

International Human Resource Development



The human ability to solve problems and to learn and master technical, managerial, and entrepreneurial skills result from education and experience. No matter what method is adopted in assisting allies to achieve sustainable development, the development of international human resources will undoubtedly play a pivotal role. Taiwan is recognized throughout the world as a rare successful model of a developing country that has transformed itself into a successful and industrialized nation. While Taiwan has chalked up achievements on many fronts, it is a shame that its isolation in the international community has failed to bring the island the recognition it deserves.

International human resource development is an integral part of international development work. For example, the United States gives out scholarships to people from developing countries for post-graduate education in that country. This not only assists the country in hastening its development, but also nurtures a large number of foreigners comfortable with American values and lifestyles. At the same time, these people will have a significant sway in decision-making and economic development back at home. The ICDF plays the role of an “active communicator” in terms of international human resource development and in attracting international talent to Taiwan. It implements a wide variety of innovative personnel training methods and channels in the mission of spreading the “Taiwan experience” to cooperating governments and private sectors. It also interacts and cooperates with international organizations and NGOs to enable Taiwan’s diplomatic objectives to be achieved throughout the world.

ICDF international human resource development operations include a continuation of successful programs and new programs that meet the demands of an ever-changing world. The ICDF seeks innovation amid stable development. It offers diverse methods to gain the highest level of international visibility and influence for Taiwan as possible.



Photograph by Weng Cheng-yuan

Participants in their national costumes for the inauguration of the ESAIC

Achievements in the ICDF's international human resource development operations during 2003 were two-pronged. These included (1) Continuing to institute and provide depth to various programs that provide the foundation of these operations; and (2) Continuing to integrate various resources to draft new programs and reach synergy, which would expand the impact of such training.

Introductions to the ICDF's international human resource training and development and innovation initiatives are provided below.

International Human Resource Training

Organizing Seminars and Workshops

Taiwan has successfully transformed from a developing country into an emerging industrialized nation. As a result, analysis and introduction of the "Taiwan experience" is a focal point of international cooperation operations.

Each year the ICDF holds trade, agriculture and fisheries, and training-related seminars and workshops under the two themes of "The Taiwan Experience" and "Taiwan's Competitive Strengths." In 2003, the ICDF planned courses including "The Taiwan Experience and Development," "Trade Promotion," "SME Development Experiences," and "Agricultural Policy and Farming Village Development."

In addition, the ICDF will hold annually a number of specialized courses based on the developmental needs of allies, as well as topics that are of concern to the world. These courses provide the latest information and expand the content and depth in the training of international human resources. In 2003, the ICDF held seminars on "Technology Industry Policy and Management," "Community Development and Tourism Industry," and "Micro-Credit Experience in Taiwan." It also held an international conference on "Sustainable Management of the Fishing Industry in Tropical and Subtropical Areas."

In all, the ICDF held 14 innovative, global-oriented and diverse seminars that focused on Taiwan's competitive advantages. Altogether, 348 students from 64 nations attended these classes, including 86 from Asia-Pacific, 35 from Western Asia, 43 from Africa, 18 from Europe and 166 from Latin America.

Nurturing International Specialists

In addition to its annually scheduled seminar on "Sharing the Taiwan Experience," the ICDF cooperates with top local academic institutions to provide full scholarships in Taiwan to students from allied countries to come to Taiwan to study and broaden their international perspectives.

Over the years, the ICDF has held a number of symposia and international conferences with local schools based on their research specialties. In 1998 and 2001, the ICDF began cooperating with National Pingtung University of Science and Technology and National Chengchi University, to hold masters and doctorate programs in agriculture for foreign students and an IMBA, respectively. All classes and coursework are conducted entirely in English. As of 2003, 20 students have graduated from these programs, earning masters degrees awarded by the Ministry of Education.

In 2002, the ICDF and National Tsing Hua University signed an agreement to conduct a joint program in technology management. Courses opened in 2003 and the program will be gradually expanded to keep pace with the latest development and trends in the industry. Meanwhile, the ICDF and National Chengchi University cooperated to implement the first Taiwan Studies masters degree scholarship program.

In 2003, the ICDF expanded the scope of its coursework to include a wider variety of topics. The ICDF, together with the National Taiwan Ocean University, designed masters degree coursework for international students at the university's Graduate Institute of Aquaculture and Management. It added



International Public Health in conjunction with National Yang Ming University, International MBA in Technology Management with National Tsing Hua University, International Workforce Education and Development with National Taiwan Normal University, and International Master Program in Taiwan Studies with National Chengchi University. The ICDF hopes to offer comprehensive scholarships to enable even more outstanding students from friendly countries to study in Taiwan.

Scholarship Program for Friendly and Allied Countries

The ICDF has been providing US\$100,000 in scholarships each year to diplomatic allies Grenada, St. Vincent and the Grenadines, St. Christopher and Nevis and Dominica on a ten-year funding program. This money is used to provide subsidies to underprivileged children to attend elementary and middle schools. In addition, the funds are used to meet the human resources training and development needs of those countries. A total of 590 elementary and middle school students and teachers have benefited from the program.

To promote international cooperation and development and boost friendly relations with Mongolia, the ICDF in July 2001 launched a scholarship program for needy children in Mongolia. Under the program, the ICDF provides each qualified Mongolian child with US\$100. The program is fully funded to US\$100,000 annually. It is expected that each year 1,000 children from needy families in that country will benefit from the program. The US\$100 scholarship goes toward miscellaneous school fees, clothing, and medical needs. World Vision Mongolia is responsible for administering the program, distributing materials and providing other assistance. The program, which entered its third year in 2003, has already helped nearly 3,000 Mongolian children.

Cooperation with International Organizations

• Interchange Association (Japan)

In 1996, the Association of East Asian Relations helped the ICDF establish a cooperative relationship with the Interchange Association (Japan), commencing with the “Vocational Instructor’s Upgrading Training Program.” This project focuses on providing vocational training for non-Taiwanese and non-Japanese specialists and technicians from less-developed countries. Over the past three years, cooperation has gradually expanded to cover other ICDF-initiated training courses. In 2001, for example, both sides not only cooperated on vocational training, but also jointly held an international conference on “Management of Fisheries in South Pacific Region” and Agricultural Policy and Rural Development. Two Japanese experts, Dr. Katsuji Hiroyoshi and Dr. Kunio Takase, delivered lectures at the conferences.

• Netherlands Organization for International Cooperation in Higher Education (Nuffic)

The ICDF and Nuffic have worked together for nearly four years and have frequent contact. In 1999 and 2000, Nuffic visited the ICDF while visiting Taiwan on a promotional trip. The ICDF sent officials to visit Nuffic in April 1999 and September 2000 to view their operations and share experiences. In April 2000, the two agencies signed a formal memorandum of cooperation that combines the strengths of both organizations in international higher education and in the development of human resources.

In 2003, the ICDF invited Nuffic experts to attend courses in Taiwan. In March 2003, the ICDF invited Mr. Beer R.E.V.M. Schroder, the Deputy Chief of the Human Resource and Institutional Department, to deliver a lecture in Taiwan. He also represented Nuffic in negotiating cooperation projects with the ICDF. Mr. Schroder delivered lectures at the National Pingtung

University of Science and Technology and the National Chengchi University on the topic “Intercultural Theory and Skills Applied to International Human Resource Development Programs.” His speeches were well received by the over 100 people in attendance. He also took the opportunity to better understand the ICDF’s cooperative relationship with local universities.

The ICDF also arranged for Mr. Schroder to witness the signing ceremony of an International Project Cooperation Agreement between the ICDF and National Pingtung University of Science and Technology. Mr. Schroder expressed his support for the recent efforts of the ICDF to establish the ESAIC. He also pledged that Nuffic and the ICDF would use a cooperative platform to promote international cooperation opportunities to assist developing nations in higher education.

Mr. Schroder also held a meeting with the ICDF during which both sides agreed to continue the “Academic Experts and Staff Members Exchange Program” and also to form a task force in the future to seek out cooperation with international sponsoring agencies.

Nuffic and the ICDF would use their management expertise in conjunction with international financial resources to jointly assist developing nations in their development.

• Israel’s Center for International Cooperation (MASHAV)

To boost interaction with international organizations and promote third country cooperation and training programs, the ICDF collaborates with international agencies to carry out human resources development training. MASHAV was established by Israel’s Ministry of Foreign Affairs in 1958. Since its establishment, it has trained approximately 175,000 people from 140 countries in the developing world and has undertaken bilateral and multilateral international training programs with a number of organizations. MASHAV provides a point of reference for the ICDF in its education and training programs. In March and October 2002, the former representative of the Israel Economic and Cultural Office in Taipei, H.E. Menashe Zipori, visited



Participants interact during the signing of the ESAIC.



the ICDF. Both sides agreed to continue to use MASHAV as the organization through which the ICDF would carry out third country training. Both sides also exchanged opinions about potential bilateral cooperative projects.

In terms of short-term cooperation programs, the ICDF uses MASHAV to invite Israeli scholars and experts to Taiwan to deliver lectures during ICDF-sponsored seminars. MASHAV experts are expected to be hired as short-term technical advisors to provide technical guidance in the future. In August 2003, the ICDF, through MASHAV, invited the former president of the Israeli branch of Motorola, Mr. Hanan Achsaf, to visit Taiwan and deliver a lecture entitled “Global Technology Trends and Developments” to participants in a course entitled, “Technology Industry Strategies and Management.” The ICDF had its first contact with MASHAV in 2002 and in the future will jointly hold third country study courses and training, short-term expert guidance, and personnel training.

Strengthening ICDF Alumni Society Operations

The establishment of the ICDF Alumni Society was made with the intention of providing a forum for foreign officials who previously came to Taiwan for seminars/workshops. The ICDF provided funding to create the organization and was supported in the effort by ROC embassies and consulates. The organization provides an avenue of communication between Taiwan and the host country. The ICDF subsidizes the organization on an annual basis, and various conferences, lectures, and symposia are held during the year. These events strengthen interaction among scholars and foster stronger bilateral relations with the participating country. Chapters have already been established, and continue to thrive in 34 countries.

In July 2003, the first meeting of the ICDF Alumni Society of Asia-Pacific was held in Thailand and was

hosted by the head of the Thailand ICDF/LRTI Alumni Society, Senator Anant Dalodom, who became the first head of the Asia-Pacific regional body. There are presently eight chapters in five Asia-Pacific countries, including dynamic branches in Bangkok, Thailand; Hanoi and Ho Chi Minh City, Vietnam; and Jakarta, Central Java, and Eastern Java, Indonesia.

Each alumni society seeks to strengthen contact among the chapters and boost communications with Taiwanese officials abroad in an effort to solidify ties. During the eighth meeting of the Thailand Alumni Society, at which the first meeting for the Asia-Pacific region was held, the heads of the five chapters located outside of Thailand were invited to Bangkok to participate. This boosted interaction among various officials and expanded the Taiwan’s relations with friendly countries that are not formal diplomatic allies. The regional meeting in Bangkok was a resounding success, and it was resolved to hold more regional meetings in the future.

Development and Innovation

Creation of the ESAIC

In September 2003 the ICDF entered into a formal alliance with six universities (National Pingtung University of Science and Technology, National Chengchi University, National Tsing Hua University, National Ocean University, National Yang Ming University, and National Taiwan Normal University). The initial concept for the alliance to promote international human resource development was announced in 1998. Thereafter, cooperation with the six schools gradually took shape in seven different fields. Under the alliance, masters and doctorate coursework programs would be initiated. In addition, instruction would be in an all English-language environment. Full scholarships would be offered to assist scholars from allied countries to study in Taiwan.

The ICDF commissions each school to administer the scholarship program. As the program continues to expand, there will be a need for schools to cooperate with each other and establish a platform for program management. This platform also should help the schools share management experience, form a consensus on how to administer the plan, and jointly resolve any problems.

The ICDF also seeks to integrate domestic resources and advantages and provide funding to the international community to make the most use of all resources available. There is presently a gap between the technical needs that advanced nations can offer and the practical needs of developing countries. Members of the Organization for Economic Cooperation and Development (OECD), for example, usually provide funding rather than direct technical assistance. This presents an enormous opportunity for Taiwan in providing overseas assistance. Furthermore, should Taiwan propose effective assistance programs that are accepted by international organizations, there will be even more opportunities for cooperation. This will help the ICDF achieve the best results possible using a smaller resource base.

Taiwan already has made significant efforts in international cooperation, whether in the public or private sector. What is lacking, however, are joint efforts, an integrated platform, and an agency emerging in the coordinating role. The concept of the ESAIC provides an optimal way to integrate resources, exchange ideas and encourage participation in international cooperation operations by the general public.

The future operations of the ESAIC will center on the following four areas:

• **Creating a Platform for Operations Management**

The creation of the ESAIC paves the way for the establishment of a platform to manage the ICDF's

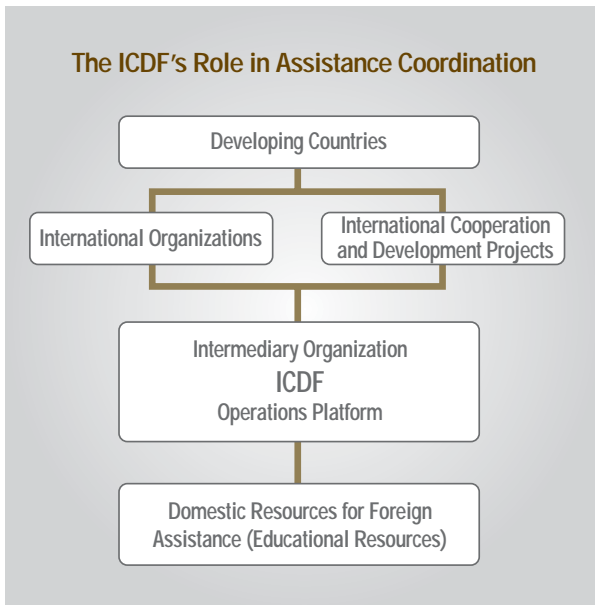


Photograph by World Links El Salvador



Photograph by Kao Chien-wen

① First meeting of the ICDF Asia-Pacific Alumni Society ② Participants in the Conference on Sustainable Management of Tropical and Subtropical Fisheries listen to lectures on aquaculture ③ Salvadoran junior high teachers preparing to video conference with Taiwan ④ Participants in the Workshop on Tourism Industry and Community Development



“Scholarship Program,” to integrate various administrative standards for each school, and to formalize a mechanism to manage the scholarships. It also facilitates problem solving.

• Introduction of Specialized Talent

Universities in the alliance provide experts and research volunteers as required by ICDF programs. The operational management platform in the alliance assists project participants in developing countries to evaluate objectives and carry out short-term research in the host country. This raises the “sustainable expertise” of Taiwan participants in international cooperation and development projects.

• Integration of Alliance Resources

The ICDF has developed various management mechanisms for its international cooperation operations. Participants in the alliance share international cooperation program information and draw up proposals for potential projects. The ICDF then serves as a coordinator that integrates the various resources of the alliance, establishes a dedicated task force, and administers the program. Alternately, the ICDF can also

seek financing from international organizations to assist developing countries to implement sustainable development projects.

• Promotion of the ESAIC

Alliance participants are able to gradually establish ESAIC coursework through their participation in cooperation plans and research. The educational facilities of the alliance universities can be used to create a virtual institute to promote international cooperation in education.

The short-term objective of this program was achieved in September 2003 with the formation of the ESAIC and the corresponding media publicity. The medium-term goals set for 2004 include utilizing experts from alliance members and research students as volunteers, establishing operational platforms and expanding cooperation among universities in the alliance. Long-term goals are slated to be achieved within three years of the establishment of the alliance. These include the establishment of an “International Cooperation and Development Virtual Institute” and the staging of conferences in Taiwan related to sustainable development in developing countries.

The ICDF anticipates that the alliance will enable establishment of a transparent cooperation platform between the ICDF and ESAIC schools that will lead to an environment providing more effective coordination. Each party will use its strengths in conjunction with the group to boost the competitiveness of international cooperation projects and raise the level of international participation by Taiwan.

At the same time, the alliance will have a major impact on the future development of each of the participating schools. For example, the National Pingtung University of Science and Technology, with the assistance of the ICDF, is gradually becoming more internationally oriented. The university has re-adjusted its education objectives to focus on assisting

developing nations. It has a world-renowned tropical agriculture program. Other alliance members can consider similar models in selecting various topics in achieving sustainable development for developing nations and then focusing research in these areas. The accumulation of experience in this regard over the long term will surely help Taiwan become an international research and conference center for topics related to developing countries. This will also boost Taiwan's international status.

World Links Program

Various research projects indicate that a risk of globalization is the expanding “digital divide” between advanced and developing countries. This gap not only prevents developing countries from utilizing global information to their advantage and lifting themselves out of poverty, but also threatens to push these countries further to the periphery. In 1997, James D. Wolfensohn, President of the World Bank, initiated the World Links program that combined knowledge, information and technology to assist developing countries to raise their educational quality, train human resources and better adapt to the global economy and society.

This program became independent of the World Bank in 1999 and commenced work as an NGO. World Links contacted the ICDF in April 1999 to cooperate on developing the “Education and Internet Plan,” which targets the establishment of Internet hardware in schools in developing countries, training students and teachers to be fluent in software languages, and opening of a window for children to better understand the “information superhighway.”

- ① Computer coursework in a livestock disease prevention course
- ② Participants in the Workshop on Tourism Industry and Community Development learn about the clean-up and reclamation of Kaohsiung City rivers
- ③ Central American Technology Integration Project
- ④ Participants in the Workshop on Technology Industry Policy and Management are briefed on the current state of development in Taiwan's technology sector





The ICDF began a three-year program in 2000 to establish Internet hardware and undertake teacher training in middle schools in Burkina Faso, Costa Rica, El Salvador, Paraguay and Senegal.

The ICDF is presently administering its second three-year plan. After review, it believes that the concept of community is the key to determining the success of its programs. Since computers and Internet hardware are still rare resources in developing countries, they are out of reach for most families. On the other hand, the establishment of Internet cafes or similar information centers offers a way to broaden computer usage.

Based on this concept, the ICDF in 2003 began establishing “Taiwan Information Centers” in host countries. These provide bases from which communities can learn about the information field. The ICDF also plans to coordinate cooperation among the websites of Taiwan schools, I*EARN Taiwan and other NGOs to enable the children in recipient countries to break through political and physical borders to learn about children in Taiwan. This will spark cultural interaction.

To this point, the ICDF has assisted 194 schools in Central and South America, covering 1,391 teachers and benefiting 586,000 students, under this program. The ICDF has spent US\$1.4 million on the program since its inception.

Cooperation with Local Governments

Diplomatic work should not only be official or limited to a small number of people. A higher goal of international cooperation work is to formulate and implement sustainable development projects that involve all of the world’s people, governments and organizations at all levels. President Chen Shui-bian has emphasized “people’s diplomacy,” which encourages all Taiwanese to work with people from other countries in transnational or inter-societal networks. For those desiring to better understand how Taiwan created its

economic miracle, the best method is to strengthen interaction at the grassroots level. Meanwhile, interaction between local governments and international organizations and NGOs can raise the international standing of the government and can create a good image. The end result is a win-win situation.

The ICDF works with local governments in implementing the policy of promoting diplomacy amongst the public at large. To realize this concept, the ICDF decided to have Kaohsiung City, Kaohsiung County and Pingtung County jointly stage coursework focusing on community construction and tourism industry development. The program intentionally brought international friends to the countryside to see how communities work in Taiwan. This was an example in which the public and private sectors combined resources. In addition, it promoted interaction among cities in Taiwan and abroad, and achieved the goal of diplomacy among the general public.

The three local governments have accumulated a significant level of experience and knowledge over the years with regard to urban renewal and tourism sector development. They have developed a tourism industry that focuses on regional characteristics. Seminars and workshops were held throughout 2003. The ICDF designed study tours to bring international friends to Taiwan and give them direct contact with members of the community. This method replaced the previous routine format of official visits and classroom studies.

Results show that the Taiwan public is quite willing to understand and participate in international cooperation work. Local residents divided work among themselves. Some were tour leaders while others provided tasty local delicacies at mealtimes. Others provided lodging and transportation. The overseas guests participating in the program were delighted to view first hand the results of various policies and exchange opinions with residents. They also got a chance to sample the warmth and culture of Taiwan.

The experiment in cooperation between the ICDF and local governments was quite a success. At the closing ceremony for the course, many students expressed how satisfied they were and that the first-hand experience left a deep impression on them. They added that they were extremely willing to put the “Taiwan experience” to good use in their home countries. The three governments had the rare occasion of showing off their accomplishments to students from 23 friendly countries in the areas of protecting local ecosystems, developing local cultural uniqueness, and creating urban vistas, thus promoting exchanges among people from various communities. As a result of this combined cooperation, the three areas gained more recognition from the international tourism industry.

Conclusion

While Taiwan’s government has always faced disadvantages internationally due to its isolation, the

hard work of the country over the past half-century has resulted in enviable economic success. As Taiwan has become stronger, it has broadened its international cooperation and development. Initially, these efforts focused on sending agricultural and fisheries technology teams abroad. This now has been expanded to technical assistance, investment and lending operations, and international human resource development. The ICDF highlights Taiwan’s enviable democratic accomplishments underpinned by strong foundations in technology, economic strength, and humanitarianism. This raises Taiwan’s standing in the world and enhances the nation’s image in the international arena.

The ICDF’s international human resource development programs are also developed on a similar conceptual basis. Each year, the ICDF evaluates how it can broaden its operational results and proposes new programs that showcase Taiwan’s achievements.



Photograph by
National Pingtung University of Science and Technology

Field coursework for the Master of Science Scholarship Program for Foreign Agriculturists