and medical missions were in operation in Africa, with 10 projects covering agronomy, horticulture and medicine. Fifteen technical missions were in operation in Central and South America and the Caribbean, with 43 projects covering horticulture, aquaculture, agronomy, animal husbandry, bamboo processing, trade and investment and industrial technology development. By the end of 2012, a total of nine projects had been successfully handed over to partner countries and remained under implementation. The remaining 65 projects continued to be implemented according to schedule. These projects focus on building the capacity of host country personnel to achieve development synergies through technical cooperation.

Commissioned Projects

In 2012, we handled 18 MOFA-commissioned projects, including the ICT Technical Cooperation Project in the Caribbean; 2012 Satellite Monitoring of Forest, Natural Resources and Mitigation of Natural Disasters in Nicaragua and Honduras using GIS and RS; and the Seed Potato Production Project in Swaziland. Twelve projects were implemented using project management systems by 12 project managers stationed overseas. These projects involved work in vocational training, ICT, one town one product, tourism, horticulture and aquaculture. The remaining six projects, implemented to meet the needs of certain partner countries, involved issues such as personnel recruitment and project research performed by our own personnel.

We continue to develop new projects with the goal of strengthening cooperation with our partners. These include, for example, the Strengthening the Control of Huanglongbing and the Implementation of Integrated Pest Management in Citrus Project (HLB Project), in Central America and parts of the Caribbean; the Banana Black Sigatoka Prevention and Treatment Project, in St. Lucia; and the Les Cayes Rice, Maize and Bean Development Project, in Haiti. Out of 23 projects currently under development, a formal project contract has been signed for the HLB Project, while the remaining projects remain under appraisal.

Technical Assistance

Technical assistance¹ (TA) can play a critical role in international cooperation and development strategy by forming a basis for sustainable development. TA can help build a country's overall capacity by transferring, integrating, distributing or using know-how, services, technology, science or engineering knowledge. This is achieved through personnel training, research and educational activities.

We have drawn upon Taiwan's successful development experience and comparative advantages to help partner countries implement TA projects in areas such as agriculture, small- and medium-sized enterprise (SME) development, ICT and public health and medicine. We tailor our efforts according to our partners' actual needs, taking into account their ecological, cultural, social, economic and political characteristics. We also consider their varying levels of development and the unique problems and challenges they face.

In recent years, we have also actively sought to integrate the three areas of funding, human resources and technology to reflect international trends in sustainable development and poverty alleviation strategies. At the project preparation stage, we have worked closely with cooperating countries to confirm the feasibility of projects. We have also provided TA in the form of technical consulting services, personnel training and policy-related research to bolster the economic development of such countries.

In addition to the continued implementation of our own projects and those commissioned by MOFA, we also initiated preparatory work for more than 30 potential new projects over the past year.

In terms of building capacity among personnel in

¹ Technical assistance as defined by the Asian Development Bank includes project preparatory technical assistance (PPTA), capacity development technical assistance (CDTA), policy and advisory technical assistance (PATA) and research and development technical assistance (RDTA).

our partner countries, our Vocational Training Project in the Marshall Islands saw 151 students complete training courses. Having gained basic professional skills in plumbing and electrical servicing and installation or automobile maintenance, these graduates are now well placed to enter the local job market or those in nearby U.S. territories. The project has also inspired the Marshallese government to build on the successes of the project and implement a second-stage teacher training program, as part of which five outstanding trainees have been dispatched to Taiwan to take part in vocational training courses.

To further meet our partners' development needs, we also sent more than 10 Taiwanese scholars and experts to partner countries to conduct technical training workshops and business counseling work in subjects such as pork processing, soil analysis, artificial insemination in livestock, the use of GIS and ICT development. These efforts enhanced the project implementation capacity of technical personnel in our partner countries.

In terms of project preparatory work, in the past year we prepared several new projects designed to meet partners' needs in agricultural development. For example, we planned the Bamboo Industries Development Project in Guatemala to build the planning capacity of the Guatemalan government to promote the bamboo industry. We plan to expand this project to Ecuador, Nicaragua, Honduras and other Latin American and Caribbean partners in the future. We hope to foster the further development of bamboo resources and bamboo products and marketing and conduct other supplementary activities which revolve around the project – such as localized training or loans to entrepreneurs – to consolidate the resources of the bamboo industry throughout the region. Elsewhere, in Paraguay, Haiti, St. Kitts and Nevis, and St. Vincent and the Grenadines, we have a number of projects under joint development involving a range of activities such as the construction of feed mills, vegetable production and marketing, aquaculture, agriculture and the upgrading of crop- and livestock-based products.

Lending and Investment

Following a period of operational transformation and strategic planning, 2012 saw us working to enhance and deepen the implementation of the project cycle. In terms of lending and investment projects, this meant strengthening colleagues' capacity to utilize financial instruments and standardizing certain practices, as well as expanding substantive cooperation with international organizations.

In terms of strengthening colleagues' capacity to utilize financial instruments and standardizing practices, we drew on the practices of international organizations and our own past experiences to draft Guidelines for the Financial Analysis of Commercial Banks. This tool will help implement knowledge management and standardized processes associated with operations and implementation and guide colleagues in implementing feasibility studies or performing appraisals. We have also set out a series of indicators for investments and, through the operation of public-private partnerships, intend to better integrate resources in the future. We hope to establish sound rules and regulations and achieve better performance in accordance with regulatory norms, the practical needs of partner countries and the requirements of post-investment

management.

In terms of assessing sustainability and social responsibility, our lending and investment projects also incorporate non-financial concerns including environmental, social and corporate governance targets. We have also conducted customized research into private sector investments to ensure that our assistance converges with trends and practices at international organizations.

Finally, in terms of engaging in substantive cooperation with international organizations, we have continued to normalize communications, actively participating in the yearly working meetings, official annual meetings and other activities of international organizations. We keep a close eye on development trends so that we can better explore possible opportunities for cooperation.

As of December 31, 2012, the TaiwanICDF was committed to 83 lending projects, for which commitments amounted to approximately US\$650 million. We were also committed to 13 investment projects, for which commitments amounted to approximately US\$100 million.

Since lending and investment projects require

significant amounts of funding and are implemented over relatively long periods, it is crucial to focus on the effectiveness of implementation processes following planning and appraisal, and signing of project contracts. During the year, we performed written reviews of 24 lending, investment or related technical assistance projects currently under implementation. We also

conducted 10 on-site project supervision missions. According to the conclusions and recommendations of these missions, we revised or adjusted nine projects operating under their commitment periods to ensure that they would comply with and successfully achieve their desired objectives.

International Human Resources

International Workshops

The purpose of TaiwanICDF international workshops is to assist developing partner countries to develop human resources and share Taiwan's successful development experience and comparative advantages. We adjust the themes of our workshops every year, which ensures that participants receive the most effective learning experience possible by following international trends and our partners' needs.

In accordance with partners' needs and national planning for the development of Taiwan's comparative advantage, we held 23 workshops in 2012 attended by 633 officials from 60 countries.

Of these, 16 workshops held in Taiwan were open to global participation, including a Workshop on Trade Promotion; a Workshop on Women's Development; a Workshop on Employment and Vocational Training; a Workshop on Clean Energy Development; a Workshop on Plant Protection and Quarantine; a Workshop on the Promotion of One Town, One Product Projects; a Workshop on Micro- and Small-sized Enterprise Development; a Workshop on Taiwan's Media Development; and a Workshop on Taiwan's Economic Planning and Development.

Other workshops, held outside of Taiwan for the benefit of participants in designated regions or

individual countries, included a Workshop on Healthcare Management, for participants from African and Pacific island countries; a Workshop on the Promotion of One Town, One Product Projects and a Workshop on Geographic Information Systems, both taught in Spanish for the benefit of Latin American participants; a Workshop on the Industrial Applications of ICT for the benefit of Caribbean participants; a Workshop on the Taiwan Experience in Agriculture, taught in Spanish for the benefit of participants in the Dominican Republic; and a Workshop on Micro-sized Enterprise Development and Credit Facilities, taught in Spanish for the benefit of participants in El Salvador.

Furthermore, to facilitate the migration of specific projects being implemented by Taiwan Technical Missions, an additional seven workshops were tailored to meet the specific local development needs of several bilateral cooperation projects, including a Workshop on Crop Production and Cultivation, held in The Gambia; a Workshop on Agricultural Marketing, held in St. Lucia; a Workshop on Tilapia Culture, held in Honduras; a Workshop on Hog Breeding and Raising, held in the Solomon Islands; a Workshop on Micro-sized Enterprise Formation and Creation, held in Burkina Faso; and a Workshop on the Project Cycle, held in São Tomé and Príncipe. These events were designed to complement

Figure 4 Lending by Region (2012)

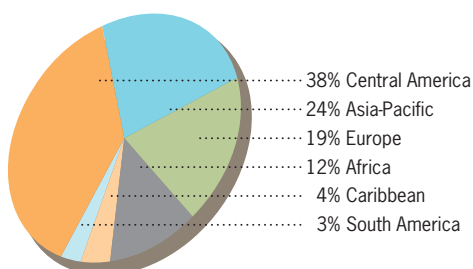
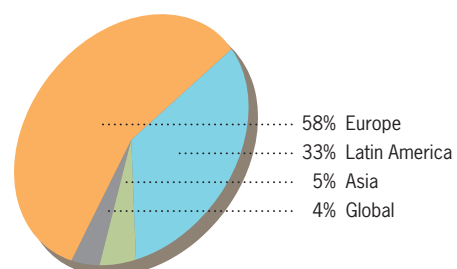


Figure 5 Investments by Region (2012)

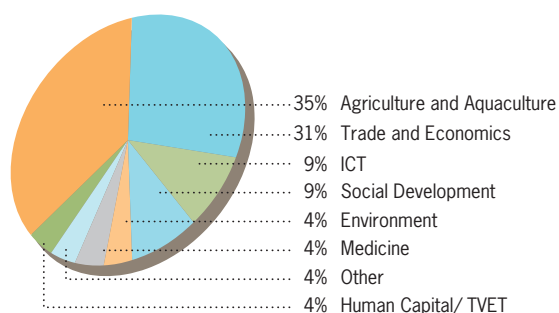


international cooperation projects implemented by the TaiwanICDF, as well as those implemented by other organizations.

The distribution of workshops held during 2012 by sector and number of participants was as follows: health care, one class of 16 participants (4%); the environment, one class of 19 participants (4%); social development, two classes for a total of 55 participants (9%); ICT, two classes for a total of 21 participants (9%); trade and economics, seven classes for a total of 296 participants (31%); agriculture and aquaculture, eight classes for a total of 174 participants (35%); human capital/TVET, one class of 24 participants (4%); and one other class of 28 participants (4%).

In the future, our workshops will be planned according to the training needs and objectives of our target beneficiaries. They will be classified by subject matter, form and beneficiary. The program will mainly comprise project-based workshops designed to promote and upgrade capacity in our bilateral cooperation projects. These will be supplemented by policy-based workshops designed to introduce and share Taiwan's experiences and comparative advantages. Content will be planned yearly and we will also make use of seminars and short-, medium- and long-term training placements. We will invite participants from a wider range of backgrounds to take part in our training. This will mean, for example, inviting officials working at a policy-making level to exchange experiences in seminars and short-term workshops, offering training to seed trainers who can strengthen project promotion and disseminate knowledge, offering series of graded short-, medium- and long-term workshops over a longer period to assist partner countries to tackle specific technical issues, and inviting technicians to take part in medium-term workshops and placements so that the training we provide is more pragmatic and timely and better focused on beneficiaries and content. All of these measures will help to achieve the objectives of building capacity and managing projects sustainably.

Figure 6 Workshops by Sector (2012)



International Higher Education Scholarship Program

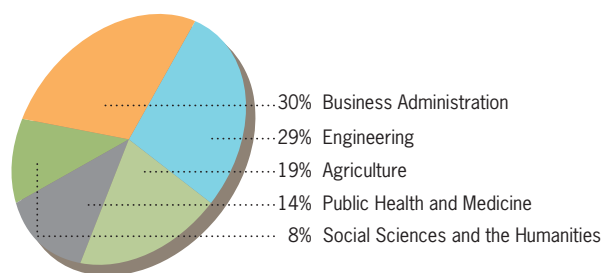
The TaiwanICDF's International Higher Education Scholarship Program was initiated in 1998 to support the increasing demand for highly skilled human resources in our partner countries. As part of the program, students from partner countries receive a full scholarship to study in Taiwan. All courses are taught in English.

The program was originally restricted to a smaller number of graduate and postgraduate programs, but was expanded considerably in 2006 when undergraduate courses were offered for the first time. The range of subjects on offer continues to increase each year. As of the end of 2012, the TaiwanICDF was cooperating with 18 universities to offer 28 undergraduate, graduate and postgraduate degree programs covering a range of academic disciplines such as agriculture, social sciences and humanities, business administration, public health and medicine, and engineering. At this time, 359 students from 31 countries were studying in Taiwan, of whom 161 had been newly enrolled at the start of the academic year in September. The number of students enrolled by subject was as follows: agriculture, 67 students (19%); engineering, 105 students (29%); business administration, 106 students (30%); social sciences and the humanities, 30 students (8%); and public health and medicine, 51 students (14%).

Since the program was established, 953 students have received scholarships, comprising 339 recipients of TaiwanICDF-funded scholarships, 506 recipients under the Republic of China (Taiwan)-Central American Economic Development Fund and 108 recipients of the MOFA-sponsored Taiwan Scholarship.

As the program continues, we will update operations according to the state of the national education systems in the majority of our partner countries, as well as their

Figure 7 Students Enrolled in the International Higher Education Scholarship Program by Subject (2012)



social and economic development. We will add additional courses and discuss other potential avenues for TVET (such as two-year completion programs and junior college programs). We will provide medium- to long-term training and courses with varying timetables and different levels of content to better meet the diverse human resources development needs of our partner countries. Furthermore, we will continue to streamline the management of the program, setting out a multifaceted assessment method for program components and clear, qualitative indicators. These measures will provide us with a clearer idea of the direction we want the program to take and how to upgrade it for better results.

In the future, we will implement the program to more closely match our core philosophy for development assistance and to expand its impact. We will work to integrate program operations with the TaiwanICDF's comparative advantages and our partner countries' national development strategies. We will engage in overall, long-range planning and set out national and regional priority areas of expertise to be nurtured. We will pay particular attention to gender issues and strive to increase the number of female scholarship recipients. We will also focus on nurturing present or future teachers and

personnel performing similar services in the public sector, so that those studying abroad can contribute to promoting development in their respective areas. These efforts will allow us to improve aid effectiveness by nurturing local talent.

In addition to our work in higher education, we continued to support education for vulnerable children in 2012 through the TaiwanICDF Scholarship Program in Burkina Faso, implemented in cooperation with UNICEF and Terres des Hommes. More than 2,000 primary and secondary school children benefited from the program in the past year.

TaiwanICDF Alumni Society

The TaiwanICDF offers annual funding toward the establishment and operation of chapters of the TaiwanICDF Alumni Society. This program supports the activities of former workshop participants and scholarship students, strengthening interaction with alumni and enlarging the role they play in cooperation and development activities. The program also helps maintain cordial relations between Taiwan and its allies. At present, 35 chapters of the society are in service in 34 countries.

Table 2 TaiwanICDF Alumni Society (2012)

Region	Country
Africa	The Gambia, Ivory Coast, South Africa, Swaziland
Asia-Pacific	Fiji, Kiribati, Indonesia, Solomon Islands, Thailand, Tuvalu, Vietnam (Hanoi, Ho Chi Minh City)
Caribbean	Dominican Republic, Haiti, St. Kitts and Nevis, St. Vincent and the Grenadines
Central America	Belize, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama
Eastern Europe	Czech Republic, Hungary, Latvia, Poland
Middle East, Central Europe and Central Asia	Oman, Russia
South America	Argentina, Chile, Colombia, Ecuador, Paraguay, Peru
Total 34 countries, 35 chapters	

Healthcare Personnel Training Program

To enhance the Healthcare Personnel Training Program and better meet the needs of medical personnel in our partner countries, this year we managed program operations according to flexible principles. We offered participants tailor-made services, providing practical training involving content designed to meet countries' specific medical demands. We also staggered the starting dates of training periods based on partners' suggestions. These measures have helped to cultivate seed teachers and provided support to our public health and medicine

projects currently under implementation.

In 2012, a total of 35 medical personnel from 14 partner countries took part in the program: 15 nurses, 10 doctors, three radiologists, two medical engineers, one pharmacist and four health care services administrators. Four participants were part of a training project to build capacity among head nurses and midwives at clinics in Burkina Faso. Another group of radiologists, technicians and medical engineers took part in the program as part of the Used Medical Equipment Donation and Training Project in Burkina Faso.

Table 3 Healthcare Personnel Training Program (2012)

Country	Participant(s)	Host Institution	Training Subject
Burkina Faso	9	Fooyin University	Nursing, midwifery
Burkina Faso	6	E-Da Hospital	Radiology
Swaziland	1	Taipei Medical University Hospital	Radiology
Guatemala	2	Far Eastern Memorial Hospital	Dentistry, pharmacology
Honduras	1	Tri-Service General Hospital	Nursing administration
Nicaragua	1	Chi Mei Hospital	Internal medicine and critical care
Paraguay	2	Cathay General Hospital	Surgical oncology
Haiti	1	Show-Chwan Memorial Hospital	Nursing administration
St. Lucia	2	Changhua Christian Hospital	Nursing administration
St. Vincent and the Grenadines	1	Changhua Christian Hospital	Nursing administration
St. Kitts and Nevis	1	China Medical University Hospital	Nursing administration
Kiribati	1	Mackay Memorial Hospital	Nursing
Palau	2	Shin Kong Wu Ho-Su Memorial Hospital	Nursing, dentistry
Solomon Islands	2	Kaohsiung Medical University Chung-Ho Memorial Hospital	Pediatrics, orthopedics
Tuvalu	3	Chung Shan Medical University Hospital	Nursing

Humanitarian Assistance

Public Health and Medicine

The primary principle underpinning public health and medicine and associated projects from the TaiwanICDF is ownership. To achieve the MDGs associated with public health and medicine, we consider our partner countries' needs, the globalization of health care-related humanitarian assistance and environment-oriented improvements to international health care.

Pursuing One of the MDGs

We are currently implementing programs in The Gambia and Burkina Faso designed to address the fifth MDG, "Improve maternal health."

In The Gambia, we are working with the Ministry of Health and Social Welfare on a Maternal Health Improvement Program, which is being implemented in the country's Upper River Region. The project is designed to enable better care throughout the various stages of a term of pregnancy, increase the coverage and number of visits made by midwives throughout the project's area of operation and upgrade the quality of facilities at basic clinics in the region. Overall, the project aims to reduce maternal and neonatal mortality by improving the quality of maternity services on offer. In November 2012, we held the first of a series of Community Nurses and Midwives Training Courses, during which 20 local nursing and midwifery personnel received on-the-job training.

In addition to providing actual medical services, our Taiwan Medical Mission in Burkina Faso has also assisted in establishing health care management systems and training courses. As of 2011, the mission has also been working with the Ministry of Health on a six-year plan to provide assistance to midwives and senior nurses at primary health clinics to better meet Burkina Faso's real medical needs and to build associated capacity. In addition to providing professional training courses in Burkina Faso, we have also drawn on the resources and experience available in Taiwan's health care systems by bringing certain personnel to Taiwan to take part in teacher training. After returning to Burkina Faso as lecturers, these personnel are able to disseminate and promote medical concepts and professional nursing skills, enhancing the overall quality of medical services available in the country. During 2012, four midwives and senior nurses came to Taiwan to participate in refresher courses on teaching and lecturing skills before going on to train 150 midwives and 200 senior nurses. Elsewhere, as

part of its continuing efforts, the mission itself provided approximately 20,000 consultations or instances of medical care.

Public Health and Medical Assistance

The TaiwanICDF has many years of experience in providing assistance in public health and medicine. We implement such assistance in cooperation with Taiwanese hospitals and medical institutions, integrating Taiwan's 50-plus years of experience in public health and medicine and epidemic prevention. We assist partner countries by implementing various medical cooperation projects, such as Taiwan Medical Missions, our Medical Project in Pacific Island Countries, and our Used Medical Equipment Donation and Training Project.

Among these operations, personnel at Taiwan Medical Missions offer long-term assistance to hospitals in our partner countries. They provide medical services in resource-poor regions and make regular visits to remote areas. By transferring appropriate medical concepts and technologies, and helping to improve the efficiency of hospital management, Taiwan Medical Missions help partners achieve their objective of raising medical standards and the quality of associated services.

At present, MOFA commissions the TaiwanICDF to operate Taiwan Medical Missions in Burkina Faso and Swaziland. As part of the associated ROC-Kingdom of Swaziland Medical Project implemented by the mission in Swaziland, the mission works with Mbabane Government Hospital to improve the quality of medical care and nurture health care-related teaching staff. In 2012, the mission provided around 8,000 consultations or instances of medical care. The mission also enhanced the quality of local medical human resources by organizing three specialist medical workshops and 30 training events at the hospital.

Establishing a Medical Platform, Integrating Taiwan's Medical Resources

The TaiwanICDF works to strengthen cooperation in public health and medicine between Taiwan and its allies. Since 2006, the TaiwanICDF has joined forces with 37 Taiwanese hospitals and medical institutions to form the International Healthcare Cooperation Strategic Alliance (IHCSA), together operating permanent Taiwan Technical Missions in a number of partner countries, as well as providing mobile services through Mobile Medical Missions.

Over the past year, our Mobile Medical Missions service was converted into a Medical Project in Pacific Island Countries to keep pace with international trends and provide more project-oriented forms of assistance. This program allows us to better focus on meeting individual countries' specific medical needs. The Taiwanese hospitals cooperating on the project appraised its feasibility and dispatched eight teams to eight Pacific island countries to provide clinical and technological exchange and treatment in specialty fields such as ophthalmology, orthopedics, gynecology and surgery. Such operations have raised the visibility of Taiwanese medical services, garnering positive feedback and recognition at home and abroad.

Furthermore, with Taiwan's medical and health care standards being constantly improved and the majority of medical institutions, medical equipment manufacturers and academic units striving to provide better medical diagnostic services, medical equipment in Taiwan is always being replaced and upgraded. Much of the used equipment remains in excellent condition. Since 2010, we have been involved in a number of cases involving the donation of used equipment to partner countries, working in cooperation with the Global Medical Instruments Support and Service (GMISS) program operated by the Department of Health and National Taiwan University Hospital. On receiving a list of partner countries' requirements, we work with GMISS personnel to seek out the right equipment in Taiwan and then make a donation. We assist partner countries' recipient units with associated servicing and maintenance and provide comprehensive training courses on the use of such equipment to foster their pool of human resources.

In the past year, with the assistance of GMISS and the IHCSA, we worked with the Taiwanese embassy in Burkina Faso to donate one digital mammography unit and two used CT scanners to local hospitals. At the same time, we also provided training on the proper use and maintenance of the equipment, hoping to enhance standards associated with medical equipment at partner medical institutions. By providing education and training in maintenance, operation and interpretation during donation projects such as these, we are building capacity among medical personnel in recipient units and building local human resources. In this way, we actively assist medical professionals in our partner countries to enrich their know-how, technical skills and experience and help them realize the development objective of providing higher quality medical care.

Emergency Aid

One of the primary functions of the TaiwanICDF is to provide emergency aid to nations and peoples affected by natural disaster or conflict, and to assist survivors in dealing with the impact of these events and restoring their original standard of living.

Due to the impact of climate change, we have seen annual increases in the number of humanitarian crises involving disease and epidemics in recent years. To speed up our responses to these and other crises and to implement project-oriented programs that respect the spirit of ownership, we have designed a set of application forms for projects involving emergency aid. Whenever a disaster occurs, Taiwanese embassies or similar units operating overseas can supply these forms to the relevant authorities in partner countries and assist them in applying for humanitarian assistance. In 2012, we used this means of cooperation between Taiwanese embassies and partner countries to respond to two crises:

Assistance to Rural Populations Affected by the Food Emergency Due to the Effects of the Drought in Paraguay: Working in cooperation with the National Emergency Secretariat, we provided emergency food rations and mobile water storage tanks in order to relieve the local effects of a severe drought.

Honduras Home Garden Project—Emergency Relief for Victims in the South: Implemented in cooperation with the Honduran Agricultural Science and Technology Agency (DICTA), this project was designed to support the production of staple crops in southern Honduras, establishing home vegetable gardens and irrigation systems to achieve self-sufficiency in food production in the aftermath of a drought that had severely affected disadvantaged farmers.

By lending a helping hand to partners affected by climate events, these two projects demonstrate our commitment to providing timely assistance in the spirit of humanitarian concern.

Post-disaster Reconstruction

The principal objective behind post-disaster reconstruction is to restore beneficiaries' original standard of living.

In Tuvalu, the effects of climate change are resulting in highly unstable, below-average patterns of rainfall, which have continued to affect the water sources that local people rely on in their daily lives. The lack of rain has also had a huge impact on the growth of local crops,

causing food security and water crises. Working with Tuvalu's National Disaster Management Office and its National Action Plan to Combat Land Degradation and Drought, we have provided emergency food assistance to affected citizens. In addition, our recovery work has focused on restoring farming activities in communities affected by water shortages, building communities' disaster preparedness capacity and monitoring water and food security. Our aid efforts are designed to help Tuvalu build greater self-sufficiency.

Elsewhere, in conjunction with MOFA's post-earthquake recovery program in Haiti, we have continued to promote the second phase of our resettlement project in New Hope Village. This project provides guidance to survivors who have sought to make a new life for themselves after resettling in Savane Diane in the central highlands of the country. Of the 215 families due to benefit from the project, 192 families have already signed up to the initiative. The program includes training for agricultural production and the production of bamboo handicrafts. Some 322.5 hectares of land has been allocated to the project for reclamation, with 288 hectares having been planted with crops such as pigeon peas, maize, peanuts and sorghum to date. We continue

to promote the establishment of farmers' organizations among beneficiary households to facilitate the handover of the project and the success of continuing operations. In addition, the bamboo handicrafts component of the project has now entered its fourth training phase. Beneficiary households receive guidance on the production of bamboo furniture and bamboo-weaving techniques, enabling village residents to earn additional income from sideline production.

In response to international appeals for humanitarian assistance following a major drought in the Horn of Africa, we implemented the second phase of a project, Drought Relief in North Eastern Kenya, in cooperation with Mercy Corps. The project promoted education and training in WASH (water, sanitation and hygiene), CHAST (children's hygiene and sanitation training) and PHAST (participatory hygiene and sanitation transformation) services in western and southern parts of Wajir District, Kenya. The initiative also saw the construction of underground storage tanks to improve water storage infrastructure and the construction of latrines to improve sanitation in schools, and improved the economic situation of local households by supporting this construction work through a food-for-work program.

Overseas Volunteers

Some 550 volunteers have provided either development or humanitarian assistance in 35 countries as part of the TaiwanICDF Overseas Volunteers Service since its inception in 1996.

Through its many fixed-term assignments, the service has achieved much over the past 16 years, evolving over time and expanding in reach from fields such as agriculture, industry, construction, health care and education to embrace newer subjects such as ICT. The program has not only contributed to cultural exchange and helped to consolidate cooperative relationships with partner countries, but has also allowed Taiwanese people to bring their cross-cultural experiences home to enrich our own society here in Taiwan.

A Shift in Volunteer Recruiting: From Professional Backgrounds to More General Backgrounds

In the past, volunteers in the program were largely from professional backgrounds. To ensure that our service is in line with ongoing reforms to the TaiwanICDF,

and to respect local ownership and achieve results-oriented development, we have gradually begun recruiting volunteers into the service from more general backgrounds. This allows us to better meet the social or rural development needs of our partner countries. In addition to playing the role of providers of development assistance, our volunteers can now become more deeply immersed in the societies of our partner countries. They can build more meaningful relationships with local personnel and work more closely with their counterparts to implement projects. This deep interchange between our volunteers and partner countries helps capacity building and represents an important means of support for our activities in the local communities of our partner countries.

Enhancing Effectiveness through Volunteer Service Coordinators

Secondly, we have gradually introduced Volunteer Service Coordinators to oversee and manage volunteers

and their projects in a full-time capacity. These coordinators refine associated management practices and provide a dedicated role for taking care of volunteers' needs and any associated issues and problems that arise during their service. Rather than rely on personnel or volunteers at our overseas missions or staff at Taiwanese embassies to enhance the effectiveness of our volunteer services, we now have dedicated personnel to do these tasks.

In the past year we dispatched Volunteer Service Coordinators to work in St. Lucia and Panama. By being stationed in our partner countries over the long term and gaining knowledge of local conditions, these personnel should be able to act as a communications bridge, exploring and planning how to meet the needs of overseas missions and the role that volunteer projects can play in meeting such needs. In terms of management, the coordinators' familiarity with the TaiwanICDF's internal resources coupled with their proximity to volunteers should enable us to process and resolve problems over much shorter periods of time.

Promoting a Reserve Volunteer System, Establishing A Pool of Human Resources

To improve the quality of the volunteers we dispatch and refine the development of our volunteer service, we have continued to promote a reserve volunteer system and sought to establish a pool of readily available human resources.

In 2012, we organized six first-phase training

sessions for the benefit of 171 participants and 11 second-phase training sessions for the benefit of 228 participants. In the future these volunteers will become a vital new force in the service. We are gradually migrating the operations of the service to ensure that all deployment of volunteers is eventually sourced from a qualified pool of reserve volunteers.

A University-educated Majority

The majority of the 2012 intake of reserve volunteer trainees was under 30 years old (77%), followed by volunteers aged 30-39 (18%). Four female volunteers were recruited for every male. In terms of education, most entrants were university graduates (86%) with a smaller portion holding postgraduate degrees (14%). Specialties in general education were the most highly represented interest among participants (22%), followed by business and finance (17%) and public health and medicine (13%).

In 2012, we dispatched 32 long-term volunteers (for one- or two-year periods) and one short-term volunteer (for six months) to 13 partner countries: São Tomé and Príncipe, The Gambia, Honduras, Panama, El Salvador, Nicaragua, Belize, St. Vincent and the Grenadines, St. Lucia, St. Kitts and Nevis, Thailand, the Marshall Islands and Tuvalu. Female volunteers outnumbered males four to one. Most volunteers dispatched were between 20 and 29 years old and the majority specialized in general education, followed by public health and medicine, and then business and finance.

Figure 8 TaiwanICDF Overseas Volunteers Service: Reserve Volunteers (2012)

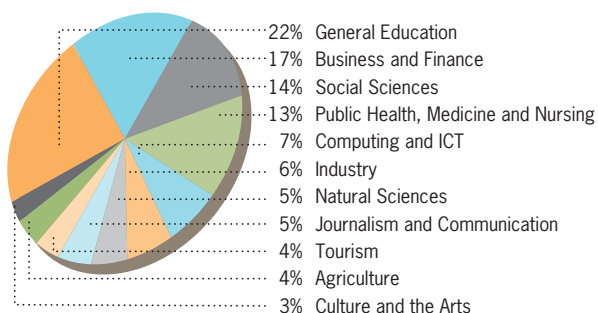
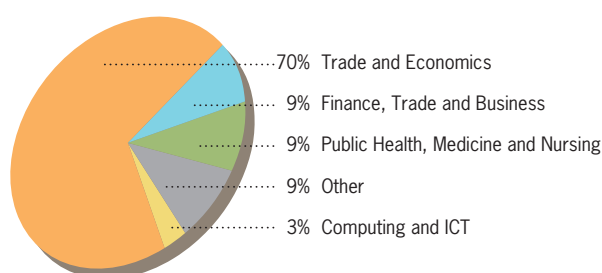


Figure 9 TaiwanICDF Overseas Volunteers by Category (2012)



Taiwan Youth Overseas Service (Alternative Military Service)

MOFA commissions the TaiwanICDF to provide training for, and manage, the Taiwan Youth Overseas Service.

As part of their alternative military service, young servicemen are deployed to assist technical and medical missions by lending their professional skills and knowledge to projects, as well as to provide all-round administrative assistance. Their work covers a wide range of ground, such as agriculture, aquaculture, animal husbandry, economics and trade development, business consultation, medicine and ICT.

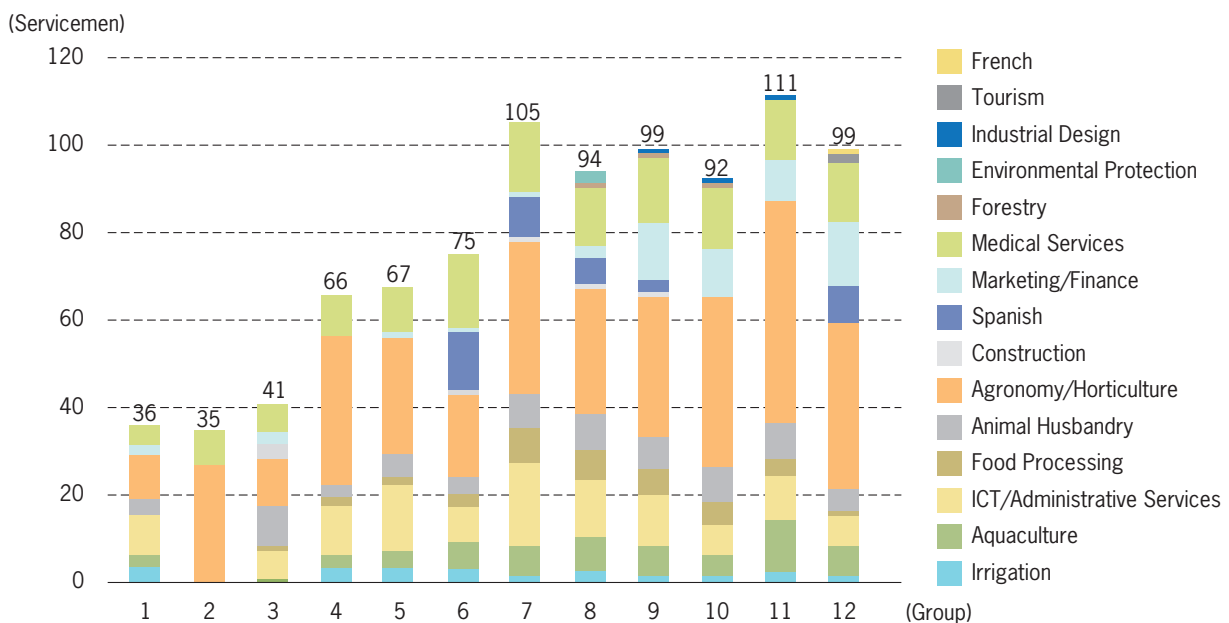
The TaiwanICDF has played an active part in advancing the service, having deployed some 920 servicemen in 12 annual groups as of the end of 2012. The program provides opportunities for young Taiwanese men to contribute their expertise to our partner countries and play a role in bringing balanced development to the international community. Servicemen not only enhance their own language and professional skills, but also have an opportunity to learn about the people and culture of many different countries and explore development

opportunities in developing nations. Overall, the Taiwan Youth Overseas Service provides Taiwan with an outstanding reserve of talent that can be deployed in the service of diplomacy and foreign aid.

As of the end of December 2012, 84 former servicemen had also participated in the TaiwanICDF's projects at home and overseas. This number shows the program's concrete contribution to the quality of human resources in Taiwan.

In terms of management, the service's duty service management manual was amended over the past year to ensure that the service is in line with the TaiwanICDF's project-oriented approach and project management style. The manual was then distributed to draftees for them to understand and comply with, and to ensure that servicemen have a common understanding of the service and observe certain standards. In terms of project-orientation, we are planning to draft servicemen whose expertise covers a more diverse range of fields and have them participate in projects from a much more comprehensive perspective.

Figure 10 Taiwan Youth Overseas Service (Since 2001)



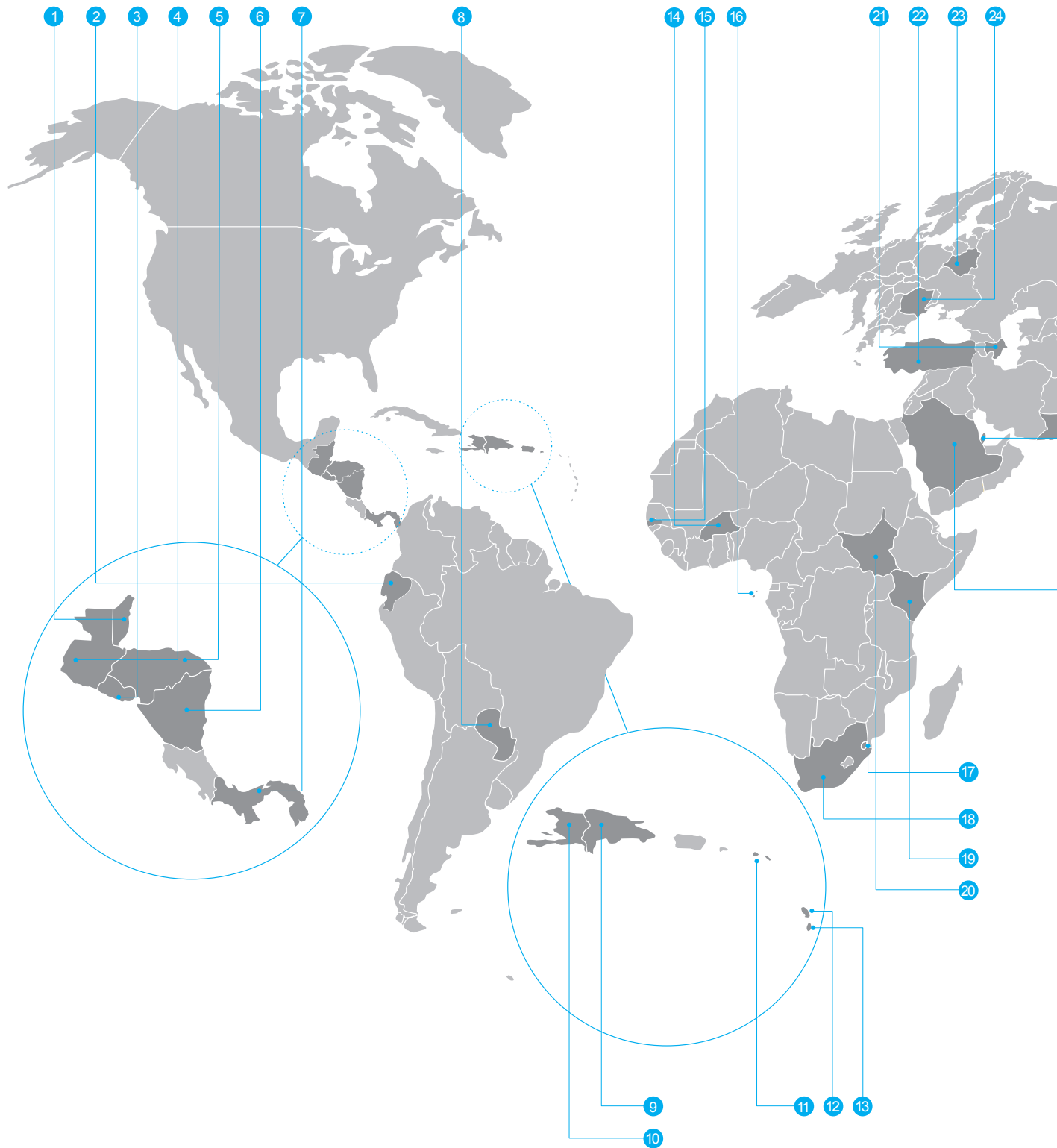


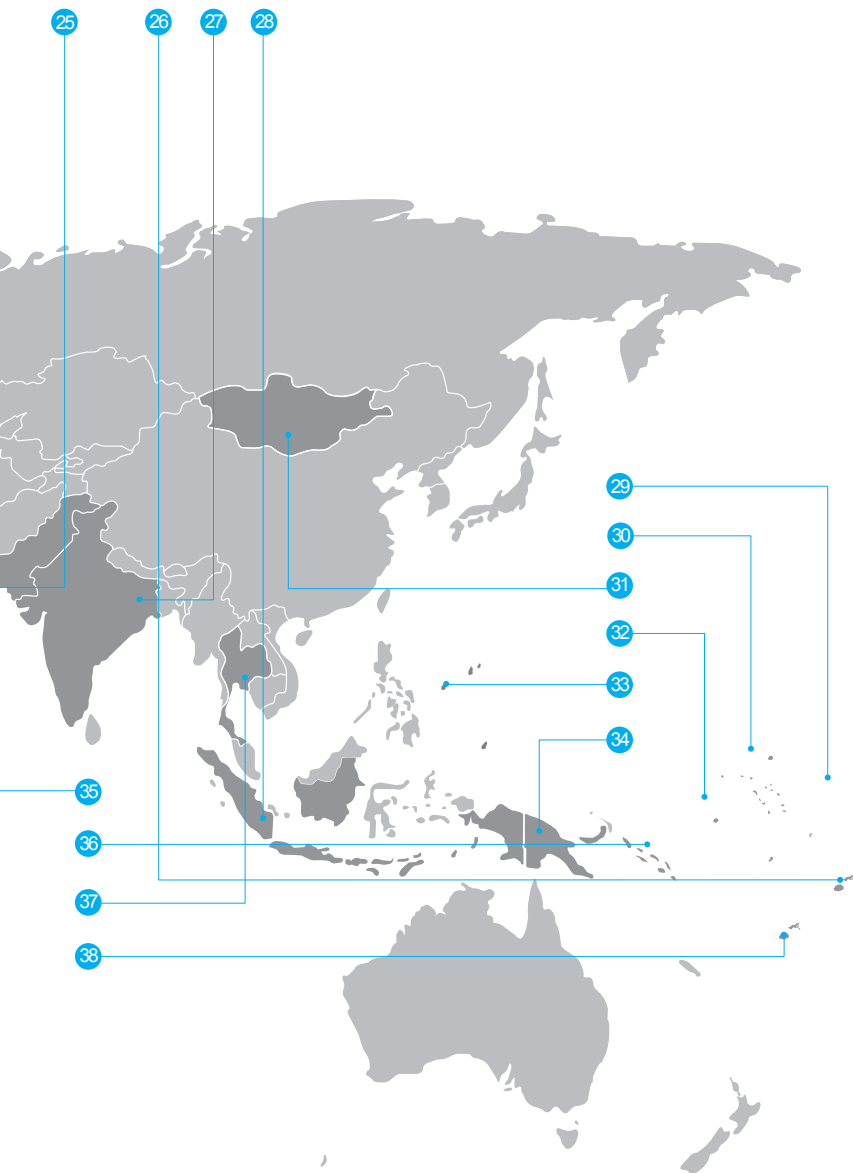
◀ Members of the 12th group from the Taiwan Youth Overseas Service celebrate during the graduation ceremony following their initial period of training and orientation. With the dispatch of the 12th group, almost 1,000 servicemen have now served overseas, contributing their expertise to partner countries and forming a reserve of talent that can be deployed in the service of diplomacy and foreign aid.

In 2012, we enrolled 99 servicemen into the service, to work in a variety of fields such as agronomy and horticulture, aquaculture, animal husbandry and veterinary services, agricultural machinery, agribusiness management and marketing, food processing, economics and trade, ICT, irrigation engineering, Spanish, French, plant protection, pest control, tourism and public health and medicine. This was the 12th group of servicemen to be dispatched since 2001. They were posted overseas to work on projects at technical and medical missions in October.

Following a shortening of the term of compulsory military service to one year and 15 days, since 2010 we have also shortened servicemen's training to six weeks. This effectively extends the period that they actually spend overseas. Since servicemen are recruited for their professional skills, training focuses instead on language skills, as well as general subjects that build knowledge of international technical cooperation. Training is meant to develop servicemen's ability to adapt to group life and help them assimilate into their new teams at overseas missions in the shortest time possible.

2012 Cooperating Countries and Projects





- Overseas Missions
- Technical/ Humanitarian Assistance Projects
- Lending and Investment Projects
- International Human Resources Development Projects (excluding Workshops and Scholarship Programs)
- Medical Missions
- TaiwanICDF Overseas Volunteers Service
- Taiwan Youth Overseas Service

Latin America and the Caribbean

1 Belize	● ● ● ● ●
2 Ecuador	● ● ● ● ●
3 El Salvador	● ● ● ● ●
4 Guatemala	● ● ● ● ●
5 Honduras	● ● ● ● ●
6 Nicaragua	● ● ● ● ●
7 Panama	● ● ● ● ●
8 Paraguay	● ● ● ● ●
9 Dominican Republic	● ● ● ● ●
10 Haiti	● ● ● ● ●
11 St. Kitts and Nevis	● ● ● ● ●
12 St. Lucia	● ● ● ● ●
13 St. Vincent and the Grenadines	● ● ● ● ●

Africa

14 Burkina Faso	● ● ● ● ●
15 The Gambia	● ● ● ● ●
16 São Tomé and Príncipe	● ● ● ● ●
17 Swaziland	● ● ● ● ●
18 South Africa	● ● ● ● ●
19 Kenya	● ● ● ● ●
20 South Sudan	● ● ● ● ●

Central and Eastern Europe; Central Asia

21 Azerbaijan	● ● ● ● ●
22 Turkey	● ● ● ● ●
23 Belarus	● ● ● ● ●
24 Romania	● ● ● ● ●

Asia-Pacific and the Middle East

25 Bahrain	● ● ● ● ●
26 Fiji	● ● ● ● ●
27 India	● ● ● ● ●
28 Indonesia	● ● ● ● ●
29 Kiribati	● ● ● ● ●
30 Marshall Islands	● ● ● ● ●
31 Mongolia	● ● ● ● ●
32 Nauru	● ● ● ● ●
33 Palau	● ● ● ● ●
34 Papua New Guinea	● ● ● ● ●
35 Saudi Arabia	● ● ● ● ●
36 Solomon Islands	● ● ● ● ●
37 Thailand	● ● ● ● ●
38 Tuvalu	● ● ● ● ●