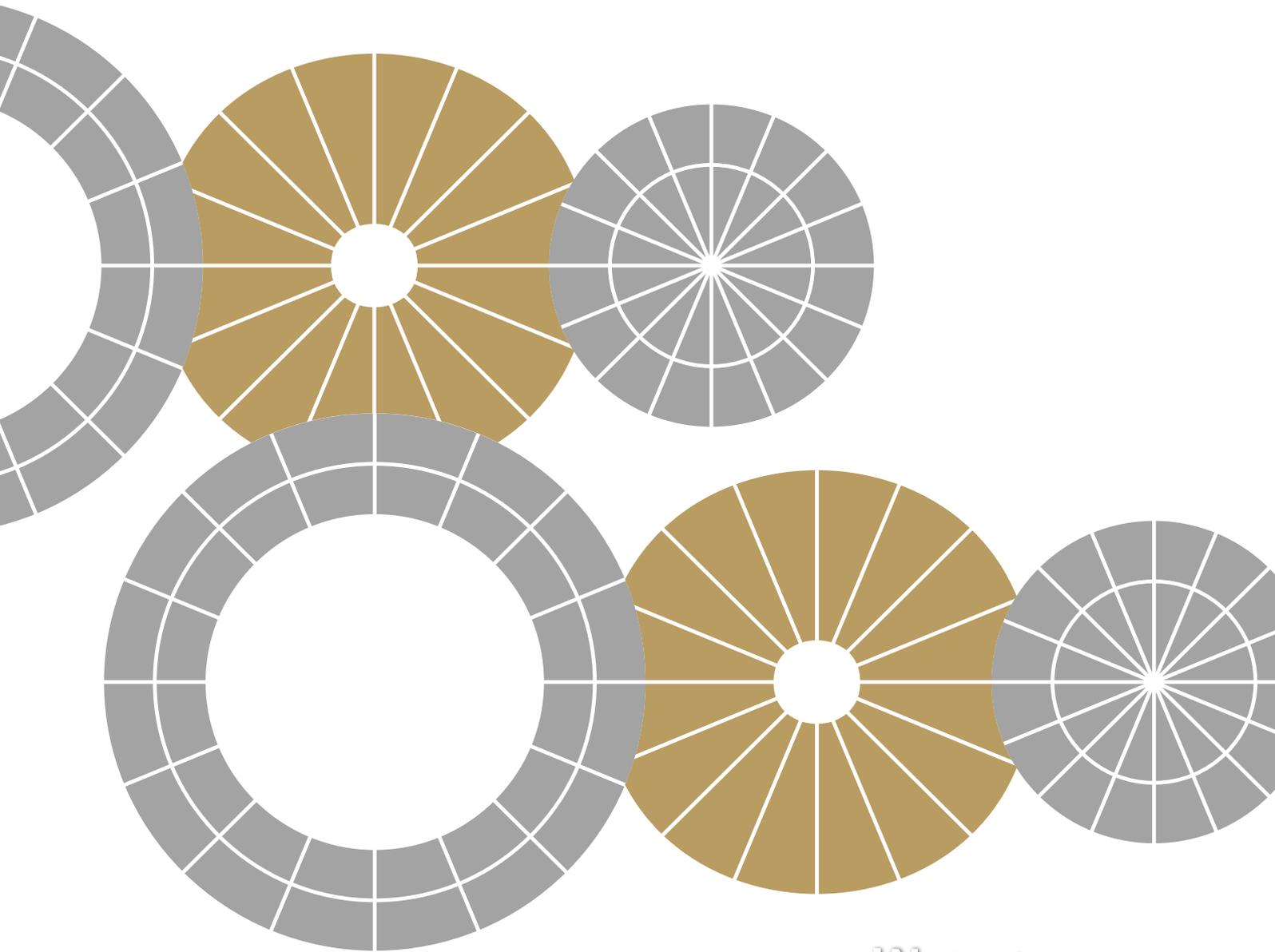


# 2021

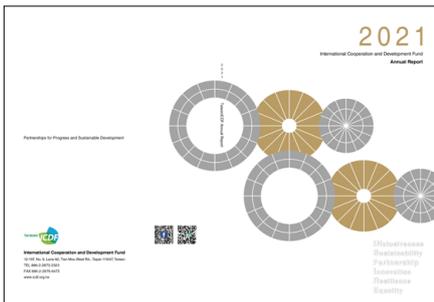
International Cooperation and Development Fund  
**Annual Report**



INclusiveness  
Sustainability  
Partnership  
Innovation  
Resilience  
Equality







## About the cover

The design is based on the concept of "mastering the wheels of global change." Six interconnected circles are hot stamped with gold and silver foil, symbolizing the second year of the COVID-19 pandemic. Through the six service pillars of "INclusiveness", "Sustainability", "Partnership", "Innovation", "Resilience", and "Equality", the TaiwanICDF is helping our allied and friendly countries to prepare for pandemic response and recovery. In addition, to present a figurative design, the first letter of each of the six main pillars (INclusiveness, Sustainability, Partnership, Innovation, Resilience, and Equality) is embossed to form the acronym "INSPIRE".

# Contents

## 2 Introducing the TaiwanICDF

### 4 Preface

1

### 6 Strategic Planning and Direction

- 7 A Global Partner in Confronting COVID-19 and Building a Sustainable Future

2

### 10 Operations

- 10 2021 Cooperating Countries and Projects
- 12 Key Point 1 Inclusiveness
- 18 Key Point 2 Sustainability
- 25 Key Point 3 Partnership
- 33 Key Point 4 Innovation
- 42 Key Point 5 Resilience
- 48 Key Point 6 Equality

3

### 52 Special Reports

- 52 Accelerating Progress Towards the SDGs Under Global Pandemic
- 64 Interview 1  
Leonard Basilius, Chairman of the Steering Committee for the GEF Small Grants Programme Palau
- 65 Interview 2  
Edward Raine, President and CEO of Food for the Poor
- 66 Interview 3  
Mark Brantley, Premier and Minister of Finance of the Nevis Island Administration
- 67 Interview 4  
Samuel Vusi Magagula, Director of Health Services, Ministry of Health of Eswatini

4

### 68 Administration

- 69 Financial Management
- 69 Accounting Management
- 70 Auditing
- 72 Human Resources
- 72 Information and Communications Management
- 73 Legal Affairs
- 73 Public Communications

### 76 Appendix

- 76 Organization Chart
- 77 Board of Directors, Supervisors, and Consultative Committee
- 78 Report of Independent Accountants
- 100 Cooperation Projects in 2021
- 107 Cooperation Projects with International Organizations and NGOs in 2021

## Introducing the TaiwanICDF

Since the International Cooperation and Development Fund (TaiwanICDF) was founded in 1996 as Taiwan's professional development assistance organization, we have been dedicated to assisting friendly or developing countries in economic, social and human resource development, and in promoting economic relationships among these countries through technical cooperation, lending and investment, international education and training, and humanitarian assistance. By utilizing the organization's funds and their yields to engage in direct and indirect investments, and by implementing bilateral and multilateral technical cooperation, humanitarian aid, or educational training programs, the TaiwanICDF's mission is to provide humanitarian assistance for countries that suffer from natural disasters or for international refugees.



### Vision

Partnerships for progress 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 and results by standardizing the way we carry out our assistance projects.

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

## Sources of Funding

The TaiwanICDF was established with an initial endowment of NT\$11.6 billion, which was the net value of the IECDF's funds at the time of its dissolution. Sources of funding include the general fund, interest, returns on investments and income from commissions by the government or other institutions. As of December 31, 2021, the total balance of all funds was NT\$15.34 billion.

## Cooperating Partners

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

Partner Countries

156 Overseas Experts



106 Domestic Personnel



Accurate as of December 31, 2021

## 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 help to 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.

## Together, we make the world a better place

In the two years since the emergence of COVID-19, nations around the world have poured significant resources into pandemic prevention and control. Faced with the threat of local outbreaks in Taiwan, the government and people have worked together to swiftly contain the situation and keep domestic development on an even keel.

Confronted by this global crisis, Taiwan joined forces with the international community to battle the pandemic. As Taiwan's specialist international development agency, the International Cooperation and Development Fund (TaiwanICDF) assisted our partners in strengthening resilience to COVID-19 by providing antipandemic supplies, training health personnel, and sharing Taiwan's experience in pandemic prevention and control. We also listened to our partners' expectations for recovery and pioneered novel approaches to foreign aid that reflect the emerging international development needs in the wake of the pandemic.

### **Promoting an inclusive postpandemic recovery together with international partners**

The impact of COVID-19 extends beyond a public health crisis. The pandemic has exacerbated existing problems, such as gender and economic inequality. Considering these fresh challenges, I was encouraged to see the TaiwanICDF actively leverage its existing international network to strengthen its operational resilience. The TaiwanICDF partnered with the Central American Bank for Economic Integration to launch the Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19 program. The program combines credit guarantees and technical assistance to support Taiwan's diplomatic allies in revitalizing their economies in the postpandemic era. It achieves this by offering women employment opportunities,

entrepreneurship development, and avenues for financing to ensure that they have equitable access to financial services. The TaiwanICDF has also collaborated with vocational training centers and business incubators to secure women's economic independence through vocational training and entrepreneurship counseling courses.

Antipandemic measures such as border restrictions and social distancing pose manifold threats to refugees and other disadvantaged groups. As a long-standing contributor to humanitarianism, the TaiwanICDF partnered with the Polish Center for International Aid this year to set up an emergency cash support mechanism for displaced people and disadvantaged groups in Lebanon. The assistance has helped mitigate the economic and health impacts of COVID-19 and the 2020 Beirut explosion.

### **Engaging in regional development together with like-minded organizations**

Pacific island countries have always been highly dependent on imported goods. Since the outbreak of the pandemic, supply chain disruptions, shipping container shortages, and skyrocketing commodity prices have created formidable risks and challenges for the food security of these island nations. Apart from health risks, subsequent problems with food and amenities have directly impacted the lives of people in these countries.

In response to the need for increased food security in the Pacific, the TaiwanICDF reached out to like-minded organizations to jointly engage in regional development. For example, the Global Environment Facility and the Pacific Community integrated resources into agricultural sector projects run by Taiwan's Technical Missions in the region. The cooperation has upgraded local production capacity and increased local food supply in Pacific island nations, helping alleviate the impact of the pandemic and maintain social stability.



Based on the robust relationship between Taiwan and the United States, the TaiwanICDF worked with the Pacific Islands and Mongolia Coordination Office of the United States Agency for International Development (USAID) to design development solutions for Pacific island countries. Cooperation focused on areas of health, digital connectivity and cybersecurity, and the climate. The TaiwanICDF and USAID jointly organized training workshops on health, e-government, and cybersecurity. We also cohosted side events during the United Nations General Assembly and the 26th Conference of the Parties to the United Nations Framework Convention on Climate Change to jointly advocate for Pacific island nations and take action to support the sustainable development of countries in the region.

### **Integrating domestic resources together to extend Taiwan's influence**

As well as working with international development partners, the TaiwanICDF also plays a key role as a networking platform for Taiwan's development assistance sector.

Continuing the public-private-people partnership strategy of the previous year, where crowdfunding was used to connect domestic and overseas resources, the TaiwanICDF launched the Development × Innovation × Sustainability—Impact Frontier Lab (IF Lab) in 2021. In doing so, the TaiwanICDF shifted its role from that of a platform to a facilitator and guide. The IF Lab is Taiwan's first innovation accelerator for international development assistance. It integrates creative ideas from local enterprises and civic organizations into Taiwan's foreign aid activities. Through crowdfunding, the TaiwanICDF was able to link diplomatic allies, local companies, and the general public. Now, with the IF Lab up and running, private organizations can work together

with us in innovative ways. From connecting the dots to link separate stakeholders, we have gone on to create a collaborative framework, through which Taiwanese specialists, teams, and partners can jointly make an impact. This demonstrates to the world the effectiveness of Taiwan's development assistance model in applying corporate innovation to sustainable development.

### **Together, we make the world a better place**

In the postpandemic era, the TaiwanICDF will monitor the development of international issues, synergize international resources and partners, collectively build resilience, and jointly promote global sustainability. As former US Senator Barbara Mikulski once said, "Each one of us can make a difference. Together we make change." Faced with a changing and challenging international situation, it is our duty to persevere, work together, and support each other through difficult times. The TaiwanICDF is a key platform that connects domestic and international development partners. As such, I expect the TaiwanICDF to continue to demonstrate that Taiwan is helping. Let us draw together the beliefs and strengths of each of our partners to maximize our impact and make the world a better place!

A handwritten signature in black ink, reading "吳烈毅" (Wu Lieyi).

Jaushieh Joseph Wu  
Minister of Foreign Affairs  
Chairman, TaiwanICDF

# 1 Strategic Planning and Direction

In 2021, while adjusting the practices of our existing projects in response to the COVID-19 pandemic, we also maintained our strategy of collaboration with international partners to continue building on the international engagement efforts of recent years. We are working with multiple partners to accelerate recovery from the pandemic through food security, health, education, gender equality, the economy, and the environment.

Furthermore, we are also committed to being a platform for linking domestic resources and fulfilling our role of promoting Taiwan's development aid work. We integrate the resources of important domestic academic and research institutions and the public sector, promote public-private-people partnerships, and leverage multidimensional strengths to actively build solid foundations for Taiwan's foreign aid, while enhancing public understanding of our work through diverse methods.

## A Global Partner in Confronting COVID-19 and Building a Sustainable Future

The emergence of the COVID-19 pandemic brought health and security to the top of the global agenda. Of course, the pandemic also had drastic economic, societal, and environmental consequences, casting doubt on the international community's commitment to realizing the 17 Sustainable Development Goals (SDGs) by 2030. The TaiwanICDF responded to the ensuing challenges by moving ahead with projects that aligned with the development policies and needs of partner countries. We also drew upon our own experience and innovative practices to join the global fight against COVID-19. As the agency responsible for managing development aid from Taiwan, we have integrated domestic and overseas resources, collaborating for an inclusive post-pandemic recovery.

### COVID-19 pandemic reverses progress on SDGs

The UN Sustainable Development Goals Report 2021 noted that years of progress and accomplishments made by the international community in food security, health, education, gender equality, the economy, and the environment went up in smoke due to the COVID-19 pandemic. The World Health Organization (WHO) estimated that more than 278 million people had been diagnosed with COVID-19 by the end of 2021 and nearly 5.4 million had died from it. Vaccines offered a light at the end of the tunnel for pandemic prevention efforts, but issues with vaccine distribution worsened inequality between nations. "Inconsistency, inequality, and inadequacy" now threaten to overshadow the post-pandemic recovery across the world. The COVID-19 pandemic not only poses a threat to the global population, it also creates unprecedented obstacles to the realization of the SDGs.

In terms of food security, the pandemic disrupted the global food supply chain and put pressure on household incomes. As a result, nearly one-third of the world's population (2.37 billion) was placed in a state of moderate or severe food insecurity. The proportion of women affected was also 10% higher than men. Meanwhile, the pandemic worsened the problem of child malnutrition. Stunted growth afflicts nearly 22% of the population under age 5, that's about 150 million children. Southern Sahara, Central Asia, and Southern Asia alone accounted for 75% of all such cases.

In terms of health, the pandemic led to acute shortages of front-line medical workers in many regions. Up to 90% of countries experienced interruptions to basic health services, resulting in average life expectancy declining by 0.5 years globally. Border closures and restrictions on movement exacerbated health disparities between regions as well. Pandemic-related medical expenditures put heavy pressure on economically disadvantaged groups' spending on essentials such as food and education. Inequality in the distribution of vaccines was also a problem. As of June 2021, there were 68 vaccine doses per 100 people in Europe and North America while parts of sub-Saharan Africa had less than 2 doses per 100 people.

Regarding education, when schools were closed in a bid to contain the spread of COVID-19, two-thirds of all students around the world were denied education. The number of students that failed to achieve the minimum standard of reading grew by 100 million from the previous year. The poorest and most disadvantaged students bore the bulk of the impact. When the existing digital divide is taken into account, more than 20 years of progress in universal education made by the international community was wiped out, and this will have troubling implications for the quality and life chances of future generations.

On the gender equality front, economic struggles along with school closures and disruptions to health services increased the vulnerability of women and girls to domestic violence. Women were also disproportionately affected by the burden of unpaid work in home care. Having to spend 2.5 times more time on household tasks than men, forced women out of the labor market, and worsened the longstanding differences in the labor participation rate.

As for economic systems, COVID-19 triggered a serious global economic recession. The worldwide loss of 255 million jobs in 2020 was quadruple that of the global financial crisis in 2009. Global unemployment shot up by 1.1% with young people and women being the worst affected. Additionally, international tourism was estimated to have suffered up to USD 1.3 trillion of losses, more than 11 times the amount lost during the financial crisis. The impact on small island developing states reliant on tourism was particularly acute.

In terms of the environment, while the shuttering of factories and the suspension of social activities during the pandemic temporarily reduced carbon emissions by 10%, it did not really alleviate the long-term climate and environmental crisis. Carbon emissions began rebounding in December 2020 (2% higher than the same month of the previous year in 2019), and the average global temperature is now 1.2°C higher than pre-industrial levels. Nations need to more proactively make breakthroughs in the reduction of greenhouse gas emissions and adaptation to climate change.

### **Adjusting operations and diversifying partnerships to accelerate post-COVID-19 recovery**

This year, the TaiwanICDF continued to build on our past efforts in international engagement. Even as we are adjusting how we implement existing projects in response to COVID-19, we have maintained our strategy of building international partnerships to focus on the post-COVID-19 recovery.

COVID-19's disruption of the global supply chain created concerns about food insecurity. The TaiwanICDF thus leveraged our existing resources and reached out to international partners in order to help our Pacific allies enhance their local food production. The Taiwan Technical Missions in Palau and Nauru integrated agricultural projects with external resources such as the Global Environment Facility (GEF) and the Pacific Community (SPC) to increase local food supply and mitigate the impact of COVID-19 on food insecurity in Pacific Island Countries.

On the health front, the TaiwanICDF focused on helping health workers in partner countries build their skills in response to a global shortage of health workers and capacity. We created online courses and held technical forums to overcome COVID-19 border restrictions. We accelerated our promotion of health and medicine projects, such as those in Haiti and St. Vincent and the Grenadines, to counter the threat posed by COVID-19 and future public health emergencies. The resources of the Taiwan Society of Nephrology and the Taiwanese Association of Diabetes Educators were also employed to enhance the effectiveness of public health and medicine projects. Beyond health, COVID-19 inflicted massive damage on the global economy. Its impact on poor and vulnerable groups led to the emergence of "The New Poor". In response, this year the TaiwanICDF set up a humanitarian cash assistance fund to help meet essential expenses and mitigate the impact of COVID-19 on vulnerable families of our projects.

Regarding education, the TaiwanICDF is continuing to

expand our distance learning degree programs, and an E-Learning Master Program of Education has now been pioneered in partnership with National Chung Cheng University. A "TaiwanICDF School" online education channel was also set up to promote vocational training through distance learning and ensure the continuity of learning. The vocational training resources produced by the TaiwanICDF were also shared with like-minded organizations such as the Guatemala office of United States Agency of International Development (USAID/Guatemala) to expand their reach and counter the impact of COVID-19 on talent development in those countries.

On the gender equality front, the TaiwanICDF partnered with the Central American Bank for Economic Integration (CABEI) on the Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19 project to ensure equitable access to financial services for women. Vocational training classes and entrepreneur mentoring courses were also held in collaboration with vocational training organizations and start-up incubators to cultivate the economic independence of women. For the first time, the TaiwanICDF and the Eastern Caribbean Partial Credit Guarantee Corporation (ECPCGC) joined forces to provide credit guarantees for women-owned MSMEs in four Caribbean countries, thereby increasing opportunities for women to make income and improve their livelihoods.

As for the economic angle, the TaiwanICDF assisted small island developing states in preparing for a sustainable recovery. In Palau, we worked with the government and the "Palau Pledge" to promote "Carbon Neutral Tourism." The world's first carbon footprint calculator was set up and a carbon offset plan developed in readiness for sustainable tourism in the post-COVID-19 period; St. Kitts and Nevis received our assistance in developing an eco-friendly coastal scenic park that will help the island country promote a sustainable recovery that balances the economy and the environment.

In terms of the environment, the TaiwanICDF took advantage of development opportunities highlighted by climate hot topics to join allies, friendly international organizations, and regional banks in hosting 11 side events during the UNFCCC COP26. These events were used to share Taiwan's best practices and contributions on adaptation to climate change, low carbon or net zero, and climate finance. This particularization of individual cases in COP26 was used to learn about the criteria for international cooperation projects under Article 6 of the Paris Agreement, to connect with like-minded organizations, develop partnerships on carbon topics, and respond to the emission reduction and

adaptation requirements and regulations. In addition, the TaiwanICDF collaborated with the Stimson Center, one of the top think tanks in the US, to promote the Climate and Ocean Risk Vulnerability Index (CORVI). This international initiative is aimed at helping partner countries develop precise climate risk adaptation policies and ensuring the effective use of limited resources.

### Advancing on our platform role to pioneer a new foreign aid model

The TaiwanICDF has been acting as a platform for connecting domestic resources with international development aid work in recent years. In terms of the integration of domestic academic, research and public sector resources, this year the TaiwanICDF signed a memorandum of understanding with the Central Weather Bureau on the provision of technology and data services that will reinforce the application and availability of weather data in Taiwanese foreign aid projects around the world. The TaiwanICDF also collaborated with the Financial Supervisory Commission, Taiwan Academy of Banking and Finance, and a number of state and privately-owned banks to evaluate the feasibility of domestic Taiwanese capital participating in international sustainability projects and green financing. These advances will help boost the synergies from official development aid provided by the Taiwanese government.

The Public-Private-People Partnership (4P) strategy launched last year was retained again this year. The leverage effect from the TaiwanICDF's role as a platform created a new innovative model for cooperation with domestic public and private-sector partners. Through

launching Taiwan's first innovation Accelerator — Impact Frontier Lab — national enterprises and civic organizations brought together their creativity and resources to jointly promote international cooperation based on the Taiwan model.

To help the public understand the implications of Taiwan's foreign aid activities, the TaiwanICDF is working actively this year to establish the field of foreign aid in Taiwan. In addition to partnering with National Chengchi University and Taipei Medical University to co-host courses related to humanitarian aid and international development, we are promoting our podcast show "Voice of Aid from Taiwan" publishing the journal *Development Focus Quarterly* in Mandarin, and producing our own videos to enhance the public's understanding of Taiwan's foreign aid efforts.

### Partnering for a better future

UN Secretary-General António Guterres mentioned in the UN Sustainable Development Goals Report 2021 that "The Sustainable Development Goals are more important now than ever. Now is the time to secure the well-being of people economies, societies and our planet." The TaiwanICDF has long applied Taiwan's strengths to foreign aid projects in partner countries. To help ensure inclusive recovery and growth across the world after COVID-19, the TaiwanICDF will build stronger partnerships with international partners, expand domestic resource networks, and partner with the developer community to pioneer novel ways of providing foreign aid, and embrace a sustainable future based on a shared philosophy of "together, we make change!"



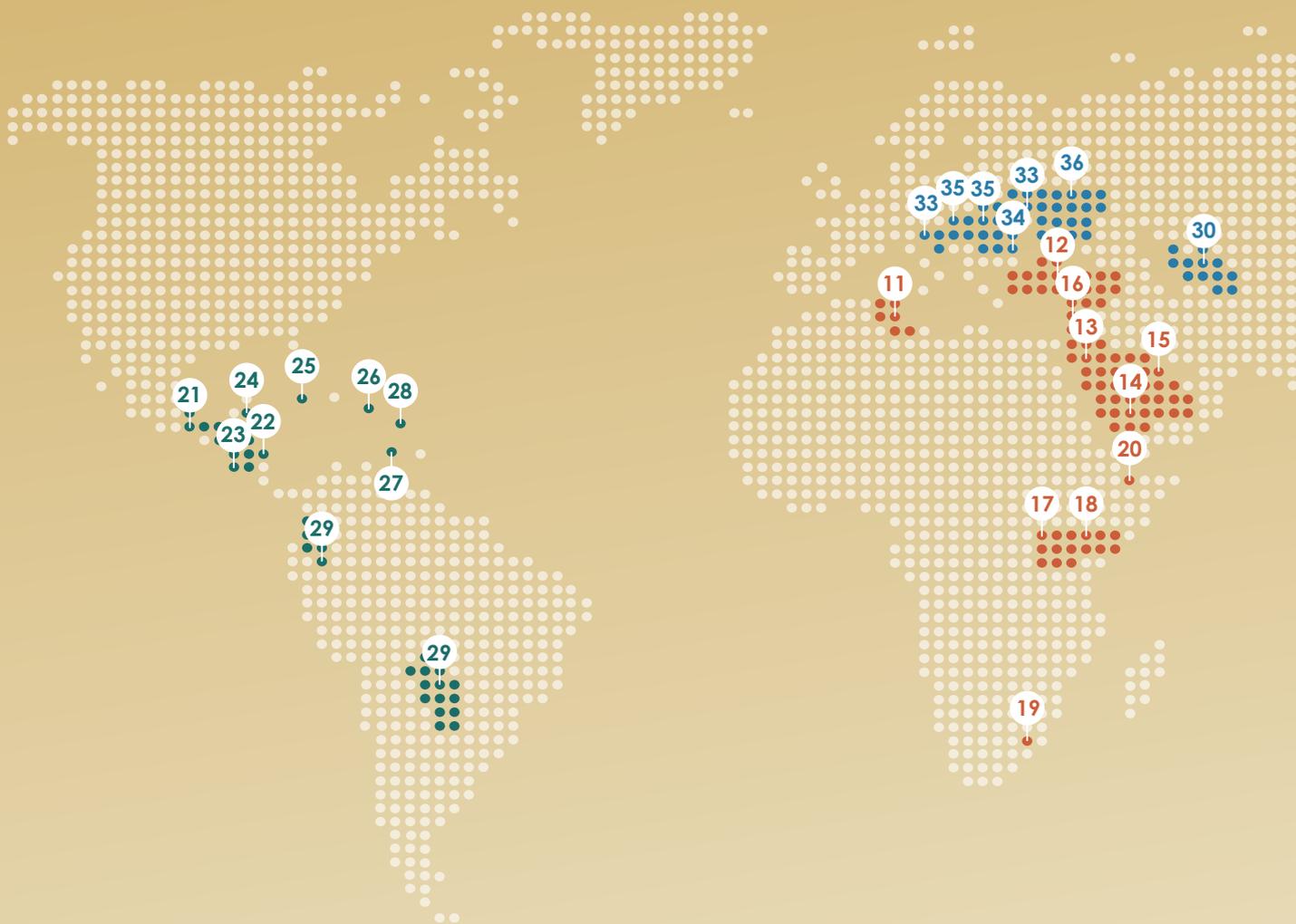
During the twenty-sixth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC COP26), Taiwan's experience was shared through 11 side events in collaboration with international organizations and regional banks of Taiwan's allied and friendly nations.



The TaiwanICDF launched the 2021 Development x Innovation x Sustainability — Impact Frontier Lab (IF Lab), which brought together Taiwanese companies and civil society organizations to create new opportunities for foreign aid cooperation.

# 2 Operations

## 2021 Cooperating Countries and Projects



### 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	India	★
10	Pacific	★ ▼ ◻ ◊ ▯

### West Asia and Africa

11	Tunisia	◊
12	Turkey	● ★ ▼
13	Jordan	▼ ◊ ▯ +
14	Saudi Arabia	● ▼
15	Bahrain	●
16	Lebanon	◊ ★ ▯
17	Uganda	● +
18	Kenya	★ +
19	Eswatini	● ★ ▼ + ▯
20	Somaliland	● ★ ◻

As the pandemic entered its second year and the world prepared for pandemic response and recovery, the TaiwanICDF leveraged Taiwan's comparative advantages to assist our allied and friendly countries in the fight against COVID-19 through six major service pillars: "Inclusiveness", "Sustainability", "Partnership", "Innovation", "Resilience", and "Equality". We are also continuing to strengthen the realization of sustainable development to face the threat of climate change.



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

### Latin America and the Caribbean

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

### Central Asia and Central/Eastern Europe

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

## Key point

## 1

## Inclusiveness

At the heart of the Sustainable Development Goals (SDGs) is the spirit of “Leave no one behind.” The answer lies in “Inclusiveness,” through people-centric development emphasizing harmony between individuals, people and society, and between people and nature.

The term “inclusiveness” is a running theme in four SDGs (8, 9, 11, and 16). For example, SDG 8 is “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all,” SDG 9 is “Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation,” SDG 11 is “make cities and human settlements inclusive, safe, resilient and sustainable,” and SDG 16 is “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.” It is hoped that these goals will inspire continued efforts in each nation to provide every member of society with an equal footing for participating in economic growth and leading harmonious and stable lives.

The TaiwanICDF responded to the challenges of COVID-19 by drawing on Taiwan’s development experience and comparative advantages to make practical adjustments to the focus and direction of our operations. Active efforts were made to strengthen our various cooperation projects. In terms of “epidemic response,” we

partnered with international research organizations on the mHealth project to co-develop a mobile healthcare app that will hopefully provide Syrian refugees and vulnerable groups in Turkey with access to proper health information and the ability to search for healthcare resources at any time. The TaiwanICDF also collaborated with allies to raise the line of credit for financially underserved groups such as women and young people. We helped these owners of MSEs get through their difficulties during the epidemic by assisting them in obtaining liquidity.

In terms of “recovery preparations,” MSEs in allied countries suffered severe impacts from the epidemic and had long been excluded from the regular financial system well before it. Therefore, the TaiwanICDF worked with financial and operational capacity building organizations to provide consulting services to vulnerable groups such as rural residents, women, small farmers, and indigenous peoples. Improving their access to financial knowledge and technical training helped them prepare for post-epidemic reactivation. At the same time, assistance was provided to allies in Latin America and the Caribbean with the development of digital technology applications that improved the overall marketing skills of participants while physical sales were rendered impractical by the epidemic. We also helped them cultivate their economic independence and sustainability.

### ● Epidemic Response

#### Using mobile technology to look after the health of refugees and vulnerable groups

The epidemic has an outsized impact on vulnerable populations such as refugees fleeing from war due to the constraints of geography, economic capacity, and language barriers. Their inability to access

epidemic prevention information or healthcare resources in a timely manner often places them in even more difficult circumstances.

More than a decade has passed since the Syrian refugee crisis exploded and Turkey currently hosts the largest number of Syrian refugees. To improve the health

knowledge as well as the accessibility of related information and healthcare among refugees, the TaiwanICDF leveraged Taiwan’s strengths in public health and medicine, information and communications technology (ICT) as well as the ubiquity of smartphones to launch the Refugees Act and Communicate for

Health (REACH): Using Technology to Increase Health Literacy and Health Care Access for Refugees in Turkey project in partnership with the Center for Sustainable Development at Columbia University. A mobile app was co-developed to provide refugees with healthcare information or services.

### Helping MSEs weather the storm through timely financial lifelines

According to a Policy Research Working Paper published by the World Bank, SMEs generally require

10 weeks of operating revenue to meet their recurrent expenditures. The implementation of lockdowns, curfews, and other measures by national governments in response to the COVID-19 pandemic prevented businesses from trading. The resultant liquidity issues thereby threatened the survival of businesses.

SME industries were a key component of Taiwan's economic development story. The TaiwanICDF not only shared our real-world experience in SME development with our allies but also provided lending services to MSMEs in allied countries.

MSEs owned by women and youth which tend to be more financially vulnerable usually have difficulty accessing capital. They have an even greater need for development organizations to throw them a lifeline that improves their resilience in a crisis.

The TaiwanICDF increased loan amounts for allies to help MSEs of women and youths gain access to liquidity. This not only helped to keep the businesses in operation during the COVID pandemic but also increased their post-pandemic recovery capacity.

## Recovery Preparations

### Supporting digital transformation to increase the business resilience of vulnerable groups

Responding to the global trend of digital transformation, the TaiwanICDF helped MSEs in allied and friendly countries improve their resilience to the business challenges brought by the epidemic. Digital inclusiveness and inclusive finance were utilized during the COVID-19 pandemic to assist vulnerable groups such as rural residents, women, small farmers, and indigenous peoples. Commercial operations were fostered through the reinforcement of production techniques, finance, and marketing concepts. ICT capabilities were also enhanced by using digital tools to overcome the movement restrictions and reduced tourism

spending caused by the pandemic. These developments helped prepare businesses for digital transformation and sustainable development in the post-pandemic era.

### Cultivating digital concepts and skills through innovative online training

For the digital transformation requirements of Latin American and Caribbean allies, innovative online training was operated by the TaiwanICDF for capacity building. The training included developing an understanding of digital transformation concepts, introducing digitization tools, digital transformation procedure and skills, enhanced data analysis, interpretation of website behavior data, target customer analysis,

exploration of actual consumer requirements, as well as e-commerce operations and social network marketing skills.

Audio-visual marketing, considered by MSEs to be a crucial marketing tool, formed an important part of the development courses as well. The TaiwanICDF organized audio-video workshops based on the concept of self-media management that taught commercial photography techniques and editing software. This helped participants master audio-visual marketing skills and increase their social network reach. Practical advice was also offered on business issues such as acceleration of business transformation, decision-making efficiency and strategic thinking, customer development, and marketing strategy.

## Example 1

### Refugees Act and Communicate for Health (REACH): Using Technology to Increase Health Literacy and Health Care Access for Refugees in Turkey (Phase 2)

More than 5.6 million Syrian refugees have fled to neighboring countries since the Syrian Civil War broke out in 2011. Turkey now hosts more than 3.7 million registered Syrian refugees making it the largest host country for Syrian refugees.

In response to the problem of inadequate access to healthcare for refugees in Turkey, the TaiwanICDF formed a partnership with the Center for Sustainable Development at Columbia University in 2019 to launch the Refugees Act and Communicate for Health (REACH): Using Technology to Increase Health Literacy and Health Care Access for Refugees in Turkey project and develop a prototype app for it. In 2020, the two parties continued with phase 2 of the project to build on the accomplishments of phase 1.

#### App includes three languages, seven themes, and provides a variety of healthcare resources

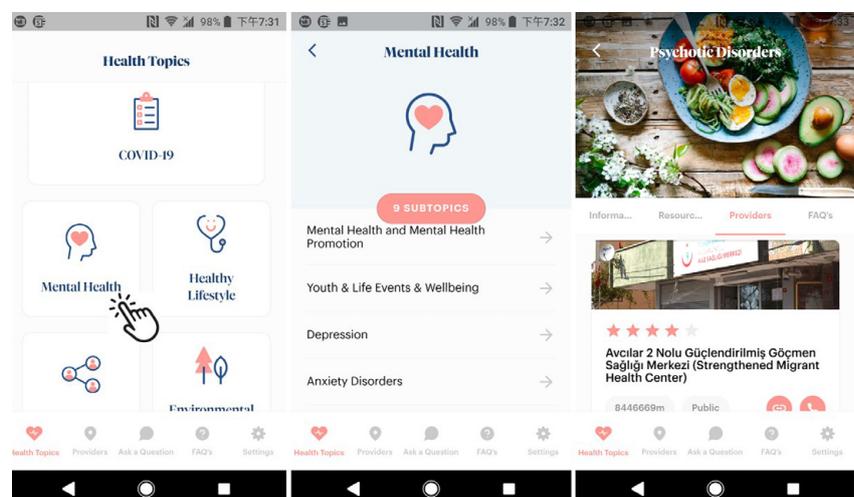
The app co-developed by the TaiwanICDF and the Center for Sustainable Development (CSD) encompassed seven themes including COVID-19, mental health, physical health, and healthy lifestyle. These were presented in Arabic, Turkish, and English. To help the user search for local medical institutions in Istanbul, the app could tap into Google Maps and filter the search results by type (public or private) medical institutions providing healthcare services. Users could then find the healthcare resources or information that best met their needs.

During the project, the TaiwanICDF, CSD, the Faculty of Medicine at Istanbul University, and local NGOs set up the project

website in three languages to promote information relating to digital healthcare technology. We also helped refugee youths connect with local youths, and carried out final testing and optimization of the app prototype. The app is now available as a free download on Android and iOS. In addition to project partners, the TaiwanICDF also worked through The Tzu Chi Foundation's refugee networks in Turkey to promote the app among refugees and vulnerable groups to help them obtain healthcare information.

Utilizing digital technology to enhance healthcare and realize Universal Health Coverage (UHC) is now an international trend. In the future, the TaiwanICDF will work with more like-minded partners to bring

more support and better access for vulnerable groups through the use of digital health technology.



The mHealth application, a project output, was designed to include seven subjects, including COVID-19, mental health, and physical health. It is linked to Google Maps for searching the location of related medical institutions.

## Example 2

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

St. Christopher (St. Kitts) and Nevis is a Taiwanese allied nation located in the Caribbean and made up of two islands, St. Kitts and Nevis. St. Kitts is the country's main economic hub while Nevis consists mostly of small commercial activities. The local economy in Nevis is mostly made up of small businesses owned by single mothers or youths and therefore the development of MSEs is a priority for the Nevis Island Administration.

MSEs are however held back by a lack of commercial and financial skills. The inadequate economic and financial infrastructure on Nevis meant that local financial institutions such as commercial banks and credit co-operatives were reluctant to lend to small enterprises, so their abilities to expand operations and maintain liquidity have always been limited.

#### Raising credit to revitalize small enterprises in Nevis

To revitalize the local economy and boost employment by encouraging local women and youths under the age of 35 to develop small enterprises, the TaiwanICDF provides a loan to the Small Business Development Center Nevis (SEDU) through Nevis' Ministry of Finance to run the St. Christopher (St. Kitts) and Nevis – Nevis Small Enterprises Re-Lending Project. The project provides women and youths with technical guidance, loans, and assistance in starting their own enterprises. More than 38 small enterprises have benefited from the project after two years of operation.

Tourism is the lifeblood of St. Christopher and Nevis, accounting

for 10% of GDP. The industry was dealt a crippling blow by COVID-19 border closures, nationwide curfews and lockdowns. Many small enterprises were seriously affected resulting in lost jobs and a spike in unemployment. To mitigate the impact of COVID-19 on small enterprises, SEDU provided loan extensions, debt restructuring, and helped with financial management.

The TaiwanICDF also increased the loan amount in 2021 to the government to help local women or micro start-ups gain access to the liquidity very much needed to tide them over the pandemic and prepare for the post-COVID recovery. Thanks to the financial assistance provided by the project, a woman with four dependent children who lost her job as a children's event organizer at a hotel

was able to found a kindergarten of her own amid COVID. She was able to take advantage of her passion for looking after children while also contributing to local childhood education.



Women who have lost their jobs due to the pandemic have been able to convert their homes into childcare centers with loans from the project, increasing employment opportunities for local women.

### Example 3

## Capacity Building Project for Microfinance Ecosystem Focusing on Grassroots Women in Eswatini

Eswatini is a Taiwanese ally in Africa where women must often bear the twin burdens of looking after and earning income for their families. The rural/urban divide in economic development means that rural women generally make handicrafts when not working in the fields. Though some can be used at home, most have to be sold to community associations, roadside stalls, or shops to supplement household incomes. A high level of product homogeneity, disconnection from international markets, and a lack of mass production capacity mean they have long been excluded from the financial system. The inability to secure loans from banking institutions to grow their businesses means they were always at a disadvantage in terms of pricing and volume.

The COVID-19 pandemic led to a sharp drop in visitor numbers and buying power. Other factors such as border closures and rocketing global shipping costs meant a plunge in export demand for handicraft products. For rural

women, this made their economic straits even more dire.

### Strengthening the financial resilience of women to realize economic empowerment

Ntombi Tfwala, the Queen Mother of Eswatini, wished to improve the economic independence of rural women. To help economically disadvantaged Eswatini women running small rural businesses obtain loans so they could expand production, increase their income and achieve economic independence, the TaiwanICDF Technical Mission collaborated with the Eswatini Ministry of Commerce, Industry and Trade to mentor rural women's groups on financial and market concepts through start-up incubators. The setting of reasonable prices for handicrafts was used to secure reasonable profits while laser engraving and cultural & creative design from Taiwan were introduced to improve the quality and quantity of rural women's handicrafts businesses.

To overcome COVID-19 restrictions and help women transform their marketing strategies, we trained them in online sales through e-commerce platforms and their own social network platforms to open up domestic and overseas markets. A mobile app was also created for women to record their financial transactions with microfinance institutions. Such records represent the first step in a future transition to orthodox financial institutions that will help these women secure capital, strengthen their financial resilience, and fulfill their potential, thereby realizing the economic empowerment of women.



**Penelope Dlamini**

Female Bead Artist at Handicrafts Center

Thanks to the courses offered by the project, I was able to greatly improve my product design and crafting skills. Seeing how sales have continued to grow has made me very happy!



We are helping women in rural areas to improve the quality and quantity of their handicrafts through product design courses.

#### Pandemic Statistics

Training was conducted for 1,285 persons on topics such as co-operative management, financial planning, development and design of handicraft products, food processing standards and regulations, and e-commerce practices.

## Example 4

### “Local Empowerment” Courses through the Workshop on Local Social Development

Lilian Elena Vásquez is the CEO of Contacto Humano, Human Resources Consulting Company in Guatemala. She had previously attended the Workshop on Local Social Development held by the TaiwanICDF to learn about Taiwan’s local social development policies. Lilian enthused about the insights she gained from the “Local Empowerment” part of the course while she was in Taiwan. “Homeless Taiwan” had provided training to homeless people to develop unique guided tours that are closely connected to their life stories and transform vulnerable people into wandering life gurus.

#### Economic empowerment based on the Taiwan model

Her experience with blind masseur services in Taiwan was unforgettable too. In 2021 during the COVID-19 pandemic, Lilian partnered with Educar ONG in Guatemala to set up the Lovely Hands blind masseurs’ group. She also applied the marketing

expertise she gained from the TaiwanICDF’s online courses as she used online marketing tools to launch a campaign to raise the profile of the blind masseurs. Like this, she helped a vulnerable group of visually handicapped people long excluded from the conventional employment system to skill-up and become economically independent.

Lilian pointed out that Guatemala had traditionally given little thought to finding innovative ways to employ marginalized groups. Most visually handicapped people worked part-time in non-standard employment and had no stable sources of income, even before their economic livelihoods were further impacted by COVID-19.

Using the Taiwan model as a reference, Lovely Hands recruited instructors with industry experience to teach professional massage skills to the visually handicapped. Participants received a business permit from the Guatemalan Ministry of Health upon the completion of their training. To accumulate hands-

on experience, free massage trials were also offered to the general public. This contact with the public boosted the self-confidence of participants. Six participants have now completed their training and started practicing professionally. More online marketing events will be designed in the future to build up more public acceptance and support.



**Lilian Elena Vásquez**

CEO of the Contacto Humano human resources consulting company in Guatemala

I was fortunate enough to attend the workshop in Taiwan and see how Taiwan helped visually handicapped people obtain more steady work and lives! You often say Taiwan can help, and you really did! You inspired us and brought change!



The TaiwanICDF’s local social intervention workshop invited the Taiwan Fund for Children and Families to share successful cases of local empowerment in Taiwan.

#### Pandemic Statistics

The Lovely Hands blind masseur group set up by Lilian helped participants obtained a business permit from the Guatemalan Ministry of Health upon completion of their training. Six participants to date have completed their training and started practicing.

## Key point

## 2

## Sustainability

In 1972, the United Nations Conference on the Human Environment held in Stockholm, the capital of Sweden, saw international consensus reached for the first time on the need to balance the pursuit of economic growth and development against the maintenance of sustainability. A powerful warning was also issued by the best-selling book *Limits to Growth* published in the same year: If mankind persists in its current model of economic growth, then the depletion of the Earth's limited resources will lead to total collapse in the future.

In 2002, an action plan was proposed at the World Summit on Sustainable Development held in Johannesburg, a major city in South Africa. The plan focused on the need to “promote the integration of the three components of sustainable development – economic development, social development and environmental protection – as interdependent and mutually reinforcing pillars.” In September 2015, the 2030 Agenda for Sustainable Development was passed at the UN Sustainable Development Summit. A total of 17 Sustainable Development Goals (SDGs) and associated 169 Targets, which balanced out the three dimensions of “Economic Growth,” “Social Progress,” and “Environmental Protection” were proposed for working together to solve problems such as poverty, water pollution, climate change, and urban sustainability by 2030. The agenda called for economic growth to be balanced against social inclusiveness and environmental sustainability.

Despite the immediacy of the loss of life and economic damage caused by the COVID-19 pandemic, the even more persistent and lethal existential threat posed by climate change cannot be put on the back burner. Once extreme climate and COVID-19 become the new norms and disasters caused by climate change become more frequent, the environmental pollution, depletion of natural and water resources, and the loss of biodiversity caused by human activity will have an irreversible impact on human health.

This is why the TaiwanICDF not only shared Taiwan's epidemic prevention practices and used our comparative advantages to support the epidemic prevention efforts of our allies and friendly countries but also continued to strengthen the implementation of sustainable

development, re-energizing global partnerships so that we can face the threat posed by climate change together as one.

In terms of “epidemic response,” we called for the world to pay more attention to trends in resource sustainability and recycling in the post-COVID era. The TaiwanICDF assisted allies and friendly countries in launching projects on converting agricultural waste into bio-fuel pellets and promoting clean energy. We also promoted sustainable farming practices and developed ways to turn local materials into environmentally friendly epidemic prevention supplies. To overcome the barriers to study and information exchange imposed by COVID-19, the practical training and health education events of most public health and medicine projects were converted into multimedia materials and online videos to facilitate their sustainable use by partner countries.

In terms of “recovery preparations,” the need to protect long term development against the challenge of frequent natural disasters caused by climate change makes adaptation and response all the more important. Here, the TaiwanICDF's facilitation of disaster alerts and response projects helped allies and friendly countries with disaster mitigation and contributed to reducing the future social costs of post-disaster recovery. In response to the global trend towards “green recovery,” we joined regional development banks and other international partners in jointly funding the establishment of collaborative climate action platforms to expand private-sector participation and support green recovery action. The TaiwanICDF also worked with government agencies to set up a carbon footprint verification system for the tourism industry and synergized the power of civil society to raise carbon neutral awareness, balancing economic recovery and environmental sustainability.

## Epidemic Response

### **Local sourcing of raw materials for resource sustainability and recyclability**

In July 2021, the OECD-FAO Agricultural Outlook 2021-2030 jointly issued by the UN Food and Agriculture Organization (FAO) and the Organisation for Economic Co-operation and Development (OECD) called for agricultural departments to do more to reduce global greenhouse gas emissions. It also called upon national governments to invest in the transformation of their agricultural and food systems to lower the pressure on the environment through reduction of food loss and agricultural waste. Countries have also been actively promoting the circular economy and circular agriculture in recent years. A host of related measures have been implemented in a bid to create a win-win situation for both the economy and the environment.

Taiwan's foreign aid efforts follow this trend by helping allies with the local sourcing of materials to turn agricultural waste into reusable resources. The Innovation Project of Utilizing Biofuel Techniques to Convert Discarded Wood and Leaves into Household Energy implemented by the Taiwan Technical Mission in the Republic of Honduras for example, collected dead leaves from the forest and compacted them to make biofuel pellets. Promoting the pellets as a source of clean energy for household and factory use, reduces the need for the logging of forests and makes achievable the sustainable and circular use of resources while also reducing the risk of forest fires by decreasing the amount of leaf litter.

### **Overcoming COVID-19 restrictions by replacing physical classes with online learning**

Since the start of the COVID-19 pandemic, implementation of TaiwanICDF public health and medicine projects has been impacted due to countries prioritizing their healthcare personnel and resources on combatting the pandemic. The training of seed instructors in Taiwan for example was stymied by government restrictions across the world on overseas travel by healthcare personnel and Taiwan's own border controls. The holding of events promoting health education became difficult due to partner countries imposing caps on the size of gatherings and the general public staying at home over COVID-19 fears.

Therefore, the TaiwanICDF worked with partner hospitals to develop alternatives so that the projects could still proceed in some form. For the training of healthcare personnel, as seed instructors could not travel to Taiwan for training, the TaiwanICDF switched to online training for all of its collaborative projects with leading hospitals in Taiwan. These projects included the Maternal and Infant Health Care Improvement Project in Somaliland in partnership with Kaohsiung Medical University Chung-Ho Memorial Hospital, the Capacity Building Project for the Prevention and Control of Metabolic Chronic Diseases in St. Kitts and Nevis in partnership with Taipei Veterans General Hospital, the Project for Strengthening Medical Imaging System in Belize in partnership

with Far Eastern Memorial Hospital, the Hospital Health Information Management Efficiency Enhancement Project in Honduras in partnership with Taipei Municipal Wanfang Hospital, and the Project for Promotion of Medical Technology for Improvement of Maternal-Neonatal Health in Guatemala in partnership with National Taiwan University Hospital.

In terms of health education and promotion, multimedia health education materials (e.g. e-pamphlets and videos) were produced for the Project for Promotion of Medical Technology for Improvement of Maternal-Neonatal Health in Guatemala and the Capacity Building Project for the Prevention and Control of Metabolic Chronic Diseases in St. Kitts and Nevis in lieu of the in-person training. Multimedia health education materials were produced for sustainable use by personnel in partner countries, to continue improving public health and medicine systems in the post-COVID age.

## Recovery Preparations

### **Promoting disaster prevention projects to reduce the social costs of the recovery phase**

Most of our allies are developing countries. The impact of COVID-19 meant that massive social resources had to be invested towards saving their fragile health systems and post-COVID economic recovery. The increasing frequency of floods, droughts, and forest fires accentuated the economic burden on governments and societies.

To help allied countries effectively manage natural disaster risk and reduce the costs to society of post-disaster recovery, the TaiwanICDF drew upon Taiwan's strength in disaster early warning technology as well as its extensive real-world experience in promoting resilient communities and implementing disaster prevention projects in Guatemala and Belize. The projects promoted a people-centered and localized disaster prevention strategy that used Taiwan's information and communications technology to strengthen the natural disaster information management capabilities of government units. Automated monitoring systems were also deployed to enhance disaster data gathering and analysis in support of government decision-making and to improve disaster response times.

To strengthen disaster awareness and the emergency response skills of ordinary citizens, we helped set up community-based disaster response teams in high-risk locations to accelerate the transmission of disaster warning information and mobilization of emergency response. Resilience was also enhanced through routine drills.

### **Proposal for common climate action platform and support for green recovery action**

The World Health Organization (WHO) estimated that around 4.2 million deaths each year can be attributed to air pollution. International organizations and the international community are now backing the message "Build Back Better." National governments are being asked to engage in resilient economic recovery and green recovery by taking environmental impact or climate resilience into consideration when developing infrastructure. International cooperation on climate resilience will grow in importance in the post-pandemic era and aligns us more closely to the mitigation and adaptation targets set out in the Paris Agreement that were reviewed and strengthened at COP26 in 2021.

A common climate action platform has now been proposed by the TaiwanICDF in conjunction with regional development banks and other international partners. Funding will be provided to support green recovery action. Concessional loans, aid, and technical assistance resources provided by government development agencies will amplify the effects of funding and attract more private-sector resources. This in turn will increase the effect on climate action and environmental sustainability.

### **Establishing carbon footprint verification for tourism to balance recovery and sustainability**

Environmental sustainability is now a top issue for all countries. Nevertheless, it has been challenging

to balance economic development and environmental sustainability, especially for those countries whose economies rely on tourism. At the COP26 conference, more than 300 stakeholders in tourism signed the "Glasgow Declaration on Climate Action in Tourism" committing to cut emissions in half by 2030 and reach net zero by 2050. Taiwan utilized a public-private-people partnership strategy to help our ally Palau establish a carbon footprint verification system for the tourism industry and encourage international tourists to participate in carbon offsetting, which is a good practice for balancing environmental sustainability and economic recovery.

## Example 1

### Honduras Forest Pest Management Project and Biofuel Pellet Innovation Project

The TaiwanICDF sought to build on progress made through the Honduras Forest Pest Management Project by implementing the Innovation Project of Utilizing Biofuel Techniques to Convert Discarded Wood and Leaves into Household Energy from June 2020, through to August 2021. A partnership was formed with the National Institute of Forest Conservation and Development (ICF) and National School of Forestry Sciences (UNACIFOR) in Honduras to mentor residents from four communities in the El Paraiso department. Fire-prone pine needles and leaf litter from the forest floor were collected, pulverized then pressed into “biofuel pellets” that could be used for household cooking or power generation.

#### Establishing a circular resource model for forest protection and promoting the use of clean energy

The goal of the project was to assist Honduras with establishing a circular resource model for waste pine needles (leaves). Turning forest waste into clean energy reduced the chance of forest fires and pests while creating jobs for local residents and generating income for the community. Project implementation consisted of collecting pine needles from the forest floor to reduce the speed and spread of forest fires and insects by disrupting their transmission path. Lignin-rich pine needles were baked, pressed, molded then cooled to become sturdy biofuel pellets with high heat value. The pellet offers a clean energy alternative to traditional fuels and reduces the need for logging.

In this way, the goals of protecting the forest and promoting the use of clean energy were realized.

For this project we began mentoring communities with training in operating machinery and pelletization workshops from February 2021 onwards. A Fuel Pelletization Handbook and associated audio-video materials were produced as teaching aids. By the end of July 2021, local residents had collected 74 tons of pine needles, pulverized 45 tons of pine needles and produced 11,855 kg of fuel pellets. In addition to pine needles, The Taiwan Technical Mission in the Republic of Honduras and UNACIFOR also collaborated on identifying reusable local resources such as sugarcane pulp, corn stalks, coffee dregs, rice husks, and oak leaves. Pelletization experiments were conducted for this agricultural waste with very high reuse potential. The experiments determined that the heat value from all of these biomaterials could potentially replace traditional wood and give new value to agricultural waste in Honduras.

Due to the success of the Honduras Forest Pest Management Project and the Biofuel Pellet Innovation Project, the ICF submitted the two cooperation projects and programs to the 2021 UN Global Climate Action Award, a move that reflected our ally’s recognition of the contributions made by Taiwan’s international aid projects.

Each community continued to manage the forest waste reuse model on their own after the project ended. The ICF is also planning to fund the communities through youth employment and other government

projects so they can keep the system running while lowering production costs and prices. This will in turn encourage more factories and households to purchase the biofuel pellets.



**Francisco Javier Escalante Ayala**

Vice Minister of ICF Honduras

More than 60% of Honduras is covered by pine forests and there are hundreds of human-caused forest fires during the dry season each year. The project made a big difference to forest health in the Honduras by reducing the amount of waste pine needles on the forest floor.

#### Pandemic Statistics

74 tons of waste pine needles were collected through the project, with 45 tons pulverized and turned into around 12 tons of biofuel pellets.

## Example 2

### Project for Promotion of Medical Technology for Improvement of Maternal-Neonatal Health in Guatemala and Capacity Building Project for the Prevention and Control of Metabolic Chronic Diseases in St. Kitts and Nevis

The COVID-19 pandemic continued to spread during 2021 and when Taiwan was put on level-3 alert in mid-May, the strict entry requirements meant that most of the planned training courses in Taiwan for public health and medicine projects had to be suspended. The curfews and caps on social gatherings imposed by some countries in response to COVID-19 as well as people staying home of their own volition affected health education and promotion events.

The Project for Promotion of Medical Technology for Improvement of Maternal-Neonatal Health in Guatemala was a collaboration between the TaiwanICDF and National Taiwan University Hospital. Online teaching as well as a hybrid mix of physical and online training were used during the pandemic to train healthcare personnel and improve the capacity for providing maternal and neonatal care at the target hospitals.

#### Designing online health education videos and courses to continue watching over the health of women and children

In terms of health education and promotion for the general public, as many expectant mothers shied from going to the hospital due to COVID-19, the project used health education materials to produce 10 health education videos that were uploaded to YouTube. Audio and video recordings in 12 Mayan languages were also produced and provided to health education promoters for use in community education. Radio broadcasts have been aired in the Santa Rosa and Guatemala departments since

October 2021, to help Guatemala keep caring for the health of its women and children.

The TaiwanICDF also collaborated with the Taipei Veterans General Hospital (TVGH) on the Capacity Building Project for the Prevention and Control of Metabolic Chronic Diseases in St. Kitts and Nevis. Discussions between experts from the St. Kitts and Nevis Ministry of Health and TVGH decided that online courses on chronic kidney disease, diabetes and hypertension would be recorded by TVGH due to the time difference between the two countries. Seed instructors from St. Kitts and Nevis can now use these online learning resources to strengthen their theoretical knowledge before coming to Taiwan. Once the borders are reopened the participants can take part in clinical training.

The online education package was made available to seed instructors in St. Kitts and Nevis in early October 2021, and counted towards their continuing education hours. A total of 30 participants had completed the online education by the end of October.

In terms of community promotion, the project partnered with the St.

Kitts and Nevis Ministry of Health to produce health education short videos for metabolic chronic disease prevention covering Exercise Promotion (5 episodes), Healthy Diets (4 episodes) and Salt Reduction (11 episodes). The episodes were aired on cable TV in St. Kitts and Nevis, as well as the Facebook and YouTube channel of the Hygiene Education Promotion Center, Ministry of Health and Welfare. Dispensing with the paper-based health education and promoting videos on different health education topics will extend this reach out to even more people.

The project also worked with volunteer Ya-Chen Lin dispatched through the TaiwanICDF's Overseas Volunteers Program to help the St. Kitts and Nevis Ministry of Health film the "In Ya Kitchen" program. Local specialties or common ingredients were used to promote the prevention and treatment of metabolic chronic illnesses through healthy recipes and disease prevention information. The recipes from the program were also compiled in a cooking book that provides the public with healthy diets and hygiene education information.



A Christmas health education video was shot with the In Ya Kitchen team from the Ministry of Health, St. Kitts and Nevis.

### Example 3

## EBRD Special Fund for High-Impact Partnership on Climate Action

Green economy and energy sustainability have long been key areas of cooperation between the TaiwanICDF and the European Bank for Reconstruction and Development (EBRD). These areas of cooperation include the Green Economy Financing Facility (GEFF) targeted at financial intermediaries and the Green Energy Special Fund (GESF) promoting sustainable infrastructure, while the Innovation and Sustainability in Agribusiness Value Chains Account (AVCA) supports the use of green technology by agribusinesses to reduce their GHG emissions or increase their climate resilience. Rapport has therefore built up between the TaiwanICDF and EBRD on green cooperation.

The EBRD's longstanding involvement in green economy and climate projects led to the proposal for environmental and energy strategies such as the Sustainable Energy Initiative (SEI) and Sustainable Resources Initiative (SRI). More recently, it proposed to invest more resources in green projects under the Green Economy Transition (GET) approach and evolve towards becoming a green development bank.

### Joining HIPCA for enhanced climate action

A climate action mechanism to coordinate multinational resources that accelerates and expands responses to global climate change topics, assists EBRD beneficiary nations in embracing the low-carbon transition, and responds to challenges such as flooding and water stress has been discussed among EBRD, the TaiwanICDF and other bilateral donors since 2020.

Concrete plans for the High Impact Partnership on Climate Action (HIPCA) were proposed in 2021.

HIPCA is structured as a multilateral fund that provides EBRD as well as partner countries and organizations with a platform for putting joint climate action into motion. It integrates public-sector, private-sector, multilateral, bilateral, loan, and grant resources on a strategic level for investment in green transition projects that strengthen climate resilience, implement climate mitigation and adaptation measures, and reduce climate and environmental risk or damage.

The area of cooperation between the TaiwanICDF and the EBRD spans Central and Eastern Europe, Central Asia, and the southeastern and east Mediterranean Sea. Each beneficiary nation faces its own set of environmental challenges. Some Central and Eastern European countries for example have the highest carbon emission intensity in the world and their average carbon intensity is triple that of the average EU region; southeastern Mediterranean and Central Asia suffer from long-term water shortages and water stress; some countries such as those in the Balkans, Mongolia and Egypt experience the worst urban air pollution in the world. Required green technologies and suitable project types will therefore vary. Diverse methods must be utilized to promote green action. These include the creation of a favorable policy environment for implementation, as well as the supply of ample green financing by local financial institutions. Technical assistance (TA) or concessional

financing may also be offered to provide incentive for users to adopt green technologies.

The EBRD is one of the best regional development banks in the green sector and enjoys a strong international reputation. The support of the EBRD enables the effective integration of loan and grant resources from bilateral and multilateral development partners. A variety of green transition projects on energy, water and air resources, waste resources, green city and transportation, the circular economy, and low-carbon technology can also be tailored to the green development needs of the beneficiary countries.

The World Bank estimated in 2020 that up to US\$100 billion in public and private sector resources should be invested each year to help developing countries adapt to climate change and reduce their carbon emissions. There has, however, been an annual shortfall of up to US\$70 billion in recent years, a gap the parties of the Paris Agreement must now strive towards closing. HIPCA will utilize blended concessional finance and TA funding to stimulate the investment of private-sector resources in climate action while conforming to minimum standards. The TaiwanICDF was the first to join HIPCA followed by the Netherlands. Other partner countries to-be include Finland, Switzerland, the UK, and Austria. HIPCA will be able to invest in green infrastructure or green energy and contribute to climate action that is now needed to confront the massive challenges posed by climate change today.

## Example 4

### Palau, the World's First Carbon Neutral Tourism Destination

Many Small Island Developing Countries (SIDS) are blessed with unique natural environments and culture, driving the local tourism development and national economy. However, the relation between tourism development and environmental protection is complex, and the economic growth it brings often also leads to environmental concerns.

Palau is one of the countries where tourism plays a major economic role. Local sights such as the Jellyfish Lake and Milk Lake have won international renown. Before the COVID-19 pandemic, the number of international visitors to Palau had climbed from 80,000 to 160,000 a year. The influx of travelers caused harm to the local ecology and traditional culture.

The Palau Pledge proposed in 2017 called for international travelers to commit to protecting the local environment as well as economic and social development. In response, the Preliminary Study and Research for Moving Palau Towards a Carbon Neutral Tourism Industry was launched by the TaiwanICDF to help Palau lay the groundwork for carbon neutral tourism.

#### World's first carbon footprint verification system for a national travel industry

Most carbon footprint calculations around the world currently focus on businesses and single cities or areas. The flight carbon footprint calculator at China Airlines for example shows travelers the GHG emissions of their flight and encourages travelers to offset their footprint. To make the tourism industry completely carbon neutral, the Preliminary Study and

Research for Moving Palau Towards a Carbon Neutral Tourism Industry not only calculates the carbon emissions of each activity, but also comprehensively tracks the carbon footprint of visitors' tours in Palau.

The TaiwanICDF partnered with the Bureau of Tourism (BOT) to launch a carbon footprint calculator exclusive to Palau's travel industry. While combining the carbon emissions data surveyed from all tour businesses in Palau and the statistics of international visitors' activities in 2019, the total GHG emission from international tourists reached 121,035 tons and on average 1.37 tons of CO<sub>2</sub> per visitor.

Carbon footprint calculation was the first step in the promotion of carbon neutral tourism in Palau. The Palau government has been collecting local carbon emissions data for accommodation, tourist activities, dining, and ground transport. The concept of carbon neutral tourism is also being shared with local businesses to encourage the introduction of energy-saving and carbon reducing equipment, as well as the adoption of eco-friendly

business models. The slow food movement for example not only reduced the carbon footprint from food imports but also showed off the traditional foods and culture of Palau.

In addition, Palau is also continuing to introduce the carbon neutral tourism concept to more international tourists through local businesses and companies. Reliable carbon footprint calculations and pricing will also help achieve the goal of net zero by encouraging more tourists to offset the carbon footprints from their tours.

Struck by the COVID-19 pandemic, a dramatic drop in international visitor numbers highlighted how precious and critical the local natural sights are. A carbon footprint calculator was jointly set up by the TaiwanICDF and the BOT to lay the groundwork of carbon neutral tourism for the post-COVID recovery. A carbon offset project tailored to Palau is now being planned to use the funds contributed by tourists to realize actual carbon offsets. The project will transform Palau into the world's first carbon neutral tourism destination and amaze the world.



Group photo of Tim Tseng, Manager of the Partnerships and Development Division, Research, Development and Evaluation Department, TaiwanICDF (1st from right); Ishikawa Yoshihiro, Executive Manager of Impact Tour (2nd from right); Regine Liu, Senior Manager of the Partnerships and Development Division, Research, Development and Evaluation Department, TaiwanICDF (1st from left); and Adora Nobuo, Executive Secretary, Palau Pledge (2nd from left), with local enterprises in Palau after the interview.

## Key point

## 3

## Partnership

The importance of “Partnership” had previously been mentioned in the UN Millennium Development Goals (MDGs). The call to “Strengthen the means of implementation and revitalize the global partnership for sustainable development” in SDG 17, the last of the Sustainable Development Goals (SDGs) followed in the same vein. A people-based approach, global unity, multilateral cooperation, transparency, and accountability are all linked to each target and complement each other. The other core targets of SDGs, including ending hunger, reducing inequalities, mitigating risk, and promoting economic growth can be accomplished in this manner with the ultimate mission being to “leave no one behind.”

Indeed, no person or country is immune to the global challenges posed by climate change and COVID-19. The strengthening of partnerships and collective action is therefore the best way to solve problems.

The TaiwanICDF has actively reached out to domestic and overseas public and private sector partner resources in recent years to help allies and friendly countries cope with different challenges and achieve collective growth. In terms of “epidemic response,” we leveraged Taiwan’s agricultural expertise and experience to bring the resources of international organizations to Pacific

island countries and improve their resilience to climate change and food security issues. At the same time, we also partnered with the Taiwan Society of Nephrology to provide online courses that help medical personnel in partner countries to continue their professional development. The same model was also replicated by inviting other professional associations to provide capacity building training for medical personnel in partner countries.

In terms of “recovery preparations,” to prepare for the new norm of the post-COVID era, the TaiwanICDF worked with domestic and overseas partners (Food For The Poor, Taiwan Design Research Institute, National Applied Research Laboratories) to introduce suitable technologies and innovative practices for helping developing countries strengthen their livelihood resilience. We also joined international organizations and regional financial institutions in setting up regional emergency and disaster lending mechanisms that provided assistance to MSEs as well as small-scale producers through financial intermediaries for post-disaster economic recovery. We are continuing to connect with like-minded international partners to create synergies from recovery resources. Related activities are described below:

## Epidemic Response

### Leveraging Taiwan’s agricultural expertise and experience to bring international resources to Pacific island countries

Small Island Developing States (SIDS) are now faced with the dual threats of climate change and COVID-19. There is now international agreement on the need for partnerships to help Pacific island countries cope with the pandemic and create a leverage effect through

development aid. Here, the technical missions of the TaiwanICDF used their local agricultural expertise and successful experiences in past development projects to help partner countries and project beneficiaries lobby for resource inputs from like-minded countries and international organizations. Examples of this included the Pacific Regional Integrated Food and Nutrition Security Initiative to

COVID-19 (PRISCO 19), Micronesia COVID-19 Response (MICCO19) and the global Environment Facility (GEF) promoted by the Pacific Community (SPC). These initiatives improved the resilience of Pacific island countries to climate change and food insecurity while also expanding the reach and benefits of the TaiwanICDF projects.

The TaiwanICDF Technical Mission in Palau, for example,

helped five local women's organizations apply for US\$250,000 from the GEF. The funds were used to help Palau maintain its local food security and traditional culture by rehabilitating 2.3 hectares of taro farms abandoned due to torrential rains from extreme weather. The Technical Mission in Nauru partnered with the Nauru Department of Health and Medical Services and the Commonwealth of Learning (COL) to develop the Kiãõ Oangam App. The app provided information on the nutritional value, cultivation techniques and cooking methods for 10 types of fruit, vegetables, and traditional crops to encourage families in the local community to set up their own vegetable patches.

### **Seeking assistance from domestic public health associations and agencies on promoting international cooperation**

The TaiwanICDF sought to take advantage of online technology to help medical personnel in partner countries continue with their professional development despite COVID-19. A partnership was therefore formed with the Taiwan Society of Nephrology to launch online courses on chronic kidney disease open to medical personnel from partner countries. Due to the enthusiastic response and strong demand from participants, this model of cooperation was expanded to other professional associations this year. Prospective partners were invited to assist medical personnel from partner countries with capacity building. The prevention and control of chronic diseases for example is

one of the key themes of TaiwanICDF public health and medicine projects. The online course on diabetes co-developed by the TaiwanICDF and the Taiwanese Association of Diabetes Educators was released in December 2021 and was made available to medical personnel from partner countries.

The depth and range of courses will continue to be expanded in the future. Efforts will also be made to seek out more opportunities for cooperation with professional associations and agencies connected with public health and medicine so that their capabilities can be used to support a greater range of international cooperation activities.

### **Inviting Taiwanese vendors to provide training to allies for talent cultivation and expansion of overseas markets**

COVID-19 increased personnel costs by restricting the international flow of talent. For developing countries, increasing the competitiveness of their citizens, establishing a local talent supply chain, and keeping local industries running became their top priorities.

Economic downturns can also be a good time to settle down for some learning. The TaiwanICDF provided a series of skills development courses that helped allied countries continue the cultivation of talent and development of professional capabilities during the pandemic. COVID-19 reduced the number of job opportunities available, so the TaiwanICDF focused on vulnerable groups in the livelihood industries that bore the brunt of the pandemic. In addition to skills related to the

livelihood industries, the courses also incorporated entrepreneurial knowhow, providing participants with extra capacity for transitioning from employee to employer.

Since the pandemic was also affecting the business development of Taiwanese vendors, the TaiwanICDF decided to leverage our public-private partnership platform to encourage those interested in exploring opportunities in allied countries to co-organize related training schemes. The vocational training foreign aid projects of the TaiwanICDF were used to connect Taiwanese sellers with participants in allied countries, helping Taiwanese companies break through the pandemic, and opening up new opportunities for overseas cooperation.

## Recovery Preparations

### **Channeling Taiwan's digital technology prowess into agricultural and SME assistance projects**

Despite the difficulties posed by the global pandemic and border closures, the TaiwanICDF partnered with private sector partners in Taiwan to make the most of Taiwan's prowess in digital technology. By freeing innovative knowledge and technologies from the constraints of physical borders, we helped allied countries' twin economic pillars of agriculture and SMEs adapt more quickly to the post-COVID environment.

During 2021, the TaiwanICDF and the Taiwan Design Research Institute (TDRI) produced and uploaded 20 sessions of the "Design Aesthetics and Product Marketing" online course. Designers from Guatemala and Paraguay were able to learn and brainstorm together to come up with many novel products. A partnership with the National Space Organization of NARLabs used the "Data Cube" platform to combine a variety of satellite imaging data from different times. The data was used to assist allies like Guatemala, Belize, and Honduras in monitoring plant pests and diseases over large areas and keeping the banana industry safe from the Panama disease.

To help allied countries secure their food supply, the TaiwanICDF also worked closely with the Food For The Poor (FFTP) in Guatemala, Honduras, Haiti, and Belize to jointly promote Tilapia, avocado, rice, and sheep production in order to provide steady food supplies and household income in rural communities.

### **Establishing a regular lending mechanism to support post-disaster recovery**

OECD research found that 99% of all enterprises in Latin America and the Caribbean were MSMEs and that they employed 67% of the workforce. They can therefore be considered the linchpin of economic growth in each country. Bilateral aid organizations, multilateral aid and development agencies, and multilateral development banks have all made a strong contribution to the development of MSMEs.

Central America has been ravaged by an extreme climate in recent years. The hurricanes Eta and Iota, for example, struck in quick succession and inflicted serious destruction in November 2020. With hurricanes now becoming a regular feature of the landscape, the TaiwanICDF, the IDB Lab, international social investors, and regional financial institutions joined together to establish the "Regional Financial Facility for Emergencies and Crises" as a stable and long-term platform. Emergency financing was provided to inclusive financial intermediaries to help local MSMEs and small producers obtain financing in a swift and appropriate manner for post-disaster recovery.

### **Continuing to strengthen cooperation with international organizations**

The TaiwanICDF has strengthened our cooperation with like-minded organizations such as the World Farmers' Organisation (WFO), Sustainable Travel International (STI), and the Stimson Center in recent years. ICT, smart agriculture, and innovative risk assessment

methodologies were applied to fields such as agriculture, carbon neutral tourism, and the Climate and Ocean Risk Vulnerability Index (CORVI) to help partner countries accelerate their recovery from the impact of disasters.

At the same time, the TaiwanICDF partnered for the first time with the United States Agency for International Development (USAID) to co-organize workshops such as "Health Workforce Management and Data Systems: A Focus on Pacific Island Countries and Health Systems Resilience" and "Training on E-governance and Cybersecurity." Our combined experience in international development was used to help partner countries improve their health workforce management and planning, e-government applications, and ICT security capabilities.

## Example 1

### Nauru Dietary Diversity Extension Project and Horticulture Extension Project (Palau)

The TaiwanICDF has been actively promoting public-private sector partnerships in recent years. The professional expertise and experience of the TaiwanICDF's overseas technical missions in executing long-term projects locally were harnessed to help Pacific island countries and beneficiaries connect with external resources such as the Ministry of Foreign Affairs of Japan, the Asian Development Bank (ADB), the Pacific Community (SPC), and the Commonwealth of Learning (COL). By partnering to implement agricultural projects, we were able to reduce the impact of global environmental change and COVID-19 on local food security. Foreign aid capacity was also increased adding a leverage effect to implementation.

#### Providing diversified diets and quality proteins to strengthen rural food security

The TaiwanICDF's Technical Mission in Nauru cooperated with the Nauru Department of Commerce, Industry and Environment (DCIE) and the SPC Secretariat to execute the Pacific Regional Integrated Food and Security Initiative to COVID-19 (PRISCO19) project funded by a 72,000 Euro grant from the European Union (EU). The promotion of chicken farming in the community and the optimization of government pig stud farms were aimed at increasing local chicken and pork production. Capacity building was also conducted for 18 community chicken farmers along with the provision of chicks and production technical assistance.

For the Horticulture Extension Project (Palau), the TaiwanICDF's

Technical Mission in Nauru worked with Palau's Bureau of Agriculture to utilize US\$35,750 in grant aid from SPC's MICCO19 project to help low-income earners in Palau keep chickens, make chicken coops, and procure materials. Technical assistance on handling and feeding techniques was then provided by the Technical Mission. The project eventually expanded the keeping of chickens to 44 low-income earners in 9 states of Palau. It not only improved food security and increased income for poor families but also provided rural areas with a good source of protein.

#### Supporting agricultural transformation through the introduction of e-learning

To promote agricultural education and nutrition in the community while minimizing social contact in response to COVID-19, the Technical Mission in Nauru partnered with the Department of Commerce, Industry and Environment (DCIE) and the commonwealth of Learning (COL) to develop the Kiãō Oangam App. The Nauru Mobile Health Non-Communicable Disease (NCD) Campaign online platform was also set up to provide information on the nutritional value, cultivation techniques, and cooking method for 10 types of fruit, vegetables, and traditional crops to encourage people in the local community to set up a family vegetable patch and grow their own food. By developing an app that contains text, illustrations, and educational videos, the TaiwanICDF provided farmers with the know-how they need to keep a family vegetable patch, delicious recipes, and nutritional knowledge.

#### Practicing location-based agriculture to uphold local traditional culture

The increasing severity of global warming and extreme climate has led to problems such as concentrated heavy rainfall, drought, and soil erosion. The Ngara Maiberel Women's Organization was also faced with blockage of irrigation channels and flooding by wastewater in their traditional taro farming area. This made it difficult for the local residents to uphold their own traditional diet and culture. The taro is an indispensable part of the traditional culture in Palau. In their traditional matriarchal society, it was not only used as food but also represented women's wealth. That was why the Technical Mission in Palau helped five women's groups to apply for US\$250,000 in project grant aid from the Global Environment Facility (GEF). By dredging the farmland, cultivating suitable varieties, and optimizing taro farm cultivation management techniques, the TTM were successful in rehabilitating 2.3 hectares of taro farms. Up to 800 local people are expected to benefit from this project.

#### Pandemic Statistics

Nauru Dietary Diversity Extension Project: The number of people that benefited from dietary diversification and agricultural education has now reached 20% of the total population.

## Example 2

### Crossover Collaboration with Taiwan Design Research Institute and NARLabs

The domestic and overseas partners of the TaiwanICDF have spanned agriculture, health, design, meteorology, technology, disaster prevention, and finance in recent years. This year, we also set up a partnership with the Taiwan Design Research Institute (TDRI) and National Applied Research Laboratories (NARLabs). The TaiwanICDF hopes that the sophisticated expertise of these two institutions will complement our own applied experience in the field, so that they can become our long-term partners in foreign aid. The joint promotion of interdisciplinary cooperation will enable the incorporation of Taiwan's strengths into our foreign aid projects.

#### Foreign aid can be beautiful and trendy

SMEs are key drivers of economic development for Taiwan's Latin American allies. The TaiwanICDF has been actively leveraging Taiwan's extensive SME resources and practical experience to promote SME guidance projects in countries like Paraguay and Guatemala in recent years.

To overcome a market flooded with homogeneous products where vendors engage in cut-throat competition, the TaiwanICDF joined forces with TDRI to invite 20 Taiwanese gurus in design aesthetics, product marketing, and cultural creativity to produce a series of "Design Aesthetics and Product Marketing" courses. The courses provide an online learning platform for the emerging designers, entrepreneurs, and SME owners of our allied countries to engage in online interactions and brainstorming

with Taiwanese designers. The soft power of Taiwanese aesthetics and design is being used to help allies develop their aesthetic economy and specialty industries. An example of this was connecting Taiwanese furniture designers with Guatemalan handicraft businesses to develop new furniture products together. This not only stimulated new creative sparks but also opened the door for Taiwanese designers to enter the Latin American design industry.

#### Collaborating with world-class labs to establish early warning systems for plant diseases

Using digital innovation tools to enhance foreign aid affairs has become a new global trend. The TaiwanICDF has incorporated cutting-edge technologies from Taiwan into our foreign aid projects as well to boost their effectiveness. Our partnership with the National Space Organization (NSO) of NARLabs used high-tech tools to maintain food security. The joint Monitoring Large-scale Plant

Diseases Through Multiple Satellite Images and Information utilized the "Data Cube" platform developed by NSO to combine satellite imaging data from different times. The Taiwan Banana Research Institute was also asked to provide data from research stations and field observations so that operating models could be developed and validated in Taiwan.

The project exploited interdisciplinary resources to construct a disease prediction model within a short time. It will also be introduced to the quarantine authorities of allies like Guatemala, Belize, and Honduras as well as the International Regional Organization of Plant and Animal Health (OIRSA) under the Panama Disease Prevention and Treatment Project (Central America) for use in disease detection. In the future, the delivery of technical assistance will be used as an opportunity to identify the needs and pain points of producers. Suitable high-tech tools can then be introduced to boost user motivation and accomplish the goal of high-tech disaster mitigation.



Participants in Guatemala learned about design aesthetics and product marketing through online courses.

### Example 3

#### Online Courses by the Taiwanese Association of Diabetes Educators

The COVID-19 pandemic changed how training is conducted and many international organizations gradually transitioned to online courses, training or symposiums. These not only reduced the amount of social contact and risk of cluster infections but could also be attended by people across the world with no restrictions on venue capacity.

The TaiwanICDF continued to follow the model that we used for our collaboration with the Taiwan Society of Nephrology. In 2021, Dr. Chun-Chuan Lee from the Department of Endocrinology and Metabolism at MacKay Memorial Hospital collaborated with the TaiwanICDF on the Capacity Building Project for the Prevention and Control of Diabetes (St. Vincent and the Grenadines). She was instrumental in bringing about the partnership between the TaiwanICDF and the Taiwanese Association of Diabetes Educators (TADE).

With the assistance of experts at TADE, a series of audio-visual online courses on diabetes were developed. The current local requirements of partner countries regarding diabetes information, diagnosis, classification, treatment, and complications; the current state of diabetes in Taiwan, and a sharing of prevention and treatment experience, as well as nutrition therapy in the eastern Caribbean were all considered to decide what topics to cover. Emphasis was placed on basic theoretical knowledge and discussion of case examples.

#### Adapting to COVID-19 by designing diabetes-related topics

Diabetes patients are a high-risk group for COVID-19. A major issue now is how patients can adjust to the fear and stress of COVID-19. For this reason, 18 diabetes-related topics were designed for this 15.5 hour-long audio-visual course. Health counseling and coping with stress in diabetes care during the COVID-19 pandemic were therefore incorporated as well. The course was also recorded in Chinese and English. The English version could be provided to partner countries for symposiums. TADE also made the Chinese version available to medical personnel of Chinese descent in Taiwan and overseas taking part in the training. The participants praised the course for its rich content and were particularly impressed by the topic of adjusting to stress. They hoped that more topics could be developed in the future to help them improve their care expertise.

In conclusion, the online course component of our collaboration with TADE will strengthen the

basic medical knowledge and experience with case discussions of medical personnel experience in partner countries, improve the quality of healthcare, and provide the general public with better care. In terms of medical consulting, the TaiwanICDF has accumulated substantial experience in the promotion of chronic illness prevention and treatment. TADE joining the team meant that it could serve as a professional consultant on diabetes-related treatment strategies, documents, or research. Their clinical and policy advice will expand the benefits of our foreign aid projects.



TaiwanICDF signed a memorandum of cooperation with the Taiwanese Association of Diabetes Educators.

## Example 4

### Vocational Training Project for Latin America and the Caribbean

Meeting the development requirements of industry and the livelihood economy in the post-COVID era makes it important to assist allies in Latin America and the Caribbean with their socio-economic recovery, and improve their national competitiveness. The 2021 TaiwanICDF Vocational Training Project for Latin America and the Caribbean brought together businesses and non-governmental organizations to apply their respective strengths to meeting real-world requirements and building interdisciplinary partnerships.

#### **Leveraging the public-private partnership platform of the TaiwanICDF to promote potential business opportunities and international cooperation**

Where past vocational training programs were conducted in collaboration with schools, this time TaiwanICDF invited businesses seeking to develop business opportunities in allied countries to co-organize related training as a public-private partnership. For “Training on Operations Management of Beauty and Body Care” and “Training on Beauty Entrepreneurship,” the TaiwanICDF invited the International Art Association and International Beauty Association, the teams that supported the Golden Melody, Golden Horse, and Golden Bell Awards, to teach beauty and makeup techniques. The partner team hoped that the TaiwanICDF’s vocational training foreign aid program will promote greater exchange of industry resources and techniques, as well as expand their business to cover Latin America.

Carolina Ojeda, a participant from Paraguay in the “Training on Operations Management of Beauty and Body Care” program, said that the business and customer management skills taught during the course as well as the sharing of experience on improving the quality of service and profit margins were of great help to her own business. She has already incorporated the massage techniques she learned this time into her beauty salon treatments. Increasing the sophistication of her treatments through essential oil formulas tailored to different customer needs boosted the number of repeat customers. Past teaching materials that had proven popular were retained this year. Participants were also gifted with a start-up package upon the completion of their training. “Training on Operations Management of Beauty and Body Care,” for example, provided body care instruments, while “Training on Beauty Entrepreneurship” provided a make-up kit. Participants could use these to continue practicing their skills, refine their craft, and explore new possibilities for business development.

The TaiwanICDF partnered with private-sector enterprises and associations to provide training content more appropriate to the needs of industry and our allies. In the future, distance collaboration tools and online/offline integration technologies will be used to assist our allies in boosting the value of their human resources, and enhancing the competitiveness of their citizens, while making Taiwan a key partner for their talent development.



**Carolina Ojeda**

Beauty Salon Owner in Paraguay

The courses on marketing and customer management in the TaiwanICDF’s “Training on Operations Management of Beauty and Body Care” were really helpful for running a beauty salon. By applying these concepts and techniques, I was able to develop more sophisticated treatments and optimize my quality of service. This, in turn, increased the number of repeat customers.

#### Pandemic Statistics

A total of 243 participants were trained in 8 classes.

## Example 5

### The Climate and Ocean Risk Vulnerability Index

The global impacts of climate change are obvious. All countries are now investing in research aimed at preventing disasters caused by extreme climates and strengthening their national resilience. Developing countries, however, suffer from a shortage of climate adaptation resources, infrastructure, finance, human resources, and governance capacity. They are, therefore, even more vulnerable to the threats posed by climate change.

To help developing countries combat climate change, the TaiwanICDF partnered with the Stimson Center, a US think tank, to develop a risk assessment tool based on the Climate and Ocean Risk Vulnerability Index (CORVI). CORVI is a high-precision, high-resolution index that examines the environmental, financial, and political data of coastal cities in developing countries to provide a reference for policy planning and investment decisions.

#### Collaborating with an international think tank and domestic experts to build a common global risk index

The Stimson Center was named one of the top 10 US think tanks by the University of Pennsylvania in its 2020 Global Go To Think Tank Index Reports. Its No.2 ranking in the Best New Idea or Paradigm category demonstrates the center's capacity in topics relating to innovation.

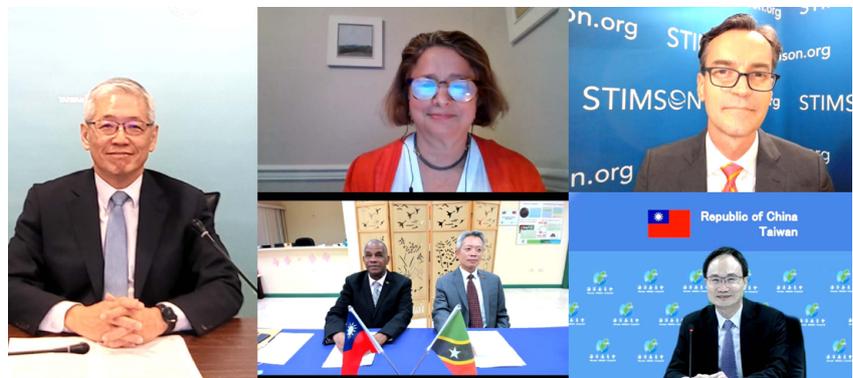
The Stimson Center has established CORVI for coastal nations such as St. Lucia, Jamaica, Kenya, Tanzania, Fiji, the Philippines, and Bangladesh. The TaiwanICDF knows that precise identification of risks to facilitate

the proper allocation of limited aid resources is of great importance. Our experiences in development aid were combined with maritime experts from the Ocean Affairs Council (OAC) as well as the research methodology and contact network of the Stimson Center to support the CORVI international initiative.

The subject of this cooperative project was Basseterre, the capital city of St. Kitts and Nevis, one of our allies in the Caribbean. A field survey was launched by their Ministry of Environment and Cooperatives and the collected data was analyzed by researchers at the OAC based on the CORVI methodology pioneered by the Stimson Center to establish the climate and ocean risk vulnerability index for Basseterre.

Through our cooperation with leading experts from a renowned global think tank and Taiwan's OAC, the TaiwanICDF was not

only able to demonstrate Taiwan's research and technology capacity but also to combine foreign aid with international organizations to co-develop a common global risk index that will facilitate more efficient allocation and utilization of resources for global development. A side event was held with St. Kitts and Nevis during the 26th Conference of the Parties to the United Nations Framework Convention on Climate Change (COP26). Together, we explained to conference participants how climate change has affected small island countries and coastal cities. We also hoped to help St. Kitts and Nevis connect with international climate funds and work together to make a contribution to the climate resilience of small island countries around the world.



Timothy T.Y. Hsiang, Secretary General, TaiwanICDF (left); Ching-piao Tsai, Deputy Minister, Ocean Affairs Council (bottom right); H.E. Tom Lee, Ambassador to St. Kitts and Nevis; Eric Evelyn, Minister of Environment, St. Kitts and Nevis (bottom center); Brian Finlay, President and Chief Executive Officer, The Stimson Center (top right); and Sally Yozell, Director of the Environmental Security program, The Stimson Center (top center) at the CORVI online signing ceremony.

Key point

4

## Innovation

Thanks to its large portfolio of patents, high proportion of R&D spending relative to GDP, well-developed industry clusters, and ownership of numerous overseas patents through joint inventions, Taiwan was named one of the “4 Most Innovative Countries” by the World Economic Forum (WEF) alongside Germany, the US, and Switzerland. The 2020 Global Innovation Index announced by economists at Bloomberg placed Taiwan in 5th place behind just Japan, US, Germany, and Switzerland, clearly showing that Taiwan is indeed an innovation powerhouse.

The TaiwanICDF leveraged innovative technologies and concepts for “epidemic response.” In addition to helping partner countries increase fruit and vegetable production to stabilize supply-side, we also introduced new blockchain-based tracking and tracing technology to strengthen the linkage with market-side demand as well as boost consumer confidence and willingness to buy domestic agricultural products. The Humanitarian Fund for Cash Transfer Project was set up so that technical missions could apply for funds to alleviate the impact of COVID-19 on the livelihoods of vulnerable families among project beneficiaries. This money was used to provide basic necessities as well as continuing planned activities to ensure the success of the project.

In “recovery preparations,” we helped MSMEs in allied countries in transitioning to deal with the new norms

of COVID-19. These included the introduction of digital solutions to expand online marketing and sales, matching of design resources to improve the R&D capabilities for new products, and providing financial and lending guidance. An ecosystem suitable for the development of MSMEs was also achieved by integrating industry associations and government resources to connect the upstream and downstream resources of the industry. Due to the trend towards e-learning in the post-COVID era, the TaiwanICDF introduced distance education with all-English classes. This overcame the difficulties of getting to Taiwan for study, sidestepping border restrictions and epidemic prevention in respective countries, while providing students, governments, and teaching personnel with more options for continued educational development.

The TaiwanICDF is constantly thinking about new and innovative ways of serving as the dedicated foreign aid agency of Taiwan. To continue exporting Taiwanese influence as well as building bridges that connect Taiwanese enterprises and civic groups to the rest of the world, the TaiwanICDF has launched a variety of new international cooperation models in recent years. Under the 4Ps strategy of Public-Private-People Partnership, businesses and civic groups were invited to compete in coming up with innovative foreign aid proposals.

### Epidemic Response

#### **Making products more competitive through product traceability technology**

Most partner countries maintained strict quarantine measures due to the COVID pandemic and low vaccination rates. The impact on the supply chain of food products, not only exacerbated food security issues but also dealt a heavy blow

to the livelihoods of farmers. The TaiwanICDF responded to this by building upon its foundations in fruit and vegetable production and marketing established through agricultural technology cooperation projects, to subsidize agricultural materials and seedlings during the pandemic, thereby increasing domestic production of agricultural

products. Agricultural products from project participants were also purchased for donation to vulnerable groups to ensure the continuity of supply in the local food production chain.

The TaiwanICDF has always striven to help farmers improve their product competitiveness and increase their earnings. The

Project for Enhancing the Efficiency of Production-distribution Supply Chain in the Fruit and Vegetable Sector in St. Lucia for example connected farmers and purchasing channels to set up contracted production and guarantee farmers' income. In order to strengthen the link between producers and end-consumers, shorten the production and marketing supply chain, and improve farmers' earnings, in 2021 blockchain product tracking and tracing technology was trialed by the TaiwanICDF so that farmers and consumers could use their smartphones to easily record and view text and graphics-rich production records. This boosted consumer confidence and interest

in domestic agricultural products, helping locally grown fruits and vegetables increase in market share.

### **Enhancing the performance of aid projects through cash assistance**

Most TaiwanICDF projects are development projects that help the people of allied countries improve their standard of living through technical assistance and capacity building. Some vulnerable households among the beneficiaries of TaiwanICDF projects were, however, more severely affected by COVID-19. Some were even forced to drop out of the project due to total or partial loss of income.

Cash assistance became very important during the pandemic as a result. People-based cash assistance is cost-effective, revitalizes the local market, and empowers the community. Its ease of distribution improves the performance and effectiveness of humanitarian assistance actions too. A Humanitarian Fund for Cash Transfer Project was, therefore, set up by the TaiwanICDF. Our overseas technical missions can apply for cash assistance to vulnerable households among our project beneficiaries in cases where it would alleviate the impact of COVID-19 on their livelihoods so they could continue to participate in our project.

## **Recovery Preparations**

### **“Digital Transformation” of MSMEs through the introduction of tech tools**

The digital economy has become all the rage with the vibrant development of Internet and mobile communication technologies. MSMEs were, therefore, already under pressure to transform even before the COVID-19 pandemic. The changes to how people work and live brought by the pandemic meant that businesses around the world must now think long and hard about the twin challenges of the digital transformation and COVID-19.

The TaiwanICDF provided consulting to MSMEs in allied

countries on the introduction of tech tools to support their digital transformation in response to the new norms of the pandemic. Over the last three years, the Project to Strengthen Capacity to Support Development of MSMEs in Paraguay continued providing guidance to the textile and clothing, yerba mate tea, leather footwear, and leather goods industries in Paraguay. Industry associations and government agencies were brought together to connect upstream and downstream resources within the industry. The MSME consulting system in Paraguay was also strengthened to improve the business performance of MSMEs. In

the clothing industry for example, in addition to partnering with the TDRI on the “Design Aesthetics Online Course” to improve R&D capacity for new products, the Innovation Project of MSME Digital Transformation in Paraguay was launched in September 2021 to help clothing and textile businesses introduce smart application solutions from Taiwan and establish new low-contact, digitized, and diversified business models.

The Project for the Capacity Strengthening to Support the Incubation and Entrepreneurship for MSMEs and the Project for the Revitalization of Crafts and Youth Entrepreneurship in Antigua,

Guatemala and Surrounding Municipalities in Sacatepéquez, implemented by the Taiwan Investment and Trade Service Mission in Central America, for example, helped local MSMEs make use of online sales channels (including the listing of products on online stores) and set up digital marketing models. Financial loans and investment matchmaking platforms were also used to expand both offline and online channels.

### **Supporting the establishment of two-year bachelor's degree programs in English**

Since the beginning, most beneficiaries of the TaiwanICDF International Higher Education Scholarship Program have been talented young citizens from allied and friendly countries. The proportion of participants from civil service and education backgrounds was gradually increased in recent years to boost project effectiveness and provide the officials of allied countries a way to study for degree certificates.

It is difficult for government officials from allied countries to make extended stays in Taiwan to study. Digital learning is also a fast-growing trend in the post-COVID era. Conventional in-person courses are therefore now evolving into synchronous or asynchronous online courses. To this end, the TaiwanICDF partnered with National Chung Cheng University (CCU) to offer the E-Learning Master Program of Education and School Leadership. This provided government officials and educators from allied and friendly countries with a channel for continuing education online.

Promoting the cultivation of high-level talent in allied and friendly countries has always been one of the TaiwanICDF's core objectives. Many vocational training programs were created by the TaiwanICDF in response to the needs of our allies in recent years. To connect vocational training with higher education, the TaiwanICDF worked with domestic vocational training schools in two-year English-taught bachelor's degree programs that meet the requirements in Latin America and Caribbean allied countries. These programs will be compatible with the education systems of our allies and will help their students with associate's degrees to pursue bachelor's degrees. We reached out to the relevant vocational training schools and will offer two-year bachelor's degree programs in English from 2022 to provide students from allied countries with more options in further education.

### **Launching the "Impact Frontier Lab"**

The TaiwanICDF, therefore, developed new areas of focus for international aid and adjusted existing approaches to implementation. We were also thinking outside the box, opening up new channels for innovative approaches and partnerships with businesses and civil organizations that transcended the traditional Official Development Assistance (ODA) mindset. We also took onboard public expectations for international development aid to deliver the 4P Strategy of Public-Private-People Partnership. The 2021 Impact Frontier Lab (IF Lab) project was the first accelerator for innovative

international aid in Taiwan. It focuses on the four sustainability themes of Sustainable Economic Development, Technologies in Education, Climate Change and Sustainable Environment, and Agricultural and Rural Development in Latin America and the Caribbean. Businesses and civil society organizations in Taiwan were now invited to join in the launching of innovative international aid proposals.

## Example 1

### Project for Enhancing the Efficiency of Production-Distribution Supply Chain in the Fruit and Vegetable Sector in St. Lucia

St. Lucia is an island country in the East Caribbean. Local agriculture faces many challenges due to its geography and climate. Harvests were often affected by intense drought, or alternating periods of intense rainfall and strong sunlight. As a result, the quality and output of many agricultural products did not meet the requirements of supermarkets or hotels. St Lucia was therefore highly dependent on imports of agricultural products.

Since 2017, the St. Lucia government has been hoping that Taiwan could help their country to improve the production-distribution supply chain of its fruit and vegetable sector. Guidance on cultivation skills to improve the quality and quantity of fruit and vegetable production would help St. Lucia reduce its reliance on fruit and vegetable imports while strengthening the promotion and development of its agricultural sector.

#### Local production, local sales, and blockchain-based traceability system

The project focused on local production and sales. Tomatoes, pineapples, watermelons, honeydew melons, lettuces, cabbages, and capsicum were the seven crops chosen as being suited to the local climate and environment. An agricultural information system was also set up to collect and analyze crop cultivation and market intelligence. Scientific data was applied by the technical mission to mentor farmers on producing crops that met market requirements. Guidance was also provided on the cultivation of fruit and vegetables

out-of-season, including climate adjustment cultivation techniques, pest and disease prevention and control, and the reasonable use of fertilizers and chemicals. This taught farmers how to adjust their production seasons and maintain a consistent supply of food all-year round. Contract production was signed up between 30 farmers, a community college, and the St. Lucia Marketing Board (SLMB) to guarantee farmers' incomes.

The project exploited the transparency, encryption, and tamper-proof nature of blockchain technology to establish an agricultural product traceability system. Consumers can simply scan the product QR Code with their smartphone to access farmer and crop production information. This provides consumers with a full picture of the production process and safety of ingredients from the farm to the table and establishes a new value chain for agricultural products. At the end of 2020, a partnership was formed with Massy, the largest local supermarket chain, to set up "Quality Fruit and Vegetables" sections in 13 supermarkets that supply products from farmers taking part in the project. This not only helped farmers develop new sales channels and increase their incomes but also introduced the general public to high-quality local produce.

The integration of blockchain technology with the concept of product traceability highlighted how tech tools added value of agricultural products and strengthened the effectiveness of the local fruit and vegetable marketing, production, and supply side in St. Lucia. This

enhanced agricultural resilience and helped ensure food security and sustainability.



**Denisa Edward**

Farmer and Project Beneficiary

I learned through the production and marketing course how to apply marketing knowledge to my agricultural business. Instead of waiting for a buyer for my products, I should identify my market even before starting production.

#### Pandemic Statistics

In 2020, imports of seven crops dropped by 44.52% compared to 2018. The Taiwan Technical Mission has signed up contract farming for 30 farmers with 1 community college and SLMB.

## Example 2

### Cash Assistance Project to Complement Maternal and Infant Health Care Improvement Project in the Kingdom of Eswatini

The COVID-19 pandemic is now well into its second year and the impact on economically vulnerable groups has been devastating. Eswatini, a Taiwanese ally in Africa, for example, once had an economy and healthcare system that was developing at a steady pace. However, epidemic controls, economic recession, and the higher cost of goods created massive unemployment or reduced incomes. This in turn led to problems such as hunger in vulnerable families, or increased risk in childbirth due to pregnant women not being able to afford nutritional supplements or to travel to clinics for pregnancy exams.

#### Cash assistance for vulnerable pregnant women to ensure health and nutrition

Our Technical Mission in Eswatini began implementing the Maternal and Infant Health Care Improvement Project in the Kingdom of Eswatini in 2019. Long-term involvement in maternal and infant healthcare meant was very familiar with the many risks facing economically vulnerable pregnant women. To improve the situation for pregnant women in Eswatini, our technical mission partnered with World Vision Eswatini (WVE) to launch a cash assistance sub-project for this project and provide cash support to economically vulnerable pregnant women so that they could afford to buy food. Pregnant women were also encouraged to undergo four pregnancy examinations before giving birth in order to improve their health and nutrition.

The cash assistance sub-project provided nutritional stipends for 500



Nomcebo, a pregnant woman from Eswatini (right), was able to purchase food and go for a maternity test with cash assistance from the project.

economically vulnerable women over a 4-month period. Women who completed four pregnancy examinations were also provided with transport subsidies as well as a one month nutritional stipend. Before Bozipho Nkonyane took part in the project, she was eating just one meal every three days and several dangerous signs had already emerged by the 12th week of her pregnancy. Cash assistance from the project not only helped her buy food but also undergo pregnancy examinations and treatment at the hospital.

The United Nations High Commissioner for Refugees (UNHCR) noted that an expansion of cash assistance provided people with protection by satisfying their needs while maintaining their dignity. The TaiwanICDF hopes that the cash assistance sub-project

can help economically vulnerable pregnant women look after their own health and not have to worry about their livelihoods.

### Example 3

## Strengthen Capacity to Support Development of MSMEs Project in Paraguay

More than 90% of all enterprises in Paraguay were MSMEs, with more than 90% of these being micro enterprises of less than 10 people. Much of the national workforce is employed by MSMEs so their importance to the economic development of Paraguay is self-evident.

To improve the business performance of Paraguayan MSMEs and strengthen the capabilities of related consulting systems, the Project to Strengthen Capacity to Support Development of MSMEs was jointly set up by Taiwan and Paraguay in 2019. Guidance was provided to businesses involved with leather, clothing, and Paraguay's traditional yerba mate tea.

The TaiwanICDF utilized Taiwan's resources and real-world experience with SMEs to not only provide business diagnosis and financial consulting but also mentor vendors on improving their design capacity to avoid cut-throat competition in a market flooded with homogeneous products. National commercial exhibitions were also held to market their products. By connecting product suppliers with buyers, we greatly expanded the supply and sales networks for products from MSMEs in Paraguay.

### Introducing technologies and organizing competitions to prepare for digital transformation

In September 2021, the TaiwanICDF launched the Innovation Project of MSME Digital Transformation in Paraguay to provide further assistance to businesses on the introduction of tech tools that improve their "digital transformation" capacity and prepare them for the challenges posed by new norms of the COVID-19 era. The introduction of "digital exhibition

and performance" technology from Taiwan would help clothing and textile businesses in Paraguay construct a new low contact, digitized, and diversified business model. It would also provide local business owners with suitable smart solutions. At the same time, the power of industrial unions in Paraguay would be harnessed to connect upstream and downstream resources in the industry chain. The development of a suitable ecosystem for the development of MSMEs would strengthen the competitiveness and resilience of local industries.

The national SME competition pioneered by the project has now entered its third year. The first competition attracted 177 participating SMEs, while the second competition added "outstanding enterprises" as a theme to encourage regional

enterprises to participate so the number of participating SMEs grew to 395. In 2021, the number of participating SMEs exceeded 1,206 making it an important annual highlight for local businesses. The competition offered competitors a way to boost their profile and energize their creative talents. Winners not only receive a cash prize but also follow-up in-depth consulting from the technical mission. The La Caramella baking company, one of the winners from the first year, managed to have its products stocked by chain supermarkets in Paraguay after consulting provided during the project and this opened up many new channels for them.

Adriana Chaparro, President of the Paraguay Apparel Industry Association, said that the project helped develop a production label for face masks and sell more than 3 million masks, stabilizing a large number of jobs in the apparel industry during the pandemic.



## Example 4

### Project for the Capacity Strengthening to Support the Incubation and Entrepreneurship for MIPYMEs and Project for the Revitalization of Crafts and Youth Entrepreneurship in Antigua Guatemala and Surrounding Municipalities in Sacatepéquez

In Guatemala, 99% of all businesses were MSMEs but they only accounted for 35% of total revenues. The Taiwan Investment and Trade Service Mission in Central America joined with partners in Guatemala to launch an MSME incubator to support the growth and transformation of MSMEs. The incubator provided consulting to local industries to help them develop their own specialties and niches. During the COVID-19 pandemic, efforts were re-directed to the development of digital marketing to help MSMEs whose physical retail sales were negatively affected to open up new sales channels.

#### Developing new business opportunities through start-up incubators and an investment matchmaking platform

For the Project for the Capacity Strengthening to Support the Incubation and Entrepreneurship for MIPYMEs, the Taiwan Investment and Trade Service Mission in Central America partnered with five start-up incubators operated by the Ministry of Economic Affairs in Guatemala, having professional consultants provide in-depth guidance on product registration and internationalization, design of distinctive product packaging, utilizing of online marketing strategy development and tools, and accessing financial lending services. Tailored business development plans were also drawn up. Start-up consulting services have been provided to more than 300 MSMEs to date, helping many people in Guatemala to realize the dream of starting their own successful business.

In addition to physical sales, the project also provided guidance to

vendors on commercial photography and the creation of product profiles. The development of an e-commerce model allowed for offline and online marketing channels to be operated in parallel. A platform for promoting incubator information and investment matchmaking was also set up so vendors could publicize their corporate information and attract investments for growing their businesses.

#### Young designers assist with transformation of traditional handicrafts

The city of Antigua is a UNESCO World Heritage Site and a world-famous tourist destination. As tourist numbers visiting the city dropped by 74% from 2020 due to COVID-19, the local travel and cultural and creative sectors experienced a sharp decline in income as a result. Handicrafts and the cultural and creative industries in Antigua turned their sights to neighboring Central American and local tourists. The Project for the Revitalization of Crafts and Youth Entrepreneurship in Antigua Guatemala and Surrounding Municipalities in Sacatepéquez, worked with Guatemala's Ministry of Economic Affairs to help vendors introduce their merchandise to the shops at Guatemala's La Aurora Airport so that travelers passing through the airport could buy specialty souvenirs rich in local cultural heritage.

The project connected emerging designers in Guatemala, Taiwanese designers, and local handicraft factories to introduce new ideas to traditional handicrafts. Traditional handicraft philosophies were revamped and new styles of multi-

functional furniture developed to open up a greater range of markets.

The "Mi Pueblo, Mi Producto" exclusive shop was also set up in Antigua, and a tourist itinerary was developed for the town of San Juan del Obispo in Sacatepéquez to help vendors prepare for the post-COVID recovery of the travel industry.



**Indyra Whitman**

Founder of Queen Pizza

The start-up incubator created a new entrepreneur! For new start-ups with absolutely no experience, having Taiwanese experience to draw upon in the beginning is very important to enterprises with potential!

#### Pandemic Statistics

Assistance was provided to 105 vendors with more than 400 products or services taking part in online sales promotions. Eighteen vendors took part in handicraft or furniture exhibitions, and seven multi-functional furniture products were developed.

## Example 5

### International Two-year Senior Technology Program on Mechanical and Energy and E-Learning Master Program of Education and School Leadership

#### Cultivating talent for allies in smart manufacturing and precision machinery industries

In response to climate change and the SDGs, green energy technology has become a critical part of future industrial development. The TaiwanICDF and Kun Shan University (KSU) co-established the International Two-year Senior Technology Program on Mechanical and Energy as a two-year bachelor's degree program taught in English with an emphasis on smart manufacturing. Integrating smart manufacturing with knowledge about green energy systems helps students from allied and friendly countries learn how to better monitor production processes, troubleshoot for malfunctions, and reduce energy consumption, in pursuit of sustainable models for consumption and production and the fulfillment of the SDGs.

KSU joined the TaiwanICDF International Higher Education Scholarship Program in 2006, since when it has been our partner in convening the international bachelor and master programs in mechanical engineering. In 2018, KSU began supporting our vocational training projects in science and engineering disciplines for our allies. The emergence of Industry 4.0 meant that a growing number of enterprises around the world are now adopting low-carbon, green energy models of production. In the future, the TaiwanICDF and KSU will continue to cultivate talent for the smart manufacturing and precision machinery industries of our allies in order to support the low-carbon and green energy industrial transformation of our Central American allies.

#### Tech-powered learning platform to support distance learning for government officials in partner countries

Revolutionary advances were made in e-learning due to the impacts of COVID-19 and international border restrictions. The TaiwanICDF responded by investing in distance learning technology in order to overcome time, space, environment, or COVID-19 limitations and provide the officials of our allies with more diverse channels for their in-service education.

The TaiwanICDF's International Higher Education Scholarship Program, for example, partnered with National Chung Cheng University (NCCU) in 2021 on the pioneering E-Learning Master Program of Education and School Leadership. The program is taught through distance learning using a platform that conforms to the "Sharable

Content Object Reference Model" (SCORM) international standard. The program encompasses a diverse range of courses including education leadership and reform studies, course leadership and management studies, education in Central America/Southeast Asia/Africa, human resources in education, and research into Taiwanese education and culture. For scholarship students from our allies, short-term study visits and tours to Taiwan will be organized along with in-depth exchanges with Taiwanese academics, experts, and school officials so they can learn more about Taiwan's education and administrative systems, and build up more hands-on management and leadership experience.



Courses recorded by the E-Learning Master Program of Education and School Leadership, National Chung Cheng University.

## Example 6

### 2021 Impact Frontier Lab

By May 2021 the COVID-19 death toll in Latin America and the Caribbean had exceeded one million. How innovative technologies could be used to improve development resilience in the face of constantly changing global conditions became a topic increasingly discussed. Since the 4P Strategy (Public-Private-People Partnership) was first launched by the TaiwanICDF in 2018, we've experimented with using a new business model based on "crowdfunding" to successfully recruit 500 Taiwanese enterprises and citizens to make direct contributions to international aid activities. Foreign aid valued at more than NT\$2 million was generated as a result.

#### Taiwan's first innovation accelerator for international aid

The TaiwanICDF has continued to launch new models for international cooperation and build bridges for Taiwanese enterprises and civil society organizations to connect with the world in recent years. We've also managed to attract more enterprises and citizens to take part in our international aid activities and continue to export Taiwan's advantages and values for greater international impact.

The 2021 Impact Frontier Lab project was the first innovation accelerator for international aid in Taiwan. Businesses and civil society organizations in Taiwan were invited to come up with innovative international aid proposals with an emphasis on the four sustainability themes of Sustainable Economic Development, Technologies in Education, Climate Change and Sustainable Environment, and Agricultural and Rural Development

in Latin America and the Caribbean. With integration of international aid opportunities and the expertise of the private and public sectors, industry, government, academia, and research sectors could all work together to develop a Taiwan model for international development assistance.

#### Expanding industry networking and developing innovative international aid plans

A total of 19 enterprises and civil society organizations submitted proposals to the IF Lab. The proposals covered a variety of subjects including agricultural processing, circular economy, e-healthcare, blockchain, smart logistics, green energy technology, and information education. For example, in Belize, there was a proposal to help fight poverty in rural areas and among vulnerable groups by establishing an integration platform for coordination of supply and logistics for local micro-enterprises that would reduce the cost of startup and create new jobs. In Paraguay, there was a proposal to promote paperless bills so that savings on billing costs could be channeled to realizing climate justice by funding energy-saving equipment upgrades for poor families. In Honduras, there was a proposal to introduce a mobile coffee lab to build professional coffee cupping capability and to boost small farmers' sales and household incomes through participation in international coffee competitions and crowdfunding.

#### From practitioner to resource integrator

The 2021 Impact Frontier Lab represented a breakthrough in the TaiwanICDF's transition from

a practitioner of international aid to a resource integrator. To meet the challenges posed by the new norms of the post-COVID era, the TaiwanICDF converted almost 25 years of extensive experience in overseas service into the resources and expertise needed by Taiwanese enterprises seeking overseas business development, making it a critical platform for connecting domestic resources with the needs of our allies. The value of the TaiwanICDF as a Taiwanese platform for sustainable development is highlighted by the workshops, transnational co-creation labs, guidance from experts in international cooperation, and the matching of private sector investments in extra funding for competition winners.

#### Taking the Taiwanese sustainable model for international aid into practice

The TaiwanICDF has continued to break new ground in recent years by launching a variety of different international cooperation projects. As Taiwan's official aid agency, the TaiwanICDF not only implements international aid efforts but is also actively recruiting suitable organizations from the private sector to join projects as well as to expand their overseas business opportunities. We hope that experts, teams, and partners from different fields in Taiwan are able to grasp this opportunity to take part in development initiatives with real actions, and to achieve sustainability through collaboration based on the platform constructed by the TaiwanICDF. Together, we can all become Taiwanese pioneers bringing sustainable impact to the world!

Key point  
5

## Resilience

“Resilience” is a term that has been widely discussed during the international trend towards climate change and sustainable development. Academics define resilience as the capacity of a system to re-adjust and restore its original functions and structure after experiencing change or interference without collapsing or changing in appearance. Resilience also implies the ability to continue adapting to changes in the external environment.

COVID-19 has been unprecedented in terms of the scale of impact, speed of transmission, and unpredictability. The human race has been forced to rethink the fragility of its existing economic and social structures as well as the importance of building resilience. For “epidemic response,” the TaiwanICDF not only provided allies with active assistance through the

training of professional testing and inspection personnel but also set up development courses for tech start-ups to enhance our allies’ capacity to withstand COVID-19. For “recovery preparations,” we focused on SDG 2 “End hunger, achieve food security and improved nutrition and promote sustainable agriculture,” SDG 9 “Build resilient infrastructure, promote sustainable industrialization and foster innovation,” and SDG 11 “Make cities inclusive, safe, resilient and sustainable” by applying disaster prevention and agricultural technologies to improve the disaster response resilience of agriculture and rural regions, mitigate the urban and rural impact of extreme climate events, and strengthen the effectiveness of post-pandemic recovery initiatives.

### Epidemic Response

#### Cultivating medical professionals to strengthen epidemic prevention resilience

Total lockdowns in Latin America and the Caribbean failed to stop the spread of COVID-19. When will Latin American and Caribbean allies become competitive once more? Will they be able to head off and contain another outbreak? The answers to these questions depend on whether or not effective improvements are made to overall epidemic prevention capacity. This will inevitably lead to an acute demand for biotechnology talent.

To help our Latin American and Caribbean allies strengthen their epidemic prevention resilience, the TaiwanICDF linked vocational training with Taiwan’s success in epidemic prevention to host the

“Training on Medical Biotechnology” course that provided technical specialists with training on the two main areas of “sample collection SOP” and “application of precision testing.” A virtual library was introduced to improve hands-on practice and respond to the needs of our allies for biotechnology talents to assist in formulating their epidemic prevention policy.

Regarding the “sample collection SOP”, the area to be sampled used film to demonstrate practical processes such as sampling location, angle, and how to preserve samples for transportation. This allowed participants to familiarize themselves with the SOP for clinical sampling and master the concept of safety management; “application of precision testing”

helped participants select the most appropriate and cost-effective testing tools based on the goal of the clinical trials. The effective use of testing principles served to improve the overall effectiveness of epidemic prevention. This will hopefully help allies improve their national epidemic prevention capacity and accelerate economic recovery.

## Recovery Preparations

### **Using high-tech tools and disaster prevention technology to enhance agricultural cultivation and disaster resilience**

Taiwan is no stranger to natural disasters like typhoons, flooding, drought, and earthquakes. It has accumulated extensive experience in response measures as well as advanced information technology that can be used to help with disaster prevention and warning.

Taiwanese allies in Central America and the Caribbean are in the hurricane belt as well. Strong winds and torrential rain often wreak devastation to the agricultural economy of allies. The TaiwanICDF focused on improving emergency response capability for urban activities and rural production. During the pandemic, we continued to improve the resilience of agricultural cultivation and disaster prevention through the continued application of high-tech tools and crop disaster prevention technologies. This not only reduced the urban and rural impacts of disasters but also improved productivity for post-COVID recovery. The Banana Productivity Improvement Project in St. Lucia, for example, introduced the “Tai-Chiao No.2” dwarf banana from Taiwan, which successfully withstood the fury of Hurricane Elsa. The Belize Urban Resilience and Disaster Prevention Project was the first time that disaster prevention technology had been incorporated by Taiwan into a foreign development project. The Flood Early Warning System Platform established at the request of Belize issued flood alerts before two consecutive hurricanes at the

end of 2021. Local people were able to evacuate on time, reducing the damage and losses from flooding.

### **Providing a lifeline by improving the financial resilience of SMEs through lending**

COVID-19 disrupted the supply and demand and the labor force for businesses. The financial market was affected as well. The challenge common to all countries around the world was balancing out the building of a stronger social safety net and creating a more resilient sustainable development model to face uncertainties and crises, at the same time as they initiated the economic recovery.

SME development is an area of high priority for the TaiwanICDF and we expanded our program for MSME lending to the Pacific region in the wake of the COVID-19 pandemic. The Taiwanese government launched a number of business relief and stimulus plans including concessional loans to help Pacific island allies and friendly countries build the financial resilience of their businesses during the pandemic. We also partnered with international and bilateral development organizations to provide MSMEs with financing through local financial institutions to help them weather the pandemic.

Palau for example reached out to Taiwan to discuss a “Travel Bubble.” Taiwan also enacted measures to assist MSMEs in Palau, for example by designing the Women and Youth Entrepreneurs and MSMEs Re-lending Project (Palau) for providing inclusive financial services.

## Example 1

### Vocational Training Project for Latin America and the Caribbean

In 2021, the “Medical Biotechnology Training” course organized by the TaiwanICDF Vocational Training (Professional and Technical Personnel) Project invited Linkou Chang Gung Memorial Hospital (CGMH Linkou) located near Taoyuan International Airport, with its wealth of experience and the highest COVID-19 testing capacity in Taiwan, to assist with capacity building of professional technicians for our allies. The project focused on clinical testing methodology, sample collection SOP, viral nucleic acid molecular testing, laboratory safety regulations, and disposal of infectious waste.

The course took the form of live streams taught by the Department of Laboratory Medicine team at CGMH Linkou online for the sharing of skills and experience. The course also introduced virtual labs instead of traditional lab classes so that participants who lacked hardware resources could master basic operating concepts by practicing operating procedures in their own time. Participant responses to this online learning course were very positive. Magnolia Pott from Belize said that his country only has a population of 390,000 and most clinical testing is still rapid antigen

testing. Their clinical testing volume and resources are still far smaller than Taiwan’s, so he found the clinical sample collection precautions and safety guidelines for medical laboratory personnel that he learned this time to be very practical.

Most of the participants were in-service personnel on the front lines of testing so they had to find time to learn from Taiwan’s successful experience in epidemic prevention. Recorded videos were therefore prepared by the TaiwanICDF to help participants reinforce their learning despite time differences and their busy schedules. None of the participants had previously used a virtual laboratory but all of them praised Taiwan’s training methods in their feedback after the course. This tool allowed them to practice PCR testing at any time and place without having to use up precious instruments and scarce consumable resources. Being able to practice in their own time also made them more motivated to learn.

The Department of Laboratory Medicine at CGMH that assisted in providing the course was grateful to the TaiwanICDF for arranging this opportunity as well. The live streams not only enabled the sharing

of epidemic prevention skills with our allies across the seas but also allowed the department to learn about the current situation with COVID-19 testing in Latin American and Caribbean regions during the course, for the mutual sharing of front-line experience on epidemic prevention. The TaiwanICDF will therefore continue to reach out to Taiwan’s powerhouse industries to assist our allies with their national security and sustainable development. This will include helping allies cultivate professional technical human resources in fields such as biotechnology and disaster prevention/mitigation.



**Bertha Laura Nalleli de León Ramos**

Participant from Guatemala

The Medical Biotechnology Course provided us training in virus culture and antibody detection methods, and allowed us to conduct nucleic acid testing through virtual lab operations. This will enhance the accuracy of testing in our laboratory.



The training course was live-streamed online and deployed a virtual lab environment, allowing students to learn about clinical examination, specimen collection, and testing techniques.

#### Pandemic Statistics

A total of 70 participants were trained in three classes.

## Example 2

### Banana Productivity Improvement Project in St. Lucia

Climate change has been very challenging for St. Lucia, a Caribbean ally of Taiwan. The banana industry that is vital to its national economy has been devastated by Black Sigatoka disease due to a spate of hurricanes and heavy rains in recent years.

To improve the resilience of banana cultivation in St. Lucia, the TaiwanICDF drew upon Taiwan's extensive experience and proficiency in farming in challenging conditions to launch the 3-year Banana Productivity Improvement Project in St. Lucia project in 2018. The first step was the selection of a suitable variety of banana. Tai-Chiao No.2 developed by the Taiwan Banana Research Institute was chosen as it is a dwarf variety more resistant to strong winds that is easier for farmers to bag and harvest. A shorter growth cycle (can be harvested every 6–7 months) also reduces exposure to hurricane damage.

Extreme climate meant drier dry seasons and wetter wet seasons, making a robust irrigation system all the more important. Farmers were therefore provided with project assistance in building irrigation infrastructure and precision irrigation systems to overcome water shortages during the dry season. Banana farmers received help in obtaining Global GAP certification as well to ensure reliable production for exports and strengthen their economic resilience.

#### Introducing suitable variety and certification along with irrigation, farming, and pest control technologies

The project was in its final year when St. Lucia was struck by a

hurricane in July 2021. While the hurricane was challenging for the banana industry, it nevertheless highlighted the substantial progress of the project and tangible results in terms of resilience.

The Tai-Chiao No.2 variety introduced by the project is 1 to 2 feet shorter than the local variety and has a thicker false stem. The number of banana plants snapped or pushed over by strong winds was therefore at least 20% lower than the local variety. To prepare for extreme weather, the Taiwan Technical Mission in St. Lucia also assisted local banana farmers in building irrigation reservoirs in the mountain areas to provide a gravity-fed water supply. Pumps were also installed in regions near rivers. The construction of an irrigation system capable of swift and even water distribution saved time, water, money, and labor while providing a reliable source of water for irrigation use. For banana-producing regions this helped them to avoid reduced yields due to uncertain rainfall between October and May of each year. Irrigation systems covering 306 acres have been built on 72 plantations so far.

The Technical Mission provided consulting on crop recording, field hygiene, post-harvest processing as well as pest and disease prevention and control. With the help, St. Lucia banana farmers were able to update their Global GAP certification rating every year to maintain a stable export market for their bananas. Thanks to their efforts, there is now new hope for the banana industry in St. Lucia.



This project organized a seminar on the control of scale insects.



**Joshua Surage**

Farmer and Project Beneficiary

I am thankful for the irrigation system and the "Tai-Chiao No.2" dwarf variety of bananas introduced by the Taiwan Technical Mission. They saved farmers a great deal of cultivation costs and significantly increased productivity.

#### Pandemic Statistics

The average yield per unit area for bananas reached 39.5 tons/hectare. Consulting was provided on product traceability, packaging, and post-harvest processing in order to qualify for Global GAP certification a total of 420 times.

### Example 3

## Belize Urban Resilience and Disaster Prevention Project

Central America has experienced frequent drought and flooding due to the effects of extreme weather. Belize is close to the Gulf of Mexico and lies squarely on the path of Atlantic hurricanes so it is often hit by torrential rains and flooding. Belize has a population of 390,000 people but 70% live in low-lying areas, 40.5% live in coastal regions, and 24% live in flood zones. According to the Climate Risk Index published by the NGO “Germanwatch,” the damage inflicted by extreme climate events between 1999 and 2018 amounted to 7% of Belize’s GDP. Belize’s 19 natural disaster-related deaths per 100,000 meant it ranked 32nd highest overall in terms of risk index.

### Integrating flood early warning and disaster rescue system

Belize asked for Taiwan’s assistance in using geographic information systems (GIS) to build a flood early warning system that would improve pre-disaster preparation and active disaster response efficiency. Infrastructure engineering was also conducted at a flood prevention demonstration site at Santa Elena/San Ignacio on the upper reaches of the Belize River to integrate the flood early warning system with Belize’s disaster rescue system to reduce the loss of property and lives from flooding.

The Belize Urban Resilience and Disaster Prevention Project has constructed a disaster prevention and rescue map database for Belize. Hydrological and geographical parameters have also been used to analyze and calculate inundation potential to determine potential

flood zones and floodwater depths in Santa Elena and San Ignacio. Education and training were also provided to enhance the knowledge of Belize project personnel about hydrological disaster prevention and protection and their capacity to collect hydrological data.

In 2020, two category 4 hurricanes, Eta and Iota, struck Belize within a fortnight of each other. Precise hydrological and meteorological monitoring stations used IoT technology to transmit real-time monitoring data back to the “Flood Early Warning System Platform” to provide Belize’s Department of the Environment with visualized data and infographics. Once river levels exceeded the alert level, an automated warning was sent out that gave the residents of San Ignacio 3 hours of advance

warning to evacuate, successfully reducing the loss of life and property.

In more recent hurricanes, the “Inundation Potential Map” for Belize compiled by the TaiwanICDF surveys, provided accurate predictions of actual flooding. This not only demonstrated Taiwan’s capabilities in flood prevention technology but also showed the tangible progress made by the TaiwanICDF in assisting Belize with implementing SDGs, building a resilient homeland, and adapting to environmental and climate change.



The project was able to provide 3 hours for the residents of San Ignacio to evacuate the city through a flood early warning system and IoT monitoring equipment, which provided advance warning of the flooding area and time.

## Example 4

### Women and Youth Entrepreneurs and MSMEs Re-lending Project (Palau)

The National Development Bank of Palau (NDBP) is a development bank set up by the Palauan government tasked with supporting the development of Palau's private sector and stimulating economic activity.

There are other commercial banks in Palau, but most of the funds taken from their clients' deposits are invested overseas so the commercial banks don't really play the role of financial intermediaries that stimulate Palau's own economic growth. NDBP is therefore the driver of economic growth in Palau and a key pillar of financial support for MSMEs and individuals.

#### Focusing on the financially vulnerable to strengthen resilience of businesses

To increase the lending capacity of NDBP and fulfill the UN spirit of "inclusive finance," the TaiwanICDF partnered with the Palau government on the Women and Youth Entrepreneurs and MSMEs Re-lending Project which focuses on financially vulnerable groups.

Tourism is the lifeblood of Palau's economy and the drastic drop in international tourist numbers during the COVID-19 pandemic dealt a serious blow to Palau's economy as well. The implementation of the TaiwanICDF's re-lending project started in March 2020 helped to stabilize the economy of Palau. NDBP has so far provided loans to support 50 women and youth entrepreneurs or MSMEs. An internet service company run by women for example was affected by COVID-19 but still decided to upgrade its communications equipment to improve the quality



The loans helped many small businesses to survive difficulties. The picture shows local small businesses in Palau turning their homes into stores to sell coconut crabs.

of its services. Thanks to the loan from NDBP, the company was able to carry out its upgrade plans and provide customers with faster internet access. This in turn allowed business, education, and other activities to continue online during the pandemic.

The project helped financially underserved groups in Palau obtain the funds they needed to stay in business during the pandemic. It not only strengthened the financial resilience of businesses to lay a strong foundation for Palau's economic recovery but also fulfilled the pledge on inclusive finance so that businesses managed by women and youth entrepreneurs could weather the crisis. The project will continue to play an important role in the future by increasing the resilience of women and young

entrepreneurs or MSMEs in Palau despite an uncertain future.

Key point  
6

## Equality

Projects aimed at fulfilling the spirit of UN SDG 5 “Achieve gender equality and empower all women and girls” and SDG 10 “Reducing inequality within and among countries” are being implemented by the TaiwanICDF in accordance with the policies of the Ministry of Foreign Affairs, ROC (Taiwan). Our efforts in “epidemic response” and “recovery preparations,” are focused on two areas of equality. For the outer islands in Pacific island countries, we promoted local production to strengthen food self-sufficiency, food security and their right to equal development with the main island. We also supported women and youth employment (and entrepreneurship), provided vocational training, and linked these to the accessibility of financial knowledge and services to strengthen preparations for post-pandemic economic recovery and improve social stability.

### Epidemic Response

Due to the natural environment, Taiwanese allied countries in Pacific regions are sensitive to climate change and have fragile food security systems. As a result, they have high-dependency on importing living materials and food. During the COVID-19 pandemic, strong epidemic prevention measures such as border closures as well as restrictions on inter-island movements and logistics were implemented due to a lack of medical

infrastructure and resources. This not only resulted in food shortages on the main island, but also made the food security situation worse for outlying islands already hampered by long distances and resource shortages.

To assist our allies in realizing their national development policy, the TaiwanICDF focused our efforts on food security and healthy diets for outer islands by attempting to duplicate successful examples of

technical assistance on the main island for the outer islands as well. In addition to establishing demonstration farms on outer islands, supplying seedlings, and technical assistance on cultivation and production, we also enhanced the ability of households to grow their own fruit and vegetables in an effort to strengthen food self-sufficiency on the outer islands of our Pacific island allies and uphold their right to equal development with the main island.

### Recovery Preparations

#### **Strengthening the accessibility of financial services to support entrepreneurship**

Research by the International Labor Organization (ILO) found that the global youth employment rate had dropped by 8.6% since the start of COVID-19. The rate of youths not in employment, schooling, or training also increased by 14% over the same period.

The TaiwanICDF has long helped youths from allied and friendly countries with their transition to the job market through knowledge and skills-based training. The COVID-19 pandemic made it all the more important for us to respond to the

recovery strategy proposed by the WEF by introducing common international competency standards, expanding the job market, and providing continuing education courses. For example, for our ally Eswatini in Africa, the TaiwanICDF not only helped technical colleges provide distance learning solutions but also drew on our national skills certification framework to harmonize our industry-oriented updates with the skills certification testing standards of the Southern African Development Community Qualifications Framework (SADCQF). The initiative created more opportunities for Eswatini youths to find employment in southern Africa.

At the same time, the TaiwanICDF supported the post-pandemic economic recovery of our Latin American and Caribbean allies by launching projects in Guatemala, Honduras, Paraguay, Belize, Haiti, St. Lucia, St. Kitts and Nevis, and St. Vincent and the Grenadines. The projects for the economic empowerment of women and improving access to financial services provided the resources needed for entrepreneurship. Our assistance helped the populations of our allied nations prepare for post-pandemic economic recovery and maintain social stability.

## Example 1

### Enhancing Nutritional Balance Through Agricultural Production Project and Livestock Expansion Project (Marshall Islands) and the Fruit and Vegetable Production and Nutrition Enhancement Project

The constraints of their natural environment mean that Pacific island countries have poor soil and limited arable land. Their domestic food production systems are therefore very fragile and most are reliant on food imports. The severity of climate change in recent years has increased the prevalence of extreme weather. Global sea freight was also affected by COVID-19 and this made the food security situation for island countries even worse.

#### Expanding project reach to outer islands to strengthen food self-sufficiency

The Marshall Islands is an ally of Taiwan and food accounts for 30% of its total imports. COVID-19 increased the cost of sea freight so food prices gradually climbed as well. In Tuvalu, a relatively backward local medical infrastructure meant strict epidemic measures were implemented to keep COVID-19 under control. Border restrictions were imposed and restrictions applied to travel between the capital on the main island and the outer islands. Because of the long distances and uncertain shipping schedules between the main and outer islands, the food production system on the outer islands was even more fragile than on the main island.

The TaiwanICDF technical missions directed their efforts towards overcoming the lack of natural resources and the impacts of COVID-19. Even as we set up demonstration farms on the main island and engaged with the community to provide guidance on school farms and family vegetable gardens, we also reached out to the

outer islands, helping them set up satellite farms, carrying out capacity building for technicians, and mentoring local families and schools on setting up vegetable gardens. Local production on the outer islands was promoted to alleviate the resource shortages caused by transportation difficulties.

The Enhancing Nutritional Balance Through Agricultural Production Project of our Technical Mission in the Marshall Islands is currently providing guidance on family and school vegetable gardens on Jaluit and Wotje. The cultivation of eggplants, lettuces, and other crops along with nutrition education and cooking demonstrations taught the island residents how to grow their own food. The Livestock Expansion Project involved supporting domestic pig production through a core cadre of farmers on the densely populated island of Majuro to provide a source of protein while upholding the traditional culture. Community pig farms were also set up on Ebeye, the next most populous island, to raise piglets for their meat. These are supplied to the residents of Ebeye and other nearby islands.

The Fruit and Vegetable Production and Nutrition Enhancement Project of our Taiwan Technical Mission in Tuvalu set up a demonstration farm on the main island and on Vaitupu to supply the everyday needs of the 1,000 residents and students. We also helped set up the Princess Margaret Hospital farm, school farms, and family vegetable gardens. Professional guidance on agricultural production technology was also expanded to 8 outer island locations to fulfill the goal of localized production.

Now that COVID-19 is becoming the new norm worldwide, the TaiwanICDF will continue to help vulnerable island countries increase their local production, balance the development gap between the main and outer islands, and take action to fulfill UN SDG 2: "End hunger, achieve food security and improved nutrition and promote sustainable agriculture."



**Uatea Vave**

Director of Agriculture, Tuvalu

The people of Tuvalu benefited so much from the Taiwan Technical Mission! We've received so much knowledge and technology since the demonstration farms on the main and outer islands were established in 2004. Our lives have been improved as well!

#### Pandemic Statistics

The Fruit and Vegetable Production and Nutrition Enhancement Project in Tuvalu produced 24.5 tons of fruit and vegetables including 10.06 tons deriving from production guidance on outer islands. The fruits and vegetables produced benefited more than 70% of the population in Tuvalu.

## Example 2

### Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19

COVID-19 dealt a serious blow to the global economy and job market. The impact on women's employment was even more severe. UN Women found that before the pandemic women accounted for three-quarters of the 16 billion unpaid hours worked each day around the world; during the pandemic, women shouldered even more of the burden of looking after their families and the hours of unpaid work grew at an exponential rate, placing already economically disadvantaged women in an even more precarious position in terms of employment and entrepreneurship.

#### Three-pronged approach to expanding financing options for women entrepreneurs

To assist with the post-pandemic economic recovery of Latin American and Caribbean allies, the TaiwanICDF launched Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19 in Guatemala, Honduras, Paraguay, Belize, Haiti, St. Lucia, St. Kitts and Nevis, and St. Vincent and the Grenadines. We hoped that supporting the economic empowerment of women would contribute to social stability. Project execution focused on three areas, namely “technical assistance for women's employment and entrepreneurship,” “financial services and credit guarantees,” and “cooperating with like-minded countries on international advocacy of women's empowerment.” The provision of financial assistance to MSMEs and women combined with credit guarantee mechanisms, capacity building on entrepreneurship skills, and hardship consulting

Local instructors from St. Kitts and Nevis guide participants through digital courses.



services for businesses were employed to increase financing opportunities for women's enterprises.

The TaiwanICDF also partnered with like-minded bilateral and multilateral development agencies to strengthen and highlight the sustainability partnership between Taiwan, our allies, and related organizations in Europe, the US, and Japan. The project started by strengthening the competitiveness of women in employment and encouraging entrepreneurship through technical assistance for women's employment and entrepreneurship. Local vocational training organizations assisted women with strengthening their employment and re-employment skills training. Incubator organizations also helped women set up and grow their MSMEs by providing a variety of business management training and consulting services.

The “Financial Service and Credit Guarantee” is planning to cooperate with the Central American Bank for Economic Integration (CABEI), Eastern Caribbean Partial Credit Guarantee Corporation (ECPCGC) and Inter-American Development

Bank (IDB) to provide credit through designated financial intermediaries in each allied country. Businesses will be matched with the financial resources they need such as loans and credit guarantee funds to help businesses and organizations meet their financial needs.

To promote topics related to the economic empowerment of women and upgrade the socio-economic status of women, the project will partner with like-minded countries and organizations to organize advocacy events. Regional training workshops, training visits, international seminars, and subsidies for women's empowerment topics and proposals will be used to boost the profile of women's issues and assist allied countries with promoting the economic status of women in the post-COVID-19 era.

#### Pandemic Statistics

405 training sessions are planned to give guidance to 1,116 start-ups and 792 MSMEs.

### Example 3

## The Technical and Vocational Education and Training Enhancement Project (Eswatini) and Eswatini Technical and Vocational Skills Certification Enhancement Project

Rising unemployment due to COVID-19 has been a major challenge for national governments. For the Kingdom of Eswatini suffering from a stagnant economy and persistently high levels of youth unemployment, it has become a serious obstacle to national development. In September 2021, the Eswatini Ministry of Labour & Social Security noted in its labor report that the national unemployment rate had climbed from 23% to 33% over the previous five years. Youth unemployment had also increased to 58% from 47% in 2016. The Minister of Labour said that national development is now under threat from lack of employment.

### Integration with national skills certification framework to improve the mobility of Eswatini youths

To help the Eswatini government improve the competitiveness of its youths in the job market, from 2015 onwards the TaiwanICDF began assisting major local vocational training institutions in improving

the quality of their training. Short-term intensive vocational training courses were also used to provide local people with opportunities for in-service or jobseeker training and lifelong learning. When the COVID-19 pandemic first broke out, the Eswatini government shut vocational training schools for several months in an effort to slow the spread of the virus. The Taiwan Technical Mission in Eswatini promptly partnered with Eswatini College of Technology (ECOT) and Gwamile Vocational and Commercial Training Institute in Mastapha (VOCTIM) to launch a distance learning plan. Different teaching materials were also provided based on the level of information technology in use among the population.

In 2021, the TaiwanICDF referred to the national skills certification framework of Taiwan to help the Eswatini Ministry of Labor make industry-oriented updates to its skills certification testing standards and link them to the Southern African Development Community Qualifications Framework (SADCQF) to create more opportunities

for Eswatini youths to enter the job market in southern Africa. Guaranteed places for women were also provided in the certification exams to assist the young women most greatly affected by COVID-19. The TaiwanICDF will continue to assist the people of partner countries regardless of their age, gender, class or geographical background in accessing opportunities for continuing education and skills improvement so they can contribute to the livelihoods of their families and the economic recovery of Eswatini.



**Nomcebo Nhlengetfwa**

President of Eswatini College of Technology

The bilateral partnership between Taiwan and Eswatini means the College can now have modernized teaching equipment and trained teachers. It also means more Eswatini youths now having the opportunity to receive high-quality skills training!



Workshop on the formulation of skill evaluation criteria.

### Pandemic Statistics

The educational courses were in total attended and completed 336 times. Topics included information and communications technology, electro-mechanical control, and automotive repairs. A further 40 young people obtained level-3 certifications in indoor wiring.

# 3 Special Reports

## Accelerating Progress Towards the SDGs Under Global Pandemic

The United Nations (UN) Sustainable Development Summit adopted the 2030 Agenda for Sustainable Development in September 2015, which established 17 Sustainable Development Goals (SDGs) as the blueprint for influencing the development of human civilization over the next 15 years, in the hope of ending poverty, eliminating inequality, and responding to climate change.

Now, less than a decade away from 2030, COVID-19 has emerged as the century's black swan, unprecedentedly disrupting the global economy and society. Confronting this ongoing crisis, UN Secretary-General António Guterres has repeatedly expressed that the international community is at a critical juncture if the SDGs are to be met.

As we enter the second year of the COVID-19 pandemic, looking both to the past and the future, we must ask what lasting effects the pandemic has had on the SDGs? What are the key concepts we must understand going forward? What innovations and trend reversals must we seize upon? And how can we step up our efforts to achieve the SDGs?



## Impact of COVID-19 on the Achievement of the SDGs

How severely has COVID-19 affected the achievability of the SDGs? The Ambassador-at-large for Climate Change and Sustainability, Eugene Chien, who is also the chairperson of the Taiwan Institute for Sustainable Energy (TAISE), has been monitoring sustainable development across the world. Recently, he analyzed the 2020 and 2021 issues of the Sustainable Development Goals Report published by the UN Department of Economic and Social Affairs (DESA).

He pointed out that the 2020 report mainly presents data that predates the outbreak of COVID-19 at the end of 2019. However, based on the report, progress towards global sustainable development was already significantly behind the SDG targets, even before the impact of COVID-19 was observable. In the 2021 version, the impact of the pandemic one year later was staggering. The global extreme poverty rate climbed for the first time in more than two decades, with 119-124 million people falling back into extreme poverty in 2020. There was a danger of education not being passed down between generations as 101 million children did not reach minimum proficiency in reading, potentially wiping out the educational progress made over the past 20 years. Additionally, women were at greater risk of domestic violence, child marriages were expected to rise after having declined for several years, and there was an increasing number of unpaid and low-salary caretaking jobs held disproportionately by women and girls. As a result, their educational opportunities are limited, they lose income, and their health is jeopardized.

Furthermore, the pandemic has created massive financial challenges for countries across the globe, especially in developing countries where debt issues have increased significantly. Foreign direct investment and trade nosedived, further exposing the inequalities within and between countries. Impoverished and vulnerable groups were more likely to be infected by the virus and were the first to bear the brunt of economic collapse. This crisis threatened the livelihoods of 1.6 billion workers in the informal economy. The collapse of the international travel industry disproportionately affected small island and developing countries, and there was massive inequality in the distribution of vaccines between countries.

If we further look into the Sustainable Development Report 2020 jointly published by Cambridge University and the UN Sustainable Development Solutions Network (SDSN) in June 2020, and review the "mixed or moderately negative impact," "highly negative impact," and "unknown impact," sections we can clearly see the effects of COVID-19 on the SDGs (see Appendix 1). Statistics in this table show that COVID-19 had a greater negative effect on social SDGs (8 in total), reaching mixed or moderately negative impact or higher, with 4 SDGs highly negatively affected; economic SDGs were the next most affected, with a mixed or moderately negative impact or higher for 3 SDGs; and environmental SDGs were the least affected, reaching mixed or moderately negative impact or higher for only 1 SDG.

Hui-Ping Chen, a co-founder of Sunnyfounder, the first green energy crowdfunding platform in Taiwan, added that from the social angle, over 50% of the rural population and over 20% of the urban population worldwide lack healthcare resources, 2.2 billion lack access to water, and 4.2 billion lack access to basic hygiene facilities and services. People who are socially and economically vulnerable, such as elderly people, children, women, people with disabilities, and chronic disease patients, are under greater threat due to these structural imbalances. This poses immense challenges to different countries in coping with and handling infectious diseases, creating a vicious cycle of health and social inequality.

From the economic angle, governments across the world imposed lockdowns that devastated the economy, causing global GDP to fall by an estimated 3.5% in 2020. Though GDP growth recovered to 2.9% in 2021, it was still significantly lower than the original estimate of 5.8%. Job losses caused by the economic recession hit disadvantaged workers more severely. For example, small and medium-sized enterprises suffered the largest damage, with self-employed, part-time and day workers, women, youth, and migrant workers bearing the brunt of the recession. In 2020, 166 countries closed schools due to the pandemic, which not only suspended learning, but may have also caused underprivileged children to miss out on nutritious meals and placed a greater nurturing and family care burden on women.

And on the environmental front, according to data from the International Energy Agency (IEA), COVID-19 led to the largest decline in global carbon dioxide emissions since World War II, decreasing by approximately 6% in 2020. The environment was seemingly able to catch its breath thanks to lockdowns, factories suspending production, and the reduction in traffic. Chien believes that if there are no fundamental changes to the global economy and society after the pandemic, then the improvements will only be temporary.

Chairperson Chien also stressed that the global economic slowdown will lower the threat to the Earth's environment in the short-term but has not put a stop to climate change. As global greenhouse gas concentrations continue to rise, the global average temperature will reach approximately 1.2°C higher than pre-industrialization levels. The climate crisis is already on our doorstep.

To this day, though the pandemic has been mitigated, it has not yet subsided, and the crisis remains

an obstacle for many development plans, systematically undermining development and progress. Accordingly, he believes that we must carefully consider how we can accelerate action to make up for the large deficiencies, putting development plans that have deviated significantly from their paths back on track, and reshaping the whole global economy to be more eco-friendly and inclusive.



Even though we are in the midst of the COVID-19 crisis, we should still take action to avert the climate crisis. The picture shows the slogans help up by the public at COP26, calling on governments to accelerate the global transition. The consequences of climate change must be taken seriously (from Stephen and Helen Jones).



## Accelerating Progress Towards the SDGs Under Global Pandemic

### Return of the VUCA era

VUCA stands for volatile, uncertain, complex, and ambiguous. The concept was formed in the United States in response to the situation during the 1990s after the Cold War ended. The concept made a comeback during the global financial crisis in 2008 and has once again drawn attention from countries and enterprises around the world in 2021 due to the unfathomable impact of COVID-19.

Niven Huang, managing director of KPMG Sustainability Consulting Co., Ltd., pointed out that according to the latest Global Risks Report published by the World Economic Forum (WEF) in 2021, among the top 7 highest likelihood risks globally, infectious diseases ranked 4th, the first time they had appeared in the list since 2006. The majority of the risks are environmental risks, e.g., extreme weather ranked 1st, climate action failure ranked 2nd, natural disasters ranked 3rd, biodiversity loss as well as human-made environmental disasters ranked 5th, and digital power concentration and digital inequality ranked 6th and 7th, respectively.

Niven Huang stressed that the results are a warning: "COVID-19 has not subsided and we still don't know when it will make a comeback and what devastating consequences it may bring. From a long-term perspective, the impact of the pandemic seems to be temporary, but there will be more infectious diseases and non-economic risks waiting for us in the future, so we must remain cautious!"

### Increasing resilience and digital transformation

Facing the volatility and turmoil, unprecedented damage and pressure of the VUCA era, McKinsey & Company pointed out that since we cannot do anything about external factors, we can only strengthen internal factors in response. Hence, improving stability (resilience, reliability, effectiveness) and dynamism (speed, agility, adaptability) to develop agile organizations is one of the best defenses against adversity, helplessness, and indifference in a VUCA world.

Managing Director Niven Huang said the pandemic showed that VUCA is the new norm. The global economy, society, and environment have all been significantly affected. Some turmoil will be temporary, but other aspects will never be the same again. At the individual level, this means adjustments in lifestyle and work mode. At the industry level, it has accelerated the digital transformation of enterprises and increased the depth and spread of digital services. Applications of emerging technologies, such as artificial intelligence (AI), machine learning (ML), big data, and cloud computing, have begun to show their value during the most difficult times of the pandemic. Industries accelerated their digital transformation and automation efforts to strengthen the resilience of their overall supply chains. For example, the retail industry gravitated towards digital marketing and e-commerce, the catering industry seized on zero-touch business opportunities via online ordering and delivery services, and the healthcare industry increased its telemedicine service capabilities using AI and data.

Governments across the world have actively pushed digital transformation in recent years, as with South Korea's "Digital New Deal," which focuses on digital infrastructure, zero-touch industry incubation, and Social Overhead Capital (SOC). Taiwan concentrated on strengthening 6 core strategic industries: the information and digital industries, cybersecurity, precision health, national defense and strategic industries, green and renewable energy, and strategic stockpiles, with the goal of becoming Asia's main hub in the four critical areas: advanced manufacturing, high-tech R&D, semiconductor advanced process control (APC), and green energy development. These efforts are centered on the value of IT and the digital transformation and aim to grasp this opportune moment to accelerate industrial transformation.

### A green and inclusive recovery

The enormous number of lives lost and the economic havoc caused by COVID-19 are shocking, but the more far-reaching, catastrophic issue of climate change are not to be overlooked.

Kristalina Georgieva, the managing director of the International Monetary Fund (IMF), reminds us that even while we are still handling the COVID-19 crisis, we must act to avoid a climate crisis. This is because the devastation caused by climate change will disproportionately hurt those in vulnerable countries, inevitably creating refugees, as individuals, families, and even entire communities are compelled to search for shelter elsewhere.

Kristalina Georgieva says that global warming has become a severe threat to future economic and financial stability and that each nation's overall economic policies will serve as the basis for combating climate change. As the global economy attempts to recover from the worst recession since the end of World War II, countries should seize the opportunity to expand green investment, promote economic transformation and multilateral collaboration, drive economic growth and employment, and realize a green and inclusive recovery.

Hui-Ping Chen added that by 2100, the mortality rate from climate change could be 5 times higher than COVID-19, with the economic losses comparable to the pandemic occurring once every decade. Therefore, we must work hard to increase the use of renewable energies after the pandemic, to protect the environment while driving economic development, and to accelerate the transition away from traditional economic models based on fossil fuels and the plunder of nature if we are to avoid climate catastrophes while rebuilding the economy.

Hui-Ping Chen stressed that besides working towards fairness and justice in the post-pandemic green recovery process, we should also step up our efforts to achieve the core purpose of the SDGs: leave no one behind. The spread of COVID-19 allowed us to recognize that the epidemic prevention safety net cannot exclude any country or group. We must continue to strengthen partnerships and support each other to jointly protect our planet.

### **Net Zero emissions will become mainstream**

Looking back at 2020, there is no doubt that COVID-19 was the keyword that shook the world. In 2021, it was replaced by "Net Zero" at the top spot. Net Zero means no carbon dioxide emissions. In terms of electricity use, it means 100% renewable energy.

Currently, over 125 countries around the world have declared their Net Zero goals. The European Union, Japan, South Korea, and the United States declared that they will achieve net zero emissions by 2050, while China declared it will achieve net zero emissions by 2060. The European Union (EU) passed the European Climate Law in September 2020, which stipulates that member states must achieve Net Zero by 2050 and achieve overall EU goals by reducing emissions, investing in green technologies, and protecting the natural environment. Furthermore, the report *The Net-Zero Challenge: The Supply Chain Opportunity*, published by the World Economic Forum, analyzes the supply chain of the top 8 industries with the highest carbon emissions, with the aim of maximizing the potential impact of climate action. The food industry accounts for 25% of global carbon emissions, followed by the construction industry at 10%. Fashion, shipping, and household consumer products each account for 5%, with electronics, professional services, and automobiles each at 2%.

The United Kingdom, which hosted the United Nations Framework Convention on Climate Change, 26th Conference of the Parties (UNFCCC

COP26) at the end of 2021, has framed the achievement of Net Zero by 2050 as the key to successfully responding to climate change this century, calling on the world to jointly take part in carbon reduction initiatives. It's clear that Net Zero has now also become one of the most important economic topics being discussed worldwide.

According to *Net Zero by 2050: A Roadmap for the Global Energy Sector* published by the International Energy Agency this year, following the premise that the global average temperature cannot be allowed to rise by more than 1.5°C, we must fundamentally change the way we produce, transport, and use energy to reach Net Zero worldwide by 2050.

Towards the goal of Net Zero, total investment in energy will increase to US\$5 trillion between 2020 and 2030, which is equivalent to 0.4% global GDP growth and will create 14 million green energy-related employment opportunities.

### **The circular economy will change industry culture**

"In the future, the Earth's natural resources — oil, energy, and others — will all become scarce, perhaps exhausted. This is in the foreseeable future, and therefore it is the opportune moment for us to consider how to develop a circular economy," said Managing Director Niven Huang frankly.

He analyzed that in a linear economy, raw materials have a very short life cycle after being transformed into products and delivered into the hands of consumers, because most products will become waste and be buried

or incinerated after use. In contrast, the concept of a circular economy not only involves recycling and reusing waste, but more importantly, creating a closed loop with reverse logistics. In other words, production, manufacturing, recycling, and application should all be carried out by the same organization, and solutions for waste generated in the process should be included during the design stage. This can reduce unnecessary parts of the production process and minimize resources displaced or wasted, ensuring that the value of resources is maximized at all times.

Deputy Secretary General of the Taiwan ICDF Alex L.J. Shyy elaborated that a circular economy creates an entire value chain, from production to consumption, and after consumption back to production.

All waste that is generated must be processed and not cause environmental pollution. Everything is circular, the loop cannot be broken.

As we move towards the design of a circular economy, apart from transforming pollution and waste into valuable resources, we must fundamentally reduce our dependency on raw materials, and increase the economic benefits derived from each unit of raw materials. Companies adopting this mindset will not only free themselves from the deeply ingrained concept of "cost reduction," but also reconstruct and establish innovative business models and rules. By incorporating renewal mechanisms in the value chain, companies can foster a consumer culture based around sharing. To achieve zero emissions and zero waste, companies must

search for opportunities to become interdependent and create an industry culture that seeks to improve, be responsible, and promote collaboration. This will further lead to changes in business models and regulations, thereby creating new value.

### **Encouraging private participation for rapid recovery**

Hui-Ping Chen found that besides country or city-level government participation, private companies were the most active participants towards achieving the SDGs since they were adopted in 2015.

From KPMG's *Analysis Report on Corporate Response to the SDGs* for the top 250 largest companies in the world in 2018, she found that 77% of companies were beginning to see the effects of the SDGs. As investors,



governments, customers, and society begin to have higher expectations for corporate sustainability disclosures, responding to the SDGs will become key to corporate social responsibility and achieving sustainable development by 2030. "This indicates that the SDGs can rapidly gain momentum through the combination of corporate action and business expansion strategies," Hui-Ping Chen addressed.

Chen took Sunnyfounder, the green energy social enterprise that she founded, as an example. The company built the largest citizen power plant platform in Taiwan, which uses an innovative green energy charity model to help everyone gain access to sustainable energy. The company also utilizes corporate sponsorship and people's kindness to provide green energy to the underprivileged, lighting up the lives and futures of children, elderly people, and persons with disabilities. She believes that the green energy charity model not only achieves SDG 7: "Ensure access to affordable, reliable, sustainable and modern energy for all," but is also a key to making progress towards the other SDGs, in that it helps create a fairer society.

The private sector plays a decisive role in the economic development of developing countries. Statistics tell us the private sector accounts for approximately 60% of GDP, 80% of cash flow, and provides 90% of employment opportunities in developing countries. Since 2015, the international community has repeatedly stressed the importance of private sector participation in international aid. The UN began

holding the SDG Business Forum at the same time as the High-level Political Forum (HLPF) in 2016. By 2017, the SDG Business Forum had 1,500 participants from the industrial sector. Aside from the UN, many countries have also begun to encourage the private sector to join in the pursuit of the SDGs.

However, the underlying nature of business administration is to maximize profits, and the private sector is not necessarily able to be led solely by noble goals like the public sector. When the private sector engages with the SDGs, companies are more concerned about whether or not the process is profitable.

Hence, governments across the world must put greater effort

into enticing the private sector to get involved in SDG-related efforts. The inclusion of corporate social responsibility (CSR) and environmental, social & governance (ESG) indicators in SDG evaluation standards in recent years has proven to be a feasible and effective direction to move in.





## Taiwan and the TaiwanICDF Keeping Up with Efforts Towards the SDGs

As the pandemic rages on, Taiwan has used its expertise, trust, and unity to effectively control and lower the impact of the pandemic on citizens' lives. Taiwan's government maintains steadfast diplomacy and works together with the international community in bilateral and multilateral frameworks, sharing Taiwan's epidemic prevention experience to jointly combat COVID-19.

Secretary General of the TaiwanICDF, Timothy T.Y. Hsiang, pointed out that, the TaiwanICDF has upheld the spirit of "Taiwan is helping" during the pandemic. The TaiwanICDF utilized project resources and expertise to actively assist partner countries in adjusting project content to respond to their domestic epidemic situations. It also provided immediate extra assistance. To make up for the shortfall in progress towards SDGs, the TaiwanICDF worked together with partner countries on a wide range of topics, including gender, epidemics, oceans, climate financing, and social innovation to accelerate the process supporting each other on the path to sustainable development.

### **Accelerating gender equality by promoting women's empowerment**

Deputy Secretary General Alex L.J. Shyy used the example of the global efforts for women's empowerment, pointing out that even though the pandemic slowed the progress towards gender equality, making many women more vulnerable and putting them in harsher circumstances, it has also reminded us that women have always been the force driving social

stability and economic recovery. We are now at a turning point, where we are putting women at the core of our pandemic response and sustainable recovery strategies, which in turn, is accelerating gender equality.

In this spirit, the TaiwanICDF implemented projects conforming to the policies of the Ministry of Foreign Affairs (MOFA) to support the economic recovery of allied countries in Latin America and the Caribbean, while promoting women's economic empowerment to maintain social stability. Aligned with the spirit of SDG 5: "Achieve gender equality and empower all women and girls" and SDG 10: "Reduce inequality within and among countries," the TaiwanICDF integrated financial services with employment and entrepreneurial skill-building; expanded collaborations with like-minded countries or bilateral and multilateral development institutions; promoted international agendas on women's empowerment; took action to support women and MSMEs facing challenges; and raised awareness of women's economic empowerment after the pandemic. With these activities, Taiwan has become a strong supporter of allied countries' efforts to achieve equitable and sustainable development.

Regarding progress towards the other SDGs, Deputy Secretary General Alex L.J. Shyy shared some specific initiatives undertaken by the TaiwanICDF to assist partner countries in achieving their goals during the pandemic.

### **Strengthening food production, public health, and epidemic prevention capabilities**

He raised SDG 2: "End hunger, achieve food security and improved nutrition and promote sustainable agriculture," as an example. Border controls adopted by many countries affected food supply chains, accentuating the already dire food security of vulnerable countries and groups. The TaiwanICDF focused on these vulnerable groups and provided assistance by increasing the production of long shelf-life vegetables and fruits; by providing seeds, seedlings, and agricultural materials free of charge; by implementing a purchase program that provides guidance to farmers producing agricultural products and then distributes the products to local vulnerable groups; and by providing subsidies to farmers for agricultural materials and seedlings. For example, in the Marshall Islands, Tuvalu, and St. Kitts and Nevis, farmers were given seedlings, pigs, and root and tuber crops with long shelf-lives. This ensured continued supply from local food production chains, mitigated the impact of border controls on food imports, and assisted in propagating these operations to the countries' outer islands. These island nations thereby maintained their normal promotion and production operations, having strengthened the resilience of their food production systems and livelihoods in the process.

For SDG 3: "Ensure healthy lives and promote well-being for all at all ages," some allied and friendly countries have relatively inadequate infrastructure, public health, and medical resources. The TaiwanICDF utilized the resources of technical missions and projects to provide

face masks, epidemic prevention supplies, health education materials, and hospital teleconsultation systems, which enhanced partner countries' epidemic prevention capabilities. It also upheld the spirit of humanitarian assistance, jointly implementing projects with international non-governmental organizations. For example, the TaiwanICDF worked with the Polish Center for International Aid to help Syrian refugees and local vulnerable groups in Lebanon respond to the pandemic and get through the economic crisis by providing rent assistance, emergency cash, personal protective equipment, and support in improving the infection protection and control procedures of healthcare facilities.

### **Capacity building for digital transformation and rapid integration of relief loans**

As for SDG 4: "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all," capacity building is one of the focal points of TaiwanICDF projects. Vocational training, Mandarin language learning, and health worker training were all affected by the pandemic. The TaiwanICDF thus promoted distance learning and online exchanges using digital technology, so that its talent training work would not be suspended. For example, the YouTube channel "TaiwanICDF School" was established to promote e-learning, improve the capacity of allied countries for using digital tools, and offer online courses for vocational training and Mandarin language learning. The TaiwanICDF

also worked with the Taiwan Society of Nephrology in planning online courses. When it comes to our Caribbean allies, the TaiwanICDF provided training to teachers in St. Lucia through distance learning courses and collaborated with the University of Belize in providing online pre-veterinary courses.

Deputy Secretary General Alex L.J. Shyy pointed out that in pursuit of SDG 8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all" and SDG 12: "Ensure sustainable consumption and production patterns," the TaiwanICDF promptly joined the Emergency Support and Preparedness Program for COVID-19 and Economic Reactivation launched by the Central American Bank for Economic Integration (CABEI) and rapidly integrated aid resources through participating in one of the program's components — the "Financial Sector Support Facility for MSMEs." This allowed MSMEs affected by the pandemic to continue obtaining loans from financial intermediaries during and after the pandemic, strengthening their operational capabilities and laying the groundwork for economic reactivation. The TaiwanICDF also took part in the component "Credit to Finance Public Sector Operations" and provided concessional loans to allied countries in Central America, replenishing government funds to cover budget shortfalls.

### **Sharing epidemic prevention experience and resources to expand partnerships with the international community**

Secretary General Timothy T.Y. Hsiang stressed that international participation is a focal point of TaiwanICDF foreign aid. The organization has actively pursued and undertaken collaborations and exchanges with leading international organizations and institutions in recent years.

For example, the TaiwanICDF co-organized an online workshop with the World Farmers' Organization (WFO), inviting farmer representatives from allied and friendly Central and South American countries, a Central American regional agriculture organization, and financial experts and scholars to discuss climate change adaptation measures in the post-pandemic era. The TaiwanICDF convened a webinar on post-pandemic recovery while the UN HLPF was being held, and participated in a webinar hosted by the American Enterprise Institute, a Washington-based think tank. It discussed post-pandemic recovery actions in Central American countries with Andrew M. Herscowitz, Chief Development Officer at the US International Development Finance Corporation (DFC), and Dante Mossi, Executive President of CABEI. During the 73rd World Health Assembly (WHA), the TaiwanICDF co-organized a webinar on "Contact Tracing Technology Applications in Tackling COVID-19" with the Swiss INGO Terre des hommes (Tdh), sharing experiences with speakers from the United States, Paraguay, Malawi, India, and Taiwan.

To strengthen public health systems and maintain healthcare services, the TaiwanICDF co-organized a webinar with Korean

INGO Good Neighbors and U.S. social enterprise Dimagi Inc. It also collaborated with the United States Agency for International Development (USAID) for the first time to hold the training “Health Workforce Management and Data Systems: A Focus on Pacific Island Countries and Health System Resilience,” which helped Pacific Island countries improve their healthcare human resource management and planning abilities. The TaiwanICDF implemented the “Digital Health Innovation for COVID-19 Response in India” project with Tdh, designing digital tools for case management, online training apps for health workers, and a medical chatbot. The integration of these digital innovations and tracking functions into the primary healthcare system helped with epidemic prevention, infection control, and vaccination management.

Facing the possible contraction of TaiwanICDF foreign assistance activities due to the pandemic and border controls, Deputy Secretary General Alex L.J. Shyy underscored how the limitless energy and resources of the private sector were a powerful weapon for breaking through this impasse. The TaiwanICDF uses the Public-Private-People Partnership (4Ps) model to strengthen connections between those engaged in foreign aid in the public, private, and civil society sectors, using innovative methods to produce a leverage effect together. For example, the TaiwanICDF worked with the social enterprise—Impact Hub Taipei—and invited Sun Jen Textile Co., Ltd. and Just Go Coffee to launch a crowdfunding campaign,

which successfully garnered the face masks needed to allow teachers and students of the “Technical and Vocational Education and Training Enhancement Project” in Eswatini to return to school. The funds were also used to provide coffee farmers in Guatemala with professional training and equipment to increase the value of their coffee and, in turn, their income.

Deputy Secretary General Alex L.J. Shyy went on to argue that while rebuilding a stairway to the SDGs is challenging, it is also full of commercial opportunities. In recent years, the TaiwanICDF has been actively developing a platform to integrate resources from Taiwan’s private sector and entice companies to participate in international aid

projects. The risks and participation thresholds are lowered by selecting projects aligned with companies’ ESG targets and then integrating them with the resources of multilateral development banks (MDBs) for synergy, thereby helping companies achieve their operational and profit objectives while also contributing to the SDGs.



In collaboration with USAID, the TaiwanICDF offers training programs to help Pacific Island countries improve their human resources management and planning capacity in healthcare.



## Marching Towards the Postpandemic Era while Upholding the Joint Promise

COVID-19 swept across the globe wreaking havoc on the production and consumption models we have long taken for granted. Meanwhile, the imminent threat of climate change could instantly weaken any economic gains that we have worked so hard to achieve over the years. Human beings and the environment should not be competing in a zero-sum game. When mother nature strikes back at us, it is clear that we no longer have any excuse for ignoring the plight or delaying taking firm and decisive action.

In the book *How to Avoid a Climate Disaster*, Microsoft Founder Bill Gates repeatedly called on the world to recognize the lesson brought about by the COVID-19 pandemic: the world must work together to have a fighting chance at fixing the issues facing our planet. Hui-Ping Chen added that there are still numerous variables to consider when it comes to COVID-19. Perhaps the virus will continue to coexist with mankind, but we are clear that no one can sit on the sidelines, and no one country can solve the enormous challenges brought on by the pandemic alone. The UN issued numerous warnings that if wealthy countries ignore the needs of poor countries and only focus on combating COVID-19 within their own borders, the whole world will enter an economic recession that will last at least 5-7 years and perhaps even cause a global economic depression, making the SDGs impossible to achieve.

Hence, Eugene Chien reminds us that all countries, regardless of whether they are developed or developing countries, must stand together and abide by the

guiding principles outlined in the United Nations 2030 Agenda for Sustainable Development and the Paris Agreement. They should defer or cancel debt payments, increase bilateral or multilateral funding for developing countries, ensure that countries currently or potentially able to produce vaccines receive adequate support to do so, and jointly design and implement a global vaccination plan.

Governments, cities, companies, and individuals across the world must once again make a commitment to ensure the reduction of carbon emissions, protect natural resources, create better employment opportunities, promote gender equality, and address the world's growing poverty and inequality. Response and reconstruction plans must be formulated based on the

framework of the SDGs, and we must use this crisis to change the world's development trajectory, jointly pursuing structural improvements and fulfilling our commitment to sustainability for future generations.

The pandemic has brought darkness, yet we can also see the light at the end of the tunnel. In this pandemic, no one is an outsider. As we face challenge after challenge in the post-pandemic era, we must believe that by incorporating social fairness, green economics, and environmental justice into our progress towards the SDGs, we will make our economic and social systems more equal, inclusive, sustainable, and resilient. Through these efforts, we will rebuild connections that allow humanity to not only survive but thrive together with our planet.



**Appendix: Table 1 Impact of COVID-19 on SDG Targets**

SDGs	Impact Type	Level of Impact	Nature of Impact
SDG 1 No Poverty	Social	Highly negative impact	<ul style="list-style-type: none"> <li>• Unemployment and lockdowns increased the population living in poverty</li> <li>• Affected vulnerable groups disproportionately.</li> </ul>
SDG 2 Zero Hunger	Social	Highly negative impact	<ul style="list-style-type: none"> <li>• Reduced global food supply and transactions, lockdowns made it difficult to obtain food</li> <li>• Malnutrition caused by a lack of access to nutritious school meals following school closures</li> </ul>
SDG 3 Good Health and Well-Being	Social	Highly negative impact	<ul style="list-style-type: none"> <li>• High incidence rate and mortality rate brought about by COVID-19</li> <li>• The collapse of healthcare systems caused an increase in the mortality rate of other diseases</li> <li>• Quarantines or lockdowns had a negative impact on mental health</li> <li>• Decreased economic and social activity caused certain mortality rates to decline (e.g., traffic accidents)</li> <li>• Health benefits brought by a short-term decrease in environmental pollution</li> </ul>
SDG 4 Quality Education	Social	Mixed or moderately negative impact	<ul style="list-style-type: none"> <li>• Malnutrition caused by a lack of access to nutritious school meals following government-mandated school and child care center closures</li> <li>• Loss of human capital development</li> </ul>
SDG 5 Gender Equality	Social	Mixed or moderately negative impact	<ul style="list-style-type: none"> <li>• Unemployment and poverty disproportionately affected women economically</li> <li>• Quarantine policies resulted in an increase in domestic violence cases</li> <li>• Men have higher rates of chronic respiratory disease due to higher smoking rates, resulting in higher mortality rates after being infected with COVID-19</li> </ul>
SDG 6 Clean Water and Sanitation	Environment	Mixed or moderately negative impact	<ul style="list-style-type: none"> <li>• Vulnerable groups have limited access to clean water, which lowered the probability that they would comply with epidemic prevention guidelines</li> </ul>
SDG 7 Affordable and Clean Energy	Economic	Mixed or moderately negative impact	<ul style="list-style-type: none"> <li>• The economic slowdown caused energy prices (e.g., oil) to decline, which increased energy accessibility, but reduced motivation to use renewable energy</li> </ul>
SDG 8 Decent Work and Economic Growth	Economic	Highly negative impact	<ul style="list-style-type: none"> <li>• Global economic crisis, hindered international trade</li> <li>• Companies have gone out of business and many employees have lost their jobs</li> <li>• Travel activity significantly declined, which severely hit the travel industry</li> </ul>
SDG 9 Industry, Innovation and Infrastructure	Economic	Mixed or moderately negative impact	<ul style="list-style-type: none"> <li>• Industrial output decreased, some industries may be nationalized, become bankrupt, or go out of business</li> <li>• Global cooperation in the development of vaccines and treatments</li> <li>• Accelerated the universalization of digital technology (e.g., digital health, distance learning, and e-payment)</li> </ul>
SDG 10 Reduced Inequalities	Social	Highly negative impact	<ul style="list-style-type: none"> <li>• Disproportionately affected the financial situation and health of vulnerable groups (refugees, immigrants)</li> <li>• Unemployment of unskilled, low pay workers</li> </ul>
SDG 11 Sustainable Cities and Communities	Social	Mixed or moderately negative impact	<ul style="list-style-type: none"> <li>• Mass transportation tools suspended services</li> <li>• Use of public facilities and green spaces decreased</li> <li>• Reduced pollution in the short-term</li> </ul>
SDG 12 Responsible Consumption and Production	Economic	Unknown impact	<ul style="list-style-type: none"> <li>• Relaxed regulations in response to the economic recession</li> <li>• Plastic pollution increased (e.g., personal protective equipment)</li> <li>• Economic activity and consumption decreased, which reduced short-term consumption of natural resources</li> </ul>
SDG 13 Climate Action	Environment	Unknown impact	<ul style="list-style-type: none"> <li>• Relaxed requirements and pressure of environmental protection measures</li> <li>• The economic slowdown caused energy prices (e.g., oil) to decline, which increased energy accessibility, but reduced motivation to use renewable energy</li> <li>• Reduced global greenhouse gas emissions in the short-term</li> </ul>
SDG 14 Life Below Water	Environment	Unknown impact	<ul style="list-style-type: none"> <li>• Lowered requirements and rules on marine biodiversity</li> <li>• Economic activity and consumption decreased, which lowered the threats to marine biodiversity in the short-term</li> </ul>
SDG 15 Life on Land	Environment	Unknown impact	<ul style="list-style-type: none"> <li>• Lowered requirements and rules on land and fresh water biodiversity, including the relaxation of regulations (e.g., deforestation)</li> <li>• Economic activity and consumption decreased, which lowered the threats to land and fresh water biodiversity in the short-term</li> </ul>
SDG 16 Peace, Justice and Strong Institutions	Social	Mixed or moderately negative impact	<ul style="list-style-type: none"> <li>• Government deficit and debt increased</li> <li>• Damaged legislative procedures, public debates, and information transparency</li> <li>• Put greater pressure on the government to mitigate the health and economic losses caused by the pandemic; in particular, countries without universal health coverage (UHC) were under pressure to increase healthcare accessibility</li> </ul>
SDG 17 Partnerships for the Goals	Comprehensive	Mixed or moderately negative impact	<ul style="list-style-type: none"> <li>• International aid for impoverished countries may decrease</li> <li>• International remittance and cross-border lending may decrease</li> <li>• International trade decreased due to countries closing their borders</li> <li>• Debt crisis</li> </ul>

## Interview 1

## Making COVID-19 an Opportunity for Transformation to Increase Agricultural and Community Resilience

Chairman of the NSC for the GEF Small Grants Programme Palau  
**Leonard Basilius**



Mr. Leonard Basilius, Chairman of the National Steering Committee for the Global Environment Facility Small Grants Programme Palau as well as the Coordinator for Food Production and Employment of the Palau Community Action Agency, praised Taiwan's assistance to Palau on the promotion of SDGs and the efforts made to mitigate the impact of COVID-19.

### Taiwan Technical Mission serves as catalyst for resource integration through community engagement

Basilius noted that the Taiwan Technical Mission has undertaken a variety of projects aimed at helping Palau solve its agricultural and food production problems over past decades. Resources are also shared with the community through the Technical Mission's demonstration farm. Be it education, training, or demonstrations of fruit and vegetable cultivation, the Technical Mission has always provided swift services of the highest quality. On many occasions, it serves as a catalyst for coordinating the resources of all partner units to accelerate project implementation. To many people in Palau, the Technical Mission is their first choice for seeking agricultural assistance and the most trusted partner of Palau.

The Ngara Maiberel Women's Organization, for example, wished to rehabilitate traditional taro farms, improve food self-sufficiency and achieve a balance between the

conservation and sustainable use of land and ocean resources against a backdrop of growing population density, urbanization, blockage of irrigation channels, contamination from domestic sewage, and aging farming population. With the assistance of the Technical Mission, a grant of US\$50,000 was secured from the Global Environment Facility (GEF). The Technical Mission also provided farmers with quality taro seedlings and professional technical advice. A renaissance in the planting and cultivation of traditional taro farms was successfully launched in the 10 villages involved with the Women's Organization. The 12 existing taro farms were also increased to 36. In July this year, the Ngaraad Women's Organization followed their lead and received a grant as well through the guidance of the Technical Mission, bringing further good news to the conservation of Palau's taro culture.

The Technical Mission played a key role in supporting local farmers while the Palau Government was preoccupied with the COVID-19 pandemic as well.

### Supporting Palau's agricultural development through the development of a localized production model

MICCO19 was a joint project implemented by the Pacific Community (SPC), the Palau Government and the TaiwanICDF with funding from the EU and United States Agency for International Development (USAID). Basilius

noted that the project was aimed at addressing the impacts of COVID-19 on food security and economic livelihoods in the Pacific region. The chicken farming project in particular provided equipment for poultry keeping, cultivation of vegetables, as well as professional training for low-income households to help them achieve self-sufficiency, make extra money, and weather the crisis.

Basilius said that the local approach to crop cultivation and animal husbandry can appear haphazard as most Palauans relied on past experience. To him, COVID-19 represented a chance for change, and he hoped that the introduction of resources from multilateral organizations as well as Taiwan Technical Mission's field counseling techniques will help Palauans develop a localized production model by understanding the importance of proper timing when seeding, and diversification of production risks. He also hoped that more Palauans can become involved in food production on their own initiative to realize more resilient agriculture and communities.

## Interview 2

## Providing Beneficiaries with Life-Changing Opportunities through Cooperation with TaiwanICDF

President and CEO of Food for the Poor  
**Edward Raine**



Food For The Poor (FFTP) is one of the largest international charities in the US and currently runs aid projects in 17 Latin American and Caribbean countries. TaiwanICDF began collaborating with FFTP in 2005 and the two organizations have built up a strong partnership since then.

Edward Raine has been with FFTP for four years and its President and CEO for more than two years. He said outright that working with a dedicated international cooperation and development agency like TaiwanICDF on projects has really helped FFTP with the realization of its mission.

He recounted all the joint projects executed by FFTP and TaiwanICDF in the past including assisting with the production and marketing of rice in Haiti, promotion of Tilapia farming in Guatemala, and avocado cultivation in the Honduras as they all left a strong impression on him.

### Each doing their part to help those in need

In Haiti for example, the Taiwanese government has been introducing resources and technologies through the Taiwan Technical Mission to help farmers upgrade their cultivation technique and yield for many years. Haiti's limited support for agricultural policy and resources as well as lack of incentives for private-sector investment meant that the development of farmers' organizations, product processing

and marketing has been very slow. The COVID-19 pandemic only made matters worse. That was why FFTP partnered with the TaiwanICDF and Haiti's Ministry of Agriculture to push for national food security and balanced nutrition. Existing projects were also used as the basis for launching the Rice Production and Marketing Project for Farmers' Organizations in Haiti.

FFTP provided technical support and operational funding for the project while the TaiwanICDF provided the professional skills in organizational management, warehouse management, marketing techniques, and equipment maintenance. The Technical Mission served as an operational hub and bridge for the integration of resources from all three parties by advising local farmers' organizations, constructing operation centers, establishing the organizational framework, and enhancing their operational capabilities.

At the same time, FFTP also partnered with TaiwanICDF in Belize to launch the Project to Improve the Livelihood of Small Livestock Farming Families in June 2021. In addition to providing farmers with quality breeding sheep, feed, and technical assistance on breeding stud sheep, the project also provided training courses for improving marketing and financial management skills. It increased the production and management resilience of small family-owned livestock farms by helping them

establish a sustainable business model.

Raine said with some feeling that TaiwanICDF's support has made a significant contribution to FFTP projects. These cooperation projects not only provided relief to people's suffering but also provided beneficiaries with an opportunity to change their lives in different ways. As "Helping Those in Need" is a goal shared by both parties, he now hopes that the mutual partnership can be expanded into new areas such as healthcare, education, and information and communications technology to meet the challenges of the COVID-19 pandemic.

Raine also praised Taiwan as an island filled with the spirit of charity that has the potential to change the world in fundamental ways. FFTP was able to bring change to its partners thanks to the generosity and support of Taiwan.

## Interview 3

## Taiwanese Revolving Fund Revitalized Economic Development

Premier and Minister of Finance of the Nevis Island Administration  
**Mark Brantley**



St. Kitts and Nevis is made up of two islands. The federation has been a longstanding ally of Taiwan since it declared its independence in 1972. On the topic of national development, Mark Brantley, Federal Minister of Foreign Affairs as well as Premier and Minister of Finance for Nevis noted that economic growth should not depend solely on the government. Private enterprise is the true pillar of national development. The more businesses are founded by entrepreneurs, the livelier the economy of Nevis will become.

On Nevis however, women and youths often have difficulty obtaining loans from banks to start their own business due to not having a credit record. To solve this problem and support the UN SDGs, Nevis Island Administration (NIA) partnered with the TaiwanICDF on the St. Kitts and Nevis – Nevis Small Enterprises Re-Lending Project in 2019. A loan from the TaiwanICDF was used to set up the Entrepreneurship Fund to provide low-interest loans to women and men under the age of 35 through “Small Business Development Center Nevis (SEDU)” of NIA.

### Ensuring fund sustainability to help more people realize their dreams

To help women and young male entrepreneurs successfully start their own business, SEDU provides technical training to entrepreneurs or small business owners that apply to join the project. Low-interest loans are then offered through the

fund to make these entrepreneurs’ commercial ideas come true. The “Entrepreneurship Fund” was designed for its operational sustainability. Capital repaid by the borrowers flows back into the fund and its revolving model allows more people to realize their dreams.

Tourism has always been the economic lifeline of St. Kitts and Nevis. The cruise industry in particular brought in around a million visitors each year but the economy was dealt a devastating blow by COVID-19. According to the International Monetary Fund (IMF), its national economy contracted by 14% in the first year of the pandemic (2020) and the government budget ended up in the red for the first time in a decade. At the peak of the pandemic, border closures, suspension of cruises, national lockdowns and curfews, and economic recession all threatened employment. Fortunately, the project continued to provide a timely helping hand during the city lockdowns. The sustained injection of low-interest funds helped small businesses stay afloat.

Premier Brantley thanked Taiwan for making it possible for entrepreneurs to obtain low-interest loans. The project was also complemented through training and technical assistance organized by SEDU, tariff exemptions from NIA for equipment imported by small enterprises, and the establishment of a revolving fund. The fund not only helped more women, youths, and

their small enterprises weather the crisis, but the revival of commercial activities and creation of jobs also helped revitalize local economic development.

## Interview 4

## Longstanding Partnership Pays Dividends for Eswatini

Director of Health Services, Ministry of Health of Eswatini  
**Samuel Vusi Magagula**



Eswatini, an African ally of Taiwan, faced challenges on different fronts due to the impacts of COVID-19. Samuel Vusi Magagula, Director of Health Services, Ministry of Health of Eswatini, said the impacts on fragile groups such as pregnant women and children were particularly marked. These included less access to medical services, reduced household incomes, and an increase in domestic/gender violence.

### TaiwanICDF leverages Taiwanese experience to support UN SDGs

According to Magagula, Taiwan and the TaiwanICDF assisted Eswatini with carrying out a number of epidemic prevention and reconstruction efforts during the COVID-19 pandemic. Extensive resources and manpower were invested not only in healthcare but also on issues such as human rights and the economic crisis.

Initiatives that supported UN SDG 2 “Zero Hunger” included the Emergency Cash Transfer Project to support individuals who have lost their income due to COVID-19 and emergency measures to support the Ministry of Agriculture in producing crops and raising livestock for more secure livelihoods.

In terms of UN SDG 3 “Good Health and Well-being,” the joint Maternal and Infant Health Care Improvement Project launched by the TaiwanICDF and Eswatini not only focused on improving

pregnant women’s access to medical services but also reached out to health workers and rural health motivators (RHMs) to supply them with personal protective equipment (PPE), hygiene education pamphlets, hand sanitizers, and hand wash during the COVID-19 pandemic. This support allowed the Ministry of Health’s community health extension personnel to continue providing health education, detect warning signs early, and arrange referrals for pregnant women and babies.

In terms of UN SDG 4 “Quality Education,” the Eswatini Technical and Vocational Skills Certification Enhancement Project and Capacity Building Project for Microfinance Ecosystem Focusing on Grassroots Women in Eswatini helped empower the younger generation and women by strengthening their ability to support themselves and achieve economic independence.

Magagula said that from the Ministry of Health’s perspective based on many years of cooperation with Taiwan, Taiwan’s strengths included public health, healthcare system administration, and health policy. Past collaborations included capacity building for health workers and RHMs, health education through multimedia channels, and empirical basic research. The Ministry of Health learned much from these initiatives. They were not the only beneficiaries of Taiwanese experience either. The Ministry of Agriculture, the Ministry of Education and Training, the Deputy Prime Minister’s Office, and

many other agencies all learned much of use to Eswatini during the collaboration process. That was why he expressed on behalf of the Ministry of Health their most sincere gratitude to the people of Taiwan, the TaiwanICDF, and the Technical Mission for assisting the Eswatini government and Ministry of Health realize their goals. He also looked forward to continued cooperation in the future on promoting the development of the Eswatini people.

# 4 Administration

With the COVID-19 pandemic entering its second year, the TaiwanICDF management is actively making changes to support our international cooperation activities. In 2021, we continued to operate with sound financial management, accounting, and auditing to secure our sources of funding and ensure the effectiveness of our budget and project execution. We also built upon our legacy of strong information and communications management through physical-virtual integration and enhanced cybersecurity resilience.

In terms of human resources, efforts were made to improve the professional attitude and commitment of new overseas personnel. E-learning tools were leveraged to enhance the professional competency of our colleagues. In terms of legal affairs, we have continued to enforce the protection and sound governance of personal data in accordance with the Personal Data Protection Act and its subsidiary regulations, and the relevant regulations governing TaiwanICDF affairs. In public communications, the use of promotional materials was expanded in response to new postpandemic norms. We have also strengthened our relationship with external partners, worked on building new promotional platforms, and employed breakthrough marketing techniques to promote our presence in new media.

## Financial Management

Since the start of 2021, expanded vaccination programs and a gradual relaxation of epidemic control restrictions in developed countries led to a recovery in demand, and the global economy showed signs of improvement as well. Unfortunately, surges in confirmed cases and longer-than-expected disruptions to supply chains have resulted in an abrupt increase in inflationary pressure in the U.S. and emerging market economies alike, hampering a full economic recovery and slowing down the global economy. Disasters linked to climate change, the intensification of geopolitical conflicts, and the spillover effects from a change in loose monetary policies have added uncertainty to the future economic environment.

The TaiwanICDF is a non-profit organization established to implement international cooperation and development activities. Like other development agencies, we face various uncertainties and risks around the world when executing our activities. Therefore, we have always been conservative in our asset allocation to ensure the soundness of our institutional finances.

### 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 (MOFA), and donations. The aforementioned funds and income are used for international cooperation and development activities such as lending and investment, technical cooperation, humanitarian assistance, and international education and training, as well as for the expenditures of overseas missions at each stage of the program cycle, post hoc evaluation, and administration management. Unused funds are allocated to income-generating financial products to increase the future sources of funding. Low interest rates over an extended period of time meant that the TaiwanICDF's existing funding sources remain limited even as our activities continue to expand. Therefore, our main challenge in financial management is balancing inflows and outflows, and integrating resources.

### Management of loans and investment for development projects

The TaiwanICDF's reimbursable business activities consist of lending and investment operations. The goal of these projects is to respond to the development needs of partner countries, so our activities are different in nature from those of profit-oriented commercial banks. Conditions for reimbursable programs are therefore set to meet with general principles set by the international community on maintaining the financial sustainability of borrowing countries, fitting the partner country's degree of development, official assistance, and encouraging

sustainable development. There were six investment projects under execution in 2021 with a total investment of US\$75 million and NT\$195 million, and 9 lending projects under execution with a total loan amount of US\$161.06 million. In addition, there were 26 lending projects in the repayment stage with outstanding balances of US\$48.56 million and AU\$19.79 million. The repayment procedure is carefully managed by the TaiwanICDF so the loan assets are of good quality with no non-performing loans. Corresponding loss provisions were also made to allow such assets to be properly expressed in the financial statements.

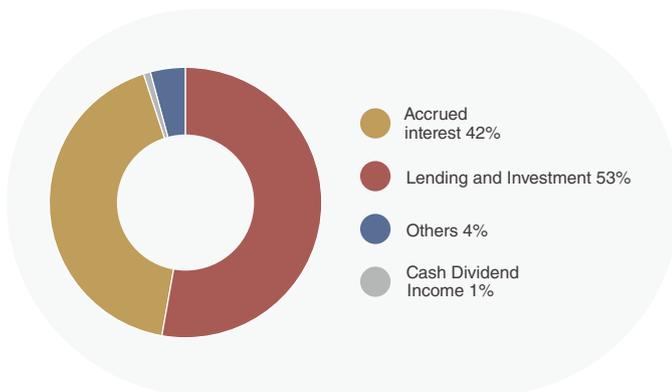
### Financial investment management

The purpose of our organization's operation is non-profit. The TaiwanICDF allocates the majority of unused funds to fixed-income financial products to increase revenue. Most funds are invested in time deposits and bonds to ensure asset security until maturity. The bonds include government bonds, bank debentures, and corporate bonds. To ensure the liquidity of TaiwanICDF funds in the future, we will gradually make short-and-medium-term financial products our investment focus to achieve a balance between business development and financial income.

Overall, the TaiwanICDF's financial management was able to support all of our aid and development activities in 2021 despite the impact of COVID-19. Fund scheduling and adjustments were carried out to meet disbursement requirements, and we also helped our partners obtain the funding they needed more quickly.

## Accounting Management

TaiwanICDF 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 all levels of government. Interest and revenues from development lending and investment projects, and interest accrued on the Fund mainly go towards routine operations such as technical cooperation projects, humanitarian assistance, and scholarship programs, as well as the TaiwanICDF's administrative and management expenses. Income from government-commissioned projects mainly comes from overseas technical cooperation projects commissioned by MOFA. They also included the Workshop on Smart Water Management commissioned by the Water Resources Planning Institute of the Water Resources Agency, MOEA, as well as the Climate and Ocean Risk Vulnerability Index (CORVI) and the Our Ocean Conference 2022, commissioned by the Ocean Affairs Council.

**Figure 1. Fund Revenue (2021)**

In 2021, operating revenues and non-operating income and gains amounted to NT\$2.26 billion, of which NT\$2.01 billion was allocated for commissioned projects. Revenue generated through the Fund amounted to NT\$249.78 million, with 53 percent being interest and revenues from lending and investment projects, 42 percent being accrued interest, 4 percent coming from other sources, and 1 percent from cash dividends.

Total expenditure amounted to NT\$2.42 billion, including NT\$2.01 billion spent on commissioned projects, and NT\$404.18 million on expenditures made through the Fund. Deducting expenditure from revenue produced a deficit of NT\$154.38 million for 2021. The reasons for the deficit included NT\$124.86 million in currency conversion losses due to USD and Euro depreciation against the New Taiwan Dollar.

For the 2021 TaiwanICDF Fund income and expenditure structure and figures, please refer to Figures 1 and 2.

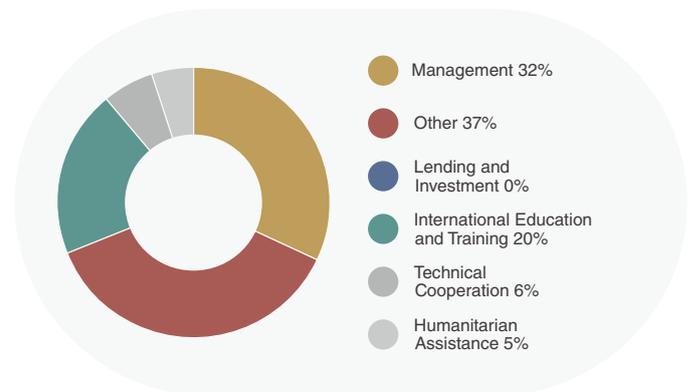
### Fund utilization and net worth

The TaiwanICDF Fund was created in 1996, and as of December 31, 2021 the net balance of the Fund was NT\$15.34 billion, including NT\$12.47 billion from the founding fund and donated fund, accumulated earnings of NT\$2.81 billion, and other items with a net worth of NT\$55.82 million. This represents a decline of NT\$136.08 million or 0.88 percent from 2020.

As of December 31, 2021, total assets stood at NT\$20.35 billion, of which current assets comprised 32.03 percent; long-term investments and loans 67.83 percent; real estate, plant, and equipment 0.08 percent; and other assets 0.06 percent. The organization's total liabilities were NT\$5.02 billion and the total balance of all funds amounted to NT\$15.34 billion, including the founding fund, donated fund, and accumulated earnings.

### Diversified accounting treatment and queries

The TaiwanICDF made upgrades to the Accounting Cashier Management System in 2021 for more effective

**Figure 2. Fund Expenditure (2021)**

use of accounting information, and to improve the efficiency of accounting operations. These upgrades included:

1. The Accounting Cashier Management System now supports the importing and generation of accounting invoices and receipts in Excel format. Electronic forms for importing into the accounting system were also optimized. Productivity was increased by streamlining accounting operations to improve flexibility and accessibility.
2. An accounting information query function was added to the Taiwan Technical Mission Account Management System to find and browse transaction details more quickly, track how funds are used, and speed up audits.

### Budget execution

In 2021, MOFA contracted the TaiwanICDF to carry out overseas operations worth NT\$2.15 billion. The total actual expenditure of the MOFA-commissioned projects was NT\$2.01 billion, so the budget implementation rate was 93.65 percent.

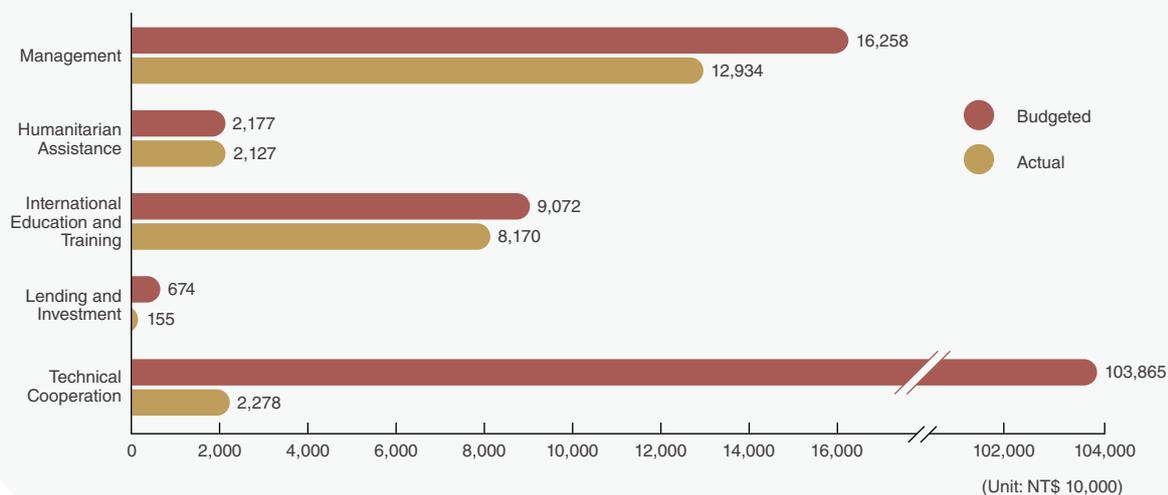
Operating expenses (excluding expenses for contracted projects) amounted to NT\$256.64 million. The budget was NT\$1.32 billion so the implementation rate was 19.44 percent. Budgeted and actual expenditures in 2021 are shown in Figure 3.

## Auditing

### Key auditing operations

Key auditing operations at the TaiwanICDF include:

1. Examining the accuracy of financial and operational information, and the security of the management of capital, data, and various securities.
2. Examining internal operations and determining whether procedures are in compliance with relevant policies,

**Figure 3. Budgeted and Actual Expenditure (2021)**

regulations, and procedural guidelines.

3. Examining whether assets at the TaiwanICDF are being utilized effectively and itemized correctly.
4. Examining whether projects met their intended objectives and achieved the anticipated results.
5. Appraising essential operations over recent years and the progress of the organization's annual work plan, to ensure objectives and results are achieved efficiently and effectively.

### 2021 Audits

The TaiwanICDF conducted 27 planned audits during 2021. Key audit considerations included issues of concern to senior management, auditing units and competent authorities, risks, and the inspections of the frequency of each work cycle of internal controls.

The categories of actual audits were as follows: 7 audits in operations, 7 audits in planning and management, 3 audits in services management, 3 audits in accounting and cashiering, 2 audits in investment and lending, 2 audits in procurement, 2 audits in salaries, and 1 audit in assets. The distribution of audit categories is shown in Figure 4.

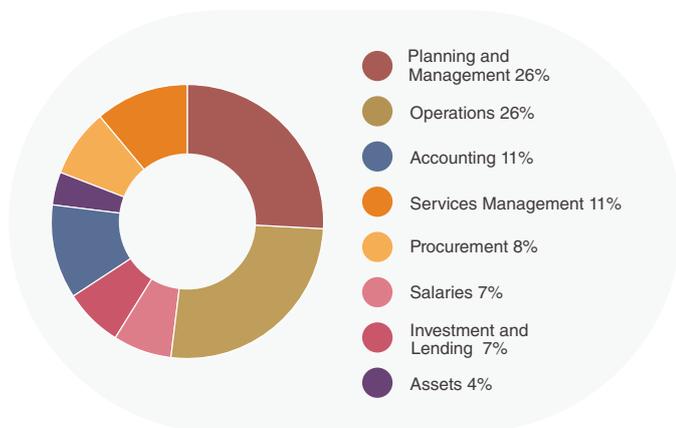
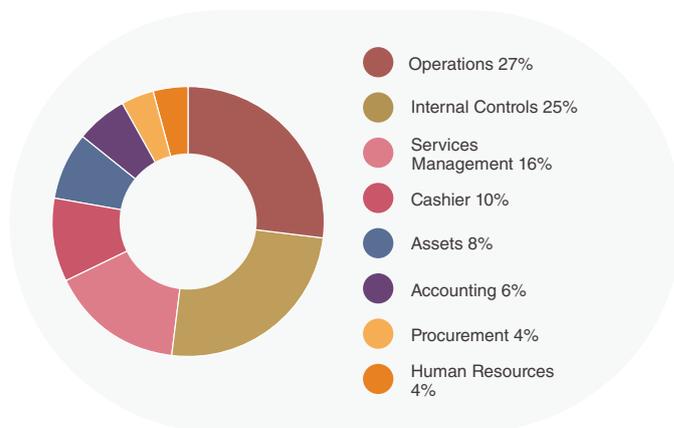
### Audit results

In 2021, audits yielded a total of 51 recommendations including 14 for operations, 13 for internal controls, 8 for

services management, 5 for cashiering, 4 for assets, 3 for accounting, 2 for human resources, and 2 for procurement. The distribution of audit recommendations by category is shown in Figure 5.

Audit results and subsequent recommendations were aimed at strengthening communication within and between different departments, raising colleagues' awareness of risks, guaranteeing the safety of the organization's assets, and ensuring the reliability and accuracy of financial information.

The COVID-19 pandemic meant that on-site audits could once again not be conducted at technical missions overseas this year. Remote audits were therefore conducted instead. By communications software, personnel interviews, and document reviews were employed to obtain a picture of each mission's current activities and conduct the audit. Recommendations were made based on the audits to strengthen internal controls at the missionsmissions. This year on-site inspections were conducted at partner universities involved with the the recipients of the TaiwanICDF's International Higer Education Scholarship Program. Stakeholder interviews were conducted with the directors of the program, project managers on-campus, and the recipients of the scholarship to collect data for analysis in order to obtain a better understanding of program effectiveness.

**Figure 4. Audits (2021)****Figure 5. Audit Recommendations (2021)**

### Boosting operational performance

The 51 recommendations for improvement made by the TaiwanICDF this year can be divided into four categories according to audit findings: operations management, regulatory compliance, risk avoidance, and project promotion. Audits relating to the TaiwanICDF's new affairs and processes in recent years included digital applications in response to COVID-19, compliance with the Cyber Security Management Act, and the management of the University Youth Overseas Technical Assistance Internship Program. A total of 14 recommendations were made on improving the operational performance of the the TaiwanICDF.

## Human Resources

### Improving the professionalism and commitment of new overseas personnel

A number of two-week pre-service training courses were held by the TaiwanICDF in 2021 to help new overseas personnel acquire basic administrative skills, understand their mission, know their role, and adopt the right attitude. Common courses were provided by different departments, as well as internship was supplemented at business unit to familiarize new personnel with their work and mission before departure, shorten the learning curve upon arrival, and improve project execution overall.

### Leveraging e-learning tools to enhance colleagues' professional competency

The TaiwanICDF responded to the unpredictability of the COVID-19 pandemic in 2021 by continuing to

use e-learning tools to host online lectures on topics such as international cooperation, trends in sustainable development, and common health issues. Videos were also recorded and uploaded to the TaiwanICDF e-learning platform to help internal staff and overseas personnel build relevant knowledge and skills.

Since 2018, the TaiwanICDF has introduced focused classes on high-priority fields such as "agriculture" and "information and communications technology." This year, "environment" was chosen as the topic for the "Introduction to Geographic Information Systems (GIS)" class we hosted. The class was live streamed so that TaiwanICDF staff and overseas personnel could all take part in the education and training program. Learning about the new topic through mixed groups of people, discussions and teamwork provided new perspectives, broke down barriers between internal staff and overseas personnel, increased their familiarity with each other, promoted business cooperation, and enhanced project execution.

## Information and Communications Management

The development of information and communications services at the TaiwanICDF is aimed at supporting the operational requirements of the organization and responding to changes in the external environment. Individual and integrated projects are undertaken to incorporate innovative technologies that improve our overall information and communications performance. Key ICT projects in 2021 included:

### Physical-virtual integration

COVID-19 could impact the organization's continuity of operations. Due to factors such as the risk of cluster infection, ability of colleagues to adapt to different office environments, as well as the need to balance productivity against cyber security, information services were physically extended to the secondary office. Physical separation was also implemented through off-site offices and working from home. The principle of Zero Trust cyber security was followed by combining VPN point-to-point encryption technology with a virtual desktop to construct an intranet with physical-virtual integration. The cyber security web of the TaiwanICDF was expanded from a single office zone to multiple office locations. Teleworking information services were also provided when appropriate for colleagues returning from overseas business trips to quarantine in accordance with the relevant regulations issued by the Central Epidemic Command Center to ensure the continuity of organizational operations.

### Cyber resilience

The TaiwanICDF continued to refine its cyber security mechanisms at the regulatory and technical level, including by developing a cyber security maintenance plan tailored to our information and communications environment that complies with government regulations; applying and enforcing each of the defense standards' control measures to ensure ICT security standards; and adopting a "general prohibition with only authorized exceptions" approach to managing remote access and wireless networking. Penetration testing of servers and web services was also expanded. Gray box testing that simulated how hackers operate was conducted from the perspective of an authorized user, and supplemented by Security Operations Center (SOC) services to provide defense in breadth and depth. Our goal was to ensure that "no cyber security alerts go unanswered, and provide more comprehensive monitoring."

Enhancing the cyber security awareness of personnel and the ability to respond to cyber security incidents form an important part of cyber security deployment. Therefore, "The notification exercise of the cyber security incident" was held in 2021 for the first time. A realistic cyber security exercise scenario improved the ability of personnel to respond to cyber security incidents and strengthened the cyber resilience of the TaiwanICDF.

### Building on our legacy

Paperless operations are now being promoted by the TaiwanICDF in support of government policy and archive management. All files are now managed electronically from reception and online approval to checking, retrieval, and access. Archives embody an organization's institutional memory. The organizing, digitization, and preservation of archives enable the provision of services for archive access. With this in mind, in recent years we

focused our efforts on examining the hard-copy archives through archive catalog indexes before disposing of the paper archives. The TaiwanICDF found that we had accumulated 450,000 files including 170,000 hard-copy archives, with most of them from our founding years. Our focus this year was on improving the retrievability and availability of hard-copy archives online, and the resetting of record storage. Basic details of more than 50,000 documents were recorded to provide metadata for the document system. Metadata has now been added to 40 percent of documents after more than a year of implementation, laying the foundations for "rejuvenating archive value" and "saving on physical archiving costs."

## Legal Affairs

The TaiwanICDF's legal compliance matters in 2021 mainly focused on amending our Personal Data File Security and Maintenance Plan in accordance with the personal data protection implementation and contact mechanism established by the Executive Yuan and its "Guidelines for the Implementation of Personal Data Protection Contact by the Executive Yuan and Subordinate Agencies."

In addition to risk analysis tools such as the Effect and Impact Rating Chart, Risk Probability Chart, and Risk Distribution Matrix for personal data and risk calculation equations, we also newly added the provisions of filling out the "Checklist for the Security and Maintenance of Personal Data Files and Disposal of Personal Data Following a Business Termination", required by the MOFA, and sending notification of the investigation of the incident causes, damages, impact and appropriate measures to MOFA within 24 hours of a personal data incident. These measures are designed to enhance the security and maintenance of personal information files at the TaiwanICDF.

The TaiwanICDF will continue to enforce the protection and sound governance of personal data in accordance with the Personal Data Protection Act and its subsidiary regulations, as well as the relevant regulations governing TaiwanICDF affairs.

## Public Communications

On public communications, in 2021 the TaiwanICDF responded to the new post-COVID norms and accelerating pace of digital transformation by re-aligning our overall operational pulse, and devising promotional strategies that take advantage of audio-visual preferences in the general public. In addition to disseminating our promotional materials in multimedia, print, and digital form as well as through the Internet, events, exhibitions, school campuses,

and licensed partners, the TaiwanICDF also actively used digital marketing tools to expand our interaction, engagement, and cooperation with the media and external departments. The key activities were as follows:

### **Expansion of promotional materials in response to new post-COVID norms**

To support the government's policy of "suspending schools but not schooling," the TaiwanICDF adapted our own videos to provide auxiliary online learning materials for students in Taiwan. We also collaborated with the Taipei Culture Foundation to host the "Seeing the World through COVID-19" exhibition at the Songshan Cultural and Creative Park. The exhibition at the popular destination showed the public how the TaiwanICDF and overseas technical missions partnered with our allies to combat the COVID-19 pandemic.

### **Strengthening relationships with external partners and building a new promotional platform**

In 2021, the TaiwanICDF strengthened our collaboration with external media through the publication of articles, journals, e-books, and extended reports to promote our activities and strengthen the influence of the TaiwanICDF's *Development Focus Quarterly*. The digital, print, and multimedia publications were also licensed to public and private sector organizations to make the most of our promotional materials, and increase outside support for the TaiwanICDF.

### **Supporting international conferences and increasing our visibility**

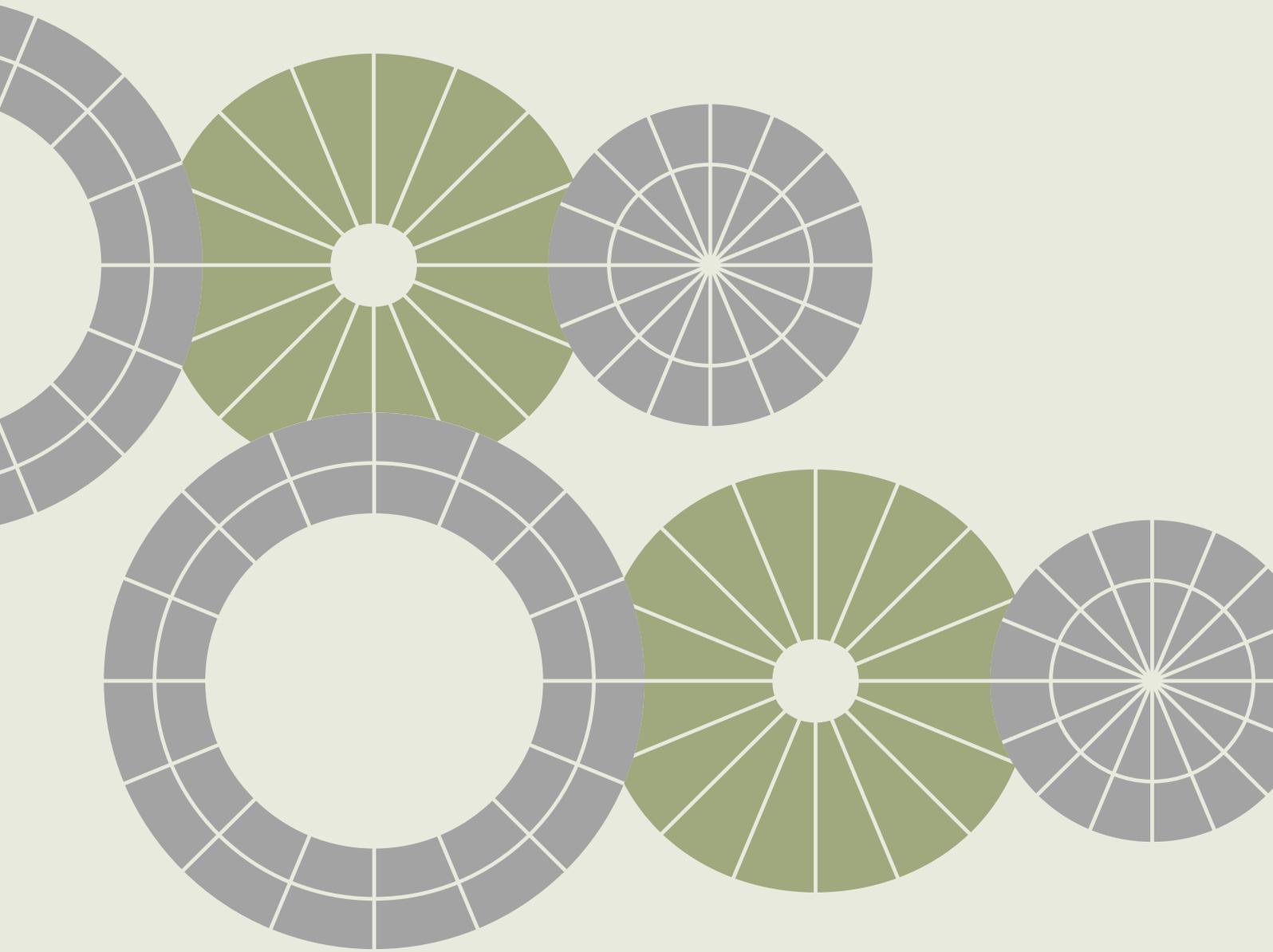
In 2021, the TaiwanICDF public relations department made its own videos on the themes of WHA and COP26 conferences which were played online and at conference venues to showcase our accomplishments. Facebook posts, live streaming of conferences, and media interviews were also employed to introduce the outside world to the TaiwanICDF's international efforts and increase our visibility.

### **Using breakthrough marketing techniques to promote our new media presence**

In addition to YouTube videos and podcasts produced in-house, the TaiwanICDF also employed new audio/visual design and marketing techniques to secure interviews with well-known radio stations and influential channels. Public service advertising on buses and light boxes in mass transit systems, as well as intensive marketing campaigns supported by local governments and universities throughout Taiwan were also employed to boost the reach of the TaiwanICDF's media presence to encourage more people to watch and listen to programs produced by the TaiwanICDF. This not only introduced the public to our activities, but also helped to drum up public support and approval for foreign aid in Taiwan.



We collaborated with the Taipei Culture Foundation to host the "Seeing the World through COVID-19" exhibition at the Songshan Cultural and Creative Park to show the public how the TaiwanICDF and overseas technical missions partnered with our allies to combat the COVID-19 pandemic.



## Organization Chart\*



\*Accurate as of December 31, 2021

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

### Directors and Supervisors

The statutes of the TaiwanICDF provide for a Board of Directors of 11-15 persons and a Board of Supervisors of 3-5 persons. The Executive Yuan appoints these board members.

The Board comprises senior government ministers, heads of other government agencies, distinguished scholars and leading industrialists. One third of the Board must come from the latter two categories. The duties of the Board include shaping policy, approving specific projects and lending operations, overseeing annual budget allocations, appointing and dismissing senior management and attending to other important affairs relevant to the operation of the organization.

### Membership of the tenth Board of Directors appointed to the end of June 2023

Chairman	Jaushieh Joseph Wu	Minister of Foreign Affairs
Directors	Ping-Cheng Lo	Minister without Portfolio, Executive Yuan
	Mei-Hua Wang	Minister of Economic Affairs
	Chin-Long Yang	Governor, Central Bank of the Republic of China (Taiwan)
	Shih-Chung Chen	Minister of Health and Welfare
	Chi-Chung Chen	Minister, Council of Agriculture, Executive Yuan
	Tzi-Chin Chang	Minister, Environmental Protection Administration
	Alexander Tah-ray Yui	Vice Minister of Foreign Affairs
	Mei-Lie Chu	Vice President, National Chengchi University.
	Li-Fen Lei	Professor and Chairman, Department of Agricultural Economics, National Taiwan University
	Wei-Wen Chang	Professor, Graduate Institute of International Human Resource Development, National Taiwan Normal University
	Chuang-Chang Chang	President, Chung-Hua Institution for Economic Research
	Yvonne Chiu	Chairman, Taiwan Privacy Consultant Association(TWPCA)
	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.	
Standing Supervisor	Mei-Ying Chen	Deputy Director, Department of Special Fund Budget, DGBAS, Executive Yuan
Supervisors	Bih-Jane Liu	Adjunct Faculty, Department of Economics, National Taiwan University
	Yeh-Yun Lin	Emeritus Professor, Department of Business Administration, National Chengchi University

### Consultative Committee

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

### Members of the Consultative Committee

Santiago Huang	Former Leader, Taiwan Technical Mission to the Republic of Guatemala
Wen-Shan Yang	Adjunct Research Fellow, Institute of Sociology, Academia Sinica
Shang-Zhi Huang	Vice Superintendent, Kaohsiung Medical University Chung-Ho Memorial Hospital
Louis C.J. Lee	Associate Professor, School of Law & Department of Economic and Finance, Ming Chuan University and CEO, Financial Technology Innovation Research Center
Bo-Ru Guo	Vice Chief Operating Officer, Financial Services Tax, TwC
An-Kai Liu	Executive Vice General Manager, EY Transaction Advisory Services Inc.
Sheng-Hsiung Huang	Managing Director and CEO, Taiwan Network Information Center
Wen-Zhong Huang	Mediator and Conciliation Member, Taipei City Government Labor Dispute Mediation Committee
Hsien-Chen Chiang	Committee Member, Complaint Review Board for Government Procurement, Legal Affairs Department, New Taipei City Government

\*Accurate as of March 31, 2022

## Report of Independent Accountants

PWCR21000307

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, 2021 and 2020, and the related statements of comprehensive income, of changes in equity and of cash flows for the years then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the TaiwanICDF as at December 31, 2021 and 2020, 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 generally accepted auditing standards in 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 generally accepted auditing standards in 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 generally accepted auditing standards in the Republic of China, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

1. Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
2. Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
3. Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
4. Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company 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 the Company 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 30, 2022



## INTERNATIONAL COOPERATION AND DEVELOPMENT FUND BALANCE SHEETS

DECEMBER 31, 2021 AND 2020

(Expressed in New Taiwan dollars)

Assets	Notes	December 31, 2021		December 31, 2020	
		Amount	%	Amount	%
<b>Current assets</b>					
Cash and cash equivalents	6(1)	\$ 4,765,303,484	23	\$ 4,776,629,530	24
Other receivables	6(4)	1,027,168,779	5	277,088,546	2
Prepayments		106,562,140	1	61,450,930	-
Held-to-maturity financial assets - current	6(3)	578,257,837	3	664,085,055	4
Other current assets		41,791,842	-	60,431,042	-
Current portion of long-term loans receivable	6(5) and 9	238,565,573	1	190,045,613	1
<b>Total current assets</b>		<b>6,757,649,655</b>	<b>33</b>	<b>6,029,730,716</b>	<b>31</b>
<b>Long-term loans and investment</b>					
Available-for-sale financial assets - non-current	6(2)	114,508,500	1	96,210,750	-
Held-to-maturity financial assets - non-current	6(3)	2,709,776,440	13	3,204,359,519	16
Financial assets carried at cost - non-current	6(6) and 9	2,499,588,521	12	2,499,588,521	13
Long-term loans receivable	6(5) and 9	8,243,048,873	41	7,760,335,723	40
<b>Total long-term loans and investment</b>		<b>13,566,922,334</b>	<b>67</b>	<b>13,560,494,513</b>	<b>69</b>
<b>Property, plant and equipment</b>					
	6(7)				
Machinery and equipment		13,378,822	-	14,449,337	-
Transportation equipment		1,299,666	-	1,002,568	-
Miscellaneous equipment		1,383,568	-	1,538,717	-
Leasehold improvements		642,842	-	642,842	-
<b>Net property, plant and equipment</b>		<b>16,704,898</b>	<b>-</b>	<b>17,633,464</b>	<b>-</b>
<b>Other assets</b>					
Deposits-out		322,942	-	321,003	-
Deferred expenses		12,799,320	-	8,249,806	-
Total other assets		13,122,262	-	8,570,809	-
<b>TOTAL ASSETS</b>		<b>\$ 20,354,399,149</b>	<b>100</b>	<b>\$ 19,616,429,502</b>	<b>100</b>
<b>LIABILITIES AND FUND BALANCES</b>					
<b>Current liabilities</b>					
Payables	6(8)	\$ 1,240,911,290	6	\$ 376,419,577	2
Unearned receipts		35,090	-	-	-
Collections payable		13,954,907	-	2,296,972	-
Other current liabilities		67,200	-	67,200	-
<b>Total current liabilities</b>		<b>1,254,968,487</b>	<b>6</b>	<b>378,783,749</b>	<b>2</b>
<b>Long-Term Liabilities</b>					
Long-Term Liabilities	6(9)	3,747,900,000	19	3,747,900,000	19
<b>Total Long-Term Liabilities</b>		<b>3,747,900,000</b>	<b>19</b>	<b>3,747,900,000</b>	<b>19</b>
<b>Other liabilities</b>					
Other liabilities		13,476,420	-	15,609,420	-
<b>Total other liabilities</b>		<b>13,476,420</b>	<b>-</b>	<b>15,609,420</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>		<b>5,016,344,907</b>	<b>25</b>	<b>4,142,293,169</b>	<b>21</b>
<b>Fund balances</b>					
<b>Funds</b>					
Funds	6(11)	12,468,838,072	61	12,468,838,072	64
<b>Accumulated earnings</b>					
Accumulated earnings	6(12)	2,813,390,246	14	2,967,770,087	15
<b>Adjustment for other fund balances</b>					
Other accumulated earnings	6(2)	55,825,924	-	37,528,174	-
<b>TOTAL FUND BALANCES</b>		<b>15,338,054,242</b>	<b>75</b>	<b>15,474,136,333</b>	<b>79</b>
<b>SIGNIFICANT CONTINGENT LIABILITIES AND UNRECOGNISED CONTRACT COMMITMENTS</b>					
	9				
<b>TOTAL LIABILITIES AND FUND BALANCES</b>		<b>\$ 20,354,399,149</b>	<b>100</b>	<b>\$ 19,616,429,502</b>	<b>100</b>

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

## INTERNATIONAL COOPERATION AND DEVELOPMENT FUND STATEMENTS OF COMPREHENSIVE INCOME

YEARS ENDED DECEMBER 31, 2021 AND 2020

(Expressed in New Taiwan dollars)

Items	Notes	December 31, 2021		December 31, 2020	
		Amount	%	Amount	%
<b>Operating revenues</b>					
Revenues from banking and finance operations		\$ 133,356,680	6	\$ 90,859,720	7
Revenues from contracted projects	7	2,012,235,383	94	1,203,270,129	93
Other revenues from contracted projects		1,761,634	-	1,029,324	-
<b>Total operating revenues</b>		<b>2,147,353,697</b>	<b>100</b>	<b>1,295,159,173</b>	<b>100</b>
<b>Operating expenses</b>					
Humanitarian assistance expenses		( 21,273,871 )	( 1 )	( 20,820,899 )	( 1 )
Banking and finance operations		( 1,553,853 )	( - )	( 38,067,066 )	( 3 )
International human resources		( 81,698,915 )	( 4 )	( 68,277,500 )	( 5 )
Technical cooperation expenses		( 22,773,915 )	( 1 )	( 21,664,682 )	( 2 )
General and administrative expenses		( 129,337,616 )	( 6 )	( 141,167,013 )	( 11 )
Contracted project expenses	6(13)	( 2,012,235,383 )	( 94 )	( 1,203,270,129 )	( 93 )
Other contracted project expenses		( 1,747,516 )	-	936,771	-
<b>Total operating expenses</b>		<b>( 2,270,621,069 )</b>	<b>( 106 )</b>	<b>( 1,494,204,060 )</b>	<b>( 115 )</b>
<b>Net operating losses</b>		<b>( 123,267,372 )</b>	<b>( 6 )</b>	<b>( 199,044,887 )</b>	<b>( 15 )</b>
<b>Non-operating income and gains</b>					
Financial income	6(15)	106,812,873	5	153,050,020	12
Other non-operating income	6(16)	9,617,811	1	6,222,533	-
<b>Total non-operating income and gains</b>		<b>116,430,684</b>	<b>6</b>	<b>159,272,553</b>	<b>12</b>
<b>Non-operating expenses and losses</b>					
Financial expenses		( 146,790,822 )	( 7 )	( 78,468,290 )	( 6 )
Other non-operating expenses		( 752,331 )	-	( 874,101 )	-
<b>Total non-operating expenses and losses</b>		<b>( 147,543,153 )</b>	<b>( 7 )</b>	<b>( 79,342,391 )</b>	<b>( 6 )</b>
<b>Deficiency of revenues over expenses</b>		<b>( \$ 154,379,841 )</b>	<b>( 7 )</b>	<b>( \$ 119,114,725 )</b>	<b>( 9 )</b>
<b>Other comprehensive income</b>					
Unrealized valuation gains from available-for-sale financial assets	6(2)	\$ 18,297,750	1	\$ 30,730,242	2
<b>Total comprehensive losses</b>		<b>( \$ 136,082,091 )</b>	<b>( 6 )</b>	<b>( \$ 88,384,483 )</b>	<b>( 7 )</b>

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

## INTERNATIONAL COOPERATION AND DEVELOPMENT FUND STATEMENTS OF CHANGES IN FUND BALANCE

FOR THE YEARS ENDED DECEMBER 31, 2021 AND 2020

(Expressed in New Taiwan dollars)

	Notes	Fund		Accumulated earnings	Accumulated other comprehensive income	Total
		Founding fund	Endowment fund		Unrealized valuation gains from available-for-sale financial assets	
<b>2020</b>						
Balance at January 1, 2020		\$ 11,614,338,576	\$ 854,499,496	\$ 3,086,884,812	\$ 6,797,932	\$ 15,562,520,816
Deficiency of revenues over expenses for 2020		-	-	( 119,114,725 )	-	( 119,114,725 )
Other comprehensive income for 2020	6(2)	-	-	-	30,730,242	30,730,242
Balance at December 31, 2020		\$ 11,614,338,576	\$ 854,499,496	\$ 2,967,770,087	\$ 37,528,174	\$ 15,474,136,333
<b>2021</b>						
Balance at January 1, 2021		\$ 11,614,338,576	\$ 854,499,496	\$ 2,967,770,087	\$ 37,528,174	\$ 15,474,136,333
Deficiency of revenues over expenses for 2021		-	-	( 154,379,841 )	-	( 154,379,841 )
Other comprehensive income for 2021	6(2)	-	-	-	18,297,750	18,297,750
Balance at December 31, 2021		\$ 11,614,338,576	\$ 854,499,496	\$ 2,813,390,246	\$ 55,825,924	\$ 15,338,054,242

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

## INTERNATIONAL COOPERATION AND DEVELOPMENT FUND STATEMENTS OF CASH FLOWS

YEARS ENDED DECEMBER 31, 2021 AND 2020

(Expressed in New Taiwan dollars)

	Notes	2021	2020
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Loss before tax		( \$ 154,379,841 )	( \$ 119,114,725 )
Adjustments			
Adjustments to reconcile profit (loss)			
Depreciation	6(7)(14)	3,499,319	3,853,888
Amortization	6(14)	3,408,408	2,433,932
Bad debt expense		-	35,797,564
Reversal of allowance for bad debts	6(16)	( 4,829,101 )	-
Held-to-maturity financial assets - interest amortization		6,420,087	8,345,087
Loss on disposal of fixed assets	6(7)	385,176	848,855
Gain on disposal of investment	6(15)	-	( 18,090,721 )
Changes in assets and liabilities			
Receivables		11,305,281	9,699,414
Prepayments		( 7,763,983 )	4,446,742
Other current assets		18,639,200	( 3,441,321 )
Accrued expenses		65,127	6,169,294
Other payables		67,192,292	( 54,099,327 )
Unearned receipts		35,090	-
Collections payable		11,657,935	( 12,964,371 )
Other current liabilities		-	( 1,030,224 )
Other liabilities		-	( 40,474 )
Net cash flows used in operating activities		( 44,365,010 )	( 137,186,387 )
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Increase in long-term loans receivable	6(5)	( 1,160,045,987 )	( 4,544,351,784 )
Proceeds from long-term loans receivable	6(5)	633,548,621	265,138,339
Increase in available-for-sale financial assets		-	( 83,197,837 )
Proceeds from disposal of available-for-sale financial assets		-	78,369,100
Increase in held-to-maturity financial assets		( 180,279,760 )	( 148,200,000 )
Proceeds upon maturity of held-to-maturity financial assets		752,864,880	670,854,998
Increase in financial assets carried at cost		-	( 210,245,000 )
Increase in property, plant and equipment	6(7)	( 2,955,929 )	( 4,776,929 )
Increase in deposits-out		( 1,939 )	( 1,659 )
Increase in deferred assets		( 7,957,922 )	( 4,012,789 )
Net cash flows from (used in) investing activities		35,171,964	( 3,980,423,561 )
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Proceeds from long-term debt		-	3,747,900,000
Increase in deposits-in		( 2,133,000 )	2,803,000
Net cash flows (used in) from financing activities		( 2,133,000 )	3,750,703,000
Net cash flows (used in) from financing activities		( 11,326,046 )	( 366,906,948 )
Net decrease in cash and cash equivalents		4,776,629,530	5,143,536,478
Cash and cash equivalents at beginning of year		4,765,303,484	4,776,629,530
<b>Cash and cash equivalents at end of year</b>		<b>\$ 4,776,629,530</b>	<b>\$ 4,776,629,530</b>

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

# INTERNATIONAL COOPERATION AND DEVELOPMENT FUND

## NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2021 AND 2020

(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 30, 2022.

### 3. CHANGES IN ACCOUNTING POLICIES

None.

### 4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

#### (1) Compliance statement

The financial statements of the TaiwanICDF have been prepared in accordance with the requirements of Regulations Governing Accounting Handling and Preparation of Financial Reports of Foundations established and approved by the Ministry of Foreign Affairs, accounting policies of TaiwanICDF (including proposed revision), the relevant laws and regulations formulated by the central government, Enterprise Accounting Standards ("EAS") and related interpretations.

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) 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) The disappearance of an active market for that financial asset because of financial difficulties;
- (f) 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;
- (g) Information about significant changes with an adverse effect that have taken place in the technology, market, economic or legal environment in which the issuer operates, and indicates that the cost of the investment in the equity instrument may not be recovered;
- (h) A significant or prolonged decline in the fair value of an investment in an equity instrument below its cost.

C. When the TaiwanICDF assesses that there has been objective evidence of impairment loss of financial assets, the amount of impairment loss is determined as follows according to the category of financial assets:

## (a) Financial assets measured at amortised cost

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

## (b) Financial assets measured at cost

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

## (c) Available-for-sale financial assets

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

## (7) Held-to-maturity financial assets

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.

## (8) 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.

## (9) Held-to-maturity financial assets

A. Held-to-maturity financial assets are non-derivative financial assets with fixed or determinable payments and fixed maturity date that the TaiwanICDF has the positive intention and ability to hold to maturity other than those designated as at fair value through profit or loss or as available-for-sale on initial recognition and those that meet the definition of loans and receivables.

B. If the TaiwanICDF has sold or reclassified more than an insignificant amount of held-to-maturity investments before the maturity date during the current or the two preceding financial years, any financial assets should not be classified as held-to-maturity financial assets and all of its remaining held-to-maturity investments must be reclassified as available-for-sale.

C. On a regular way purchase or sale basis, held-to-maturity financial assets are recognised and derecognised using settlement date accounting.

D. Financial assets are initially recognised at fair value plus transaction costs that are directly attributable to the acquisition of the financial assets, and subsequently measured at amortised cost using the effective interest method, less impairment loss. Amortised interest of assets is recognised in profit or loss.

- (10) Available-for-sale financial assets
- A. Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories.
  - B. On a regular way purchase or sale basis, available-for-sale financial assets are recognised and derecognised using trade date accounting.
  - C. Available-for-sale financial assets are initially recognised at fair value plus transaction costs that are directly attributable to the acquisition of the financial assets. These financial assets are subsequently remeasured and stated at fair value, and any changes in the fair value of these financial assets are recognised in other comprehensive income.
- (11) Financial assets measured at cost
- A. Financial assets measured at cost are equity instruments that do not have a quoted market price in an active market and whose fair value cannot be reliably measured or derivatives that are linked to and must be settled by delivery of such unquoted equity instrument.
  - B. On a regular way purchase or sale basis, financial assets measured at cost are recognised and derecognised using trade date accounting.
  - C. Financial assets measured at cost are initially recognised at fair value plus transaction costs that are directly attributable to the acquisition and subsequently measured at cost.
- (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, 2021	December 31, 2020
Petty cash	\$ 110,000	\$ 110,000
Demand deposits	738,526,068	1,611,943,059
Time deposits	4,026,667,416	3,164,576,471
<b>Total</b>	<b>\$ 4,765,303,484</b>	<b>\$ 4,776,629,530</b>

### (2) Available-for-sale financial assets

Items	December 31, 2021	December 31, 2020
Non-current items:		
Exchange traded funds	\$ 58,682,576	\$ 58,682,576
Valuation adjustments	55,825,924	37,528,174
<b>Total</b>	<b>\$ 114,508,500</b>	<b>\$ 96,210,750</b>

A. For the years ended December 31, 2021 and 2020, the TaiwanICDF recognized \$18,297,750 and \$30,730,242 in other comprehensive income for fair value changes, respectively.

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

### (3) Held-to-maturity financial assets

	December 31, 2021	December 31, 2020
Current items		
Government bonds	\$ -	\$ 90,741,404
Corporate bonds	578,257,837	573,343,651
<b>Total</b>	<b>\$ 578,257,837</b>	<b>\$ 664,085,055</b>
Non-current items		
Government bonds	\$ 388,742,120	\$ 390,952,950
Corporate bonds	2,321,034,320	2,813,406,569
<b>Total</b>	<b>\$ 2,709,776,440</b>	<b>\$ 3,204,359,519</b>

The TaiwanICDF recognised interest income of \$71,283,813 and \$93,311,969 for the years ended December 31, 2021 and 2020, respectively.

### (4) Other receivable

	December 31, 2021	December 31, 2020
Retained money receivable on completed projects	\$ 953,317,694	\$ 193,430,627
Interest receivable	69,627,480	84,259,618
Other receivables	4,731,947	-
	1,027,677,121	277,690,245
Less: Allowance for doubtful accounts	( 508,342 )	( 601,699 )
	<b>\$ 1,027,168,779</b>	<b>\$ 277,088,546</b>

**(5) Long-term loans receivable**

	December 31, 2021	December 31, 2020
Current items		
Current portion of long-term loans receivable	\$ 244,910,031	\$ 197,609,843
Less: Allowance for doubtful accounts	( 6,344,458 )	( 7,564,230 )
Net	\$ 238,565,573	\$ 190,045,613
Non-current items		
Long-term loans receivable	\$ 8,336,130,729	\$ 7,856,933,551
Less: Allowance for doubtful accounts	( 93,081,856 )	( 96,597,828 )
Net	\$ 8,243,048,873	\$ 7,760,335,723
<b>Total</b>	<b>\$ 8,481,614,446</b>	<b>\$ 7,950,381,336</b>

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, 2021 and 2020, the total outstanding loans denominated are as follows:

	December 31, 2021	December 31, 2020
Total outstanding loans:		
USD	209,616,848.51	196,002,181.23
AUD	19,788,244.24	20,227,983.00
EUR	53,148,458.05	47,775,635.62

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 2020, total US\$3,500,000. As of December 31, 2021, the MOFA had repaid US\$9,293,162.77 and the remaining balance was US\$1,710,325.55.

D. There was no significant past due loan as of December 31, 2021 and 2020.

E. See Appendix 1 for the statement of changes in long-term loans for the year ended December 31, 2021.

**(6) Financial assets measured at cost**

As of December 31, 2021 and 2020, the details of financial assets at cost are as follows:

Items	December 31, 2021		December 31, 2020	
	Carrying Amount	Ownership	Carrying Amount	Ownership
<b>Equity investments accounted for using cost method:</b>				
Overseas Investment & Development Corporation	\$ 175,000,000	19.44%	\$ 175,000,000	19.44%
Less: Accumulated Impairment	( 6,000,000 )		( 6,000,000 )	
	169,000,000		169,000,000	
Taiwan's Agricultural Development Corporation	20,000,000	8.33%	20,000,000	8.33%
Less: Accumulated Impairment	( 6,910,615 )		( 6,910,615 )	
	13,089,385		13,089,385	
Net	182,089,385		182,089,385	
<b>International institution investment fund:</b>				
FIISF-Small 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	210,245,000		210,245,000	
	( =US\$ 7,000,000 )		( =US\$ 7,000,000 )	
Less: Accumulated Impairment	( 18,165,864 )		18,165,864	
	( =US\$ 591,433 )		( =US\$ 591,433 )	
	1,841,199,136		1,630,954,136	
EBRD Financial Intermediary and Private Enterprises Investment	476,300,000		476,300,000	
Special Fund-Agribusiness Account	( =US\$ 15,000,000 )		( =US\$ 15,000,000 )	
Net	2,317,499,136		2,317,499,136	
<b>Total</b>	<b>\$ 2,499,588,521</b>		<b>\$ 2,499,588,521</b>	

- 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 amounted to US\$50,000,000 and US\$38,000,000 as of December 31, 2021 and 2020, respectively.
- B. 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, 2021 and 2020.
- C. 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, 2021 and 2020.

- D. 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\$7,000,000 as of December 31, 2021 and 2020.
- E. The above listed foreign currency investments projects are stated using the historical exchange rate.
- F. See Appendix 2 for the statement of changes in financial assets carried at cost for the year ended December 31, 2021.

### (7) Property, plant and equipment

	Machinery and equipment	Transportation equipment	Miscellaneous equipment	Leasehold improvements	Total
At January 1, 2021					
Cost	\$ 38,932,552	\$ 3,573,396	\$ 5,378,475	\$ 3,857,054	\$ 51,741,477
Accumulated depreciation	( 24,483,215 )	( 2,570,828 )	( 3,839,758 )	( 3,214,212 )	( 34,108,013 )
2021	\$ 14,449,337	\$ 1,002,568	\$ 1,538,717	\$ 642,842	\$ 17,633,464
Opening net book amount as at January 1	\$ 14,449,337	\$ 1,002,568	\$ 1,538,717	\$ 642,842	\$ 17,633,464
Additions	2,087,041	613,460	255,428	-	2,955,929
Disposals	( 177,287 )	( 114,761 )	( 93,128 )	-	( 385,176 )
Depreciation charge	( 2,980,269 )	( 201,601 )	( 317,449 )	-	( 3,499,319 )
Closing net book amount as at December 31	13,378,822	\$ 1,299,666	\$ 1,383,568	\$ 642,842	\$ 16,704,898
At December 31, 2021					
Cost	\$ 40,075,941	\$ 2,955,106	\$ 5,025,262	\$ 3,857,054	\$ 51,913,363
Accumulated depreciation	( 26,697,119 )	( 1,655,440 )	( 3,641,694 )	( 3,214,212 )	( 35,208,465 )
	\$ 13,378,822	\$ 1,299,666	\$ 1,383,568	\$ 642,842	\$ 16,704,898

	Machinery and equipment	Transportation equipment	Miscellaneous equipment	Leasehold improvements	Total
At January 1, 2020					
Cost	\$ 38,839,514	\$ 3,589,397	\$ 5,247,635	\$ 3,857,054	\$ 51,533,600
Accumulated depreciation	( 24,993,731 )	( 2,406,060 )	( 3,454,925 )	( 3,119,606 )	( 33,974,322 )
2020	\$ 13,845,783	\$ 1,183,337	\$ 1,792,710	\$ 737,448	\$ 17,559,278
Opening net book amount as at January 1	\$ 13,845,783	\$ 1,183,337	\$ 1,792,710	\$ 737,448	\$ 17,559,278
Additions	4,599,880	28,999	148,050	-	4,776,929
Disposals	( 840,987 )	5,000	( 2,868 )	-	( 848,855 )
Depreciation charge	( 3,155,339 )	( 204,768 )	( 399,175 )	( 94,606 )	( 3,853,888 )
Closing net book amount as at December 31	14,449,337	\$ 1,002,568	\$ 1,538,717	\$ 642,842	\$ 17,633,464
At December 31, 2020					
Cost	\$ 38,932,552	\$ 3,573,396	\$ 5,378,475	\$ 3,857,054	\$ 51,741,477
Accumulated depreciation	( 24,483,215 )	( 2,570,828 )	( 3,839,758 )	( 3,214,212 )	( 34,108,013 )
	\$ 14,449,337	\$ 1,002,568	\$ 1,538,717	\$ 642,842	\$ 17,633,464

**(8) Payables**

	December 31, 2021	December 31, 2020
Interest payable	\$ 1,181,196	\$ 3,378,260
Accrued expenses	43,679,315	41,417,124
Other payables	157,651,974	90,459,682
Retained money payable on completed projects	1,038,398,805	241,164,511
	\$ 1,240,911,290	\$ 376,419,577

**(9) Long-term borrowings**

Type of borrowings	Borrowing period and repayment term	Interest rate range	Collateral	December 31, 2021
Bank borrowings				
Long-term borrowings	15-Jun-42	0.40%	-	\$ 3,747,900,000
Less: Current portion				-
				\$ 3,747,900,000
Type of borrowings	Borrowing period and repayment term	Interest rate range	Collateral	December 31, 2020
Bank borrowings				
Long-term borrowings	15-Jun-42	0.40%	-	\$ 3,747,900,000
Less: Current portion				-
				\$ 3,747,900,000

Note: The interest rate is calculated at the six-month LIBOR plus 0.4 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.

**(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 \$93,485,220 and \$91,527,545 as of December 31, 2021 and 2020, respectively.
- B. The details of employees' retirement funds allocated by TaiwanICDF are as follows:

	For the years ended December 31	
	2021	2020
Balance at the beginning of the year	\$ 91,527,545	\$ 98,215,436
Interest income	663,833	849,311
Contribution during the year	8,100,000	-
Payments during the year	( 6,806,158 )	( 7,537,202 )
Balance at the end of the year	\$ 93,485,220	\$ 91,527,545

- 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, 2021 and 2020 amounted to \$11,754,119 and \$10,737,149, 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, 2021, the total amount of the assets registered with TaiwanICDF was \$15,474,136,333.
- B. The donated fund of TaiwanICDF consisted of the following items:
- The amount of \$4,423,541 from MOFA's Committee of International Technical Cooperation (CITC) was consolidated in TaiwanICDF on July 1, 1997.
  - The amount of \$600,000,000 was donated by the MOFA on January 16, 1999.
  - 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

	For the years ended December 31	
	2021	2020
Personnel expenses	\$ 411,381,337	\$ 398,833,460
Operating expenses	1,434,766,596	685,155,663
Travel and transportation expense	24,344,955	27,123,126
Equipment investment expense	141,742,495	92,157,880
Total	\$ 2,012,235,383	\$ 1,203,270,129

### (14) Personnel expenses, depreciation and amortization

	For the years ended December 31	
	2021	2020
Personnel expenses(Note)		
Salaries	\$ 132,611,314	\$ 126,910,603
Labor and health insurance	12,182,972	11,421,473
Pension	11,754,119	10,737,149
Others	5,034,762	5,214,220
	\$ 161,583,167	\$ 154,283,445
Depreciation	\$ 3,499,319	\$ 3,853,888
Amortization	\$ 3,408,408	\$ 2,433,932

Note: Included technical partners.

### (15) Financial income

	For the years ended December 31	
	2021	2020
Interest income	\$ 104,137,073	\$ 132,610,299
Gain on disposal of investments	-	18,090,721
Investment income-non-operating	2,675,800	2,349,000
	\$ 106,812,873	\$ 153,050,020

### (16) Other non-operating income

	For the years ended December 31	
	2021	2020
Reversal of allowance for doubtful accounts	\$ 4,829,101	\$ -
Subsidy and donation income	2,723,623	1,553,881
Others	2,065,087	4,668,652
	\$ 9,617,811	\$ 6,222,533

### (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 2019 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	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\$ 360,654,459.41 and US\$324,932,578.92 as of December 31, 2021 and 2020, respectively. The total amount of loans drawn down amounted to US\$ 277,702,459.41 and US\$273,594,578.92, and the undisbursed committed balance amounted to US\$ 82,952,000.00 and US\$51,338,000.00 as of December 31, 2021 and 2020, respectively. Additionally, the loan amount in Euro dollars amounted to €64,106,165.5 and €56,553,755.54 as of December 31, 2021 and 2020, respectively. The total amount of loans drawn down amounted to €64,106,165.55 and €47,775,635.62, and the undisbursed committed balance amounted to €0 and €8,778,119.92 as of December 31, 2021 and 2020, 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\$ 75,000,000 had been invested as of December 31, 2021 and 2020, respectively. The undisbursed committed balance amounted to US\$ 25,000,000 as of December 31, 2021 and 2020, respectively.
- (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, 2021 and 2020, the book value of fixed assets under custodianship was

\$274,030,537 and \$290,783,596, respectively. In addition, as of December 31, 2021 and 2020, 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 \$22,542,841 and \$25,087,868, respectively.

- (2) The MOFA has engaged TaiwanICDF to manage the Central American Economic Development Fund (ROC-CAEDF). As of December 31, 2021 and 2020, the total amount of ROC-CAEDF was \$ 7,375,101,942 and \$ 7,606,614,730, respectively, and the details of the financial assets of the ROC-CAEDF are as follows:

	December 31, 2021	
	US\$	NT\$
Demand deposits	\$ 1,343,064.20	\$ 37,176,017
Time deposits	221,427,246.03	6,129,106,171
Interest receivable	803,447.34	22,239,423
Prepaid expenses	85,256.66	2,373,119
Corporate bonds	39,367,217.44	1,184,207,212
	\$ 263,026,231.67	\$ 7,375,101,942

	December 31, 2020	
	US\$	NT\$
Demand deposits	\$ 921,582.77	\$ 26,246,677
Time deposits	221,806,253.08	6,317,042,089
Interest receivable	2,223,405.26	63,322,582
Prepaid expenses	566,194.41	16,262,225
Corporate bonds	39,352,964.63	1,183,741,157
	\$ 264,870,400.15	\$ 7,606,614,730

## International Cooperation and Development Fund Statement of Changes in Long-term Loans

For the Year Ended December 31, 2021

(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	\$ 74,353,716	\$ -	\$ 17,392,100	\$ 56,961,616	May. 2010 ~ May. 2029 (Note)
Quimistan Valley Irrigation Project in Honduras	17,928,917	-	17,928,917	-	Nov. 2005 ~ Nov. 2021
Housing Solidarity Reconstruction Program in Honduras	27,720,000	-	9,240,000	18,480,000	May. 2004 ~ Nov. 2023
Phase I Solidarity Reconstruction Program in Nicaragua	34,353,465	-	9,828,465	24,525,000	Jul. 2004 ~ Jan. 2024
Phase II Housing Solidarity Reconstruction Program in Nicaragua	40,637,765	-	8,140,712	32,497,053	Mar. 2006 ~ Sep. 2025
Guatemala Rio Polochic Region Recovery Program	20,960,159	-	6,927,300	14,032,859	Jul. 2004 ~ Jan. 2024
Technical Education Project in Guatemala	26,151,810	-	17,434,540	8,717,270	Aug. 2007 ~ Feb. 2022
Housing Solidarity Reconstruction Program in El Salvador	23,456,586	-	6,526,220	16,930,366	Nov. 2004 ~ May. 2024
Program for Environmental Pollution Control in Critical Areas in El Salvador	7,606,358	-	7,606,358	-	Nov. 2006 ~ May. 2021
Belize Tourism Development Project / Caracol road	23,315,813	-	4,119,551	19,196,262	Nov. 2005 ~ May. 2026
Program for Modernizing the National Congress and the Office of the Comptroller General in Dominican Republic	35,675,056	-	6,367,176	29,307,880	Nov. 2004 ~ May. 2026
Drinking Water Distribution Project in Petion-Ville-Lot I in Haiti	18,116,151	-	2,015,138	16,101,013	May. 2007 ~ Nov. 2029
Rural Credit Project in Burkina Faso	12,071,308	-	4,829,366	7,241,942	Nov. 2005 ~ May. 2023
Microfinancing and Capacity Building Project in the Gambia	4,270,955	-	1,067,954	3,203,001	Mar. 2010 ~ Sep. 2024
Agricultural Production Reactivation Phase II in Nicaragua	69,030,422	-	8,196,942	60,833,480	Mar. 2011 ~ Sep. 2028
Lower Usuthu Smallholder Irrigation Project in Eswatini	48,933,542	-	8,897,010	40,036,532	Jul. 2009 ~ Jan. 2026
Information Technology School Project	73,880,653	-	7,439,598	66,441,055	Sep. 2014 ~ Mar. 2031
Technical and Vocational Education and Training Project in the Gambia	40,140,368	-	3,732,470	36,407,898	Jan. 2016 ~ Jul. 2031
CABEI's Special Fund for the Social Transformation of Central America	90,795,404	-	10,088,378	80,707,026	Mar. 2012 ~ Nov. 2029

Item	Beginning Balance	Increase in long-term loans	Collection of long-term loans	Ending Balance	Collection Term
CABEI's Special Fund for the Social Transformation of Central America Phase II	\$ 195,892,853	\$ -	\$ 17,034,162	\$ 178,858,691	Nov. 2014~ May. 2032
Taiwan ICDF-CABEI Technological and Vocational Education and	25,040,806	-	6,141,532	18,899,274	Jan. 2015~ Jul. 2024
The Green Energy Special Fund	1,771,600,541	562,913,367	377,712,178	1,956,801,730	The period depends on the sub-projects.
Repair and Upgrade of Bonriki International Airport (Kiribati)	489,421,455	-	11,360,651	478,060,804	Sep. 2021~ Mar.2044
Belize City House of Culture and the Downtown Rejuvenation Project	142,543,167	-	12,985,679	129,557,488	Mar. 2018 ~ Sep. 2031
Integral Microfinance Project (El Salvador)	72,175,714	-	13,122,857	59,052,857	Jul. 2019~ Jan. 2026
National Broadband Plan	540,920,010	-	29,954,167	510,965,843	Jul. 2021~ Jan. 2030
The Home Energy Efficiency and Renewable Energy Project In The Republic Of The Marshall Islands	30,840,000	-	-	30,840,000	Nov. 2021~ May. 2031
Tuvalu Project Loan	67,132,800	-	7,459,200	59,673,600	Jan. 2020~ Jul. 2029
Nevis Small Enterprises Re-lending Project	21,657,600	5,112,000	-	26,769,600	Jan. 2025~ Jul. 2035
Marshall Project Loan	88,740,000	89,655,620	-	178,395,620	Sep. 2026~ May.2052
Women and Youth Entrepreneurs and MSMEs Re-lending Project (Palau)	87,360,000	-	-	87,360,000	May. 2023~ Nov.2040
Financial Sector Support Facility for MSMEs	2,305,600,000	-	-	2,305,600,000	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~ Jun. 2038
MSEs Re-lending Project (Paraguay)	-	85,440,000	-	85,440,000	Nov. 2023~ May.2035
Special Fund for the High Impact Partnership on Climate Action	-	416,925,000	-	416,925,000	The period depends on the sub-projects.
	8,054,543,394	\$ 1,160,045,987	\$ 633,548,621	8,581,040,760	
Less: Allowance for doubtful accounts	( 104,162,058 )	-		( 99,426,314 )	
	\$ 7,950,381,336	-		\$ 8,481,614,446	

Note: Although the MOFA agreed to pay off the remaining balance annually for 3 years beginning 2012 on December 13, 2012, payments of only US\$3,293,162.77 and US\$400,000 were made in years 2012 and 2013, respectively. There were no payments made by MOFA for year 2014. The MOFA stated in a letter dated on April 16, 2014 that there were no payments made by MOFA for year 2014 and installments would resume starting from 2015 through annual budgets, and a payment of US\$500,000 was made in year 2015 to 2020, total US\$3,500,000. As of December 31, 2021, the MOFA had repaid US\$9,293,162.77 and the remaining balance was US\$1,710,325.55.

## International Cooperation and Development Fund Statement of Changes in Long-term Loans

For the Year Ended December 31, 2021

(Expressed in NT\$)

	Beginning Balance		Acquisition of Long-term Investments		Decrease in Long-term Investments		Ending Balance		Note
	Owner-ship	Carrying Amount	Owner-ship	Carrying Amount	Owner-ship	Carrying Amount	Owner-ship	Carrying Amount	
<b>Equity investments accounted for using cost method:</b>									
Overseas Investment & Development Corporation	19.44%	\$ 175,000,000	-	\$ -	-	\$ -	19.44%	\$ 175,000,000	None
Less: Accumulated impairment		( 6,000,000 )		-		-		( 6,000,000 )	
		169,000,000		-		-		169,000,000	
Taiwan's Agricultural Development Corporation	8.33%	20,000,000		-		-	8.33%	20,000,000	None
Less: Accumulated impairment		( 6,910,615 )		-		-		( 6,910,615 )	
		13,089,385		-		-		13,089,385	
		182,089,385		-		-		182,089,385	
<b>International Institution Investment Fund:</b>									
Agribusiness Account		474,630,000		-		-		474,630,000	None
FIISF-Small Business Account-Phase III		1,174,490,000		-		-		1,174,490,000	None
Innovation and Sustainability in Agribusiness Value Chains Account		210,245,000		-		-		210,245,000	None
Less: Accumulated impairment		( 18,165,864 )		-		-		( 18,165,864 )	
		1,841,199,136		-		-		1,841,199,136	
Financial Intermediary Development Fund		476,300,000		-		-		476,300,000	None
		2,317,499,136		-		-		2,317,499,136	
<b>Total</b>		<b>\$ 2,499,588,521</b>		<b>\$ -</b>		<b>-</b>		<b>\$ 2,499,588,521</b>	

## Cooperation Projects in 2021

### East Asia and the Pacific

Country	Project	Sector	Type of Assistance	Priority Area
Thailand	Raising Competency of Farmers' Horticultural Produces Project in Thailand	Production (Agriculture)	Technical Assistance	Agriculture
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Education)	Technical Assistance (Volunteer)	Education
Indonesia	Strengthening Incubator Agribusiness with Human Resources Development Project in Bandung (Phase II)	Production (Agriculture)	Technical Assistance	Agriculture
	Expanding High-Quality Rice Seed Production Project in South Sulawesi	Production (Agriculture)	Technical Assistance	Agriculture
	Karawang Horticulture Development Project	Production (Agriculture)	Technical Assistance	Agriculture
Palau	Horticulture Extension Project	Production (Agriculture)	Technical Assistance	Agriculture
	Aquaculture Project	Production (Agriculture)	Technical Assistance	Agriculture
	Poultry and Livestock Project	Production (Agriculture)	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
	Women and Youth Entrepreneurs and MSMEs Re-lending Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Small and Medium Enterprises
Papua New Guinea	Rice Seeds Production Project in Papua New Guinea	Production (Agriculture)	Technical Assistance	Agriculture
Nauru	Dietary Diversity Extension Project in Nauru	Production (Agriculture)	Technical Assistance	Agriculture
	Microfinance Development Fund – Pilot Project	Economic Infrastructure and Services (Banking and Financial Services)	Technical Assistance	Small and Medium Enterprises
Marshall Islands	Enhancing Nutrition Balance Through Agricultural Production Project	Production (Agriculture)	Technical Assistance	Agriculture
	Livestock Expansion Project	Production (Agriculture)	Technical Assistance	Agriculture
	Home Energy Efficiency and Renewable Energy Project	Economic Infrastructure and Services (Energy generation, supply and efficiency/renewable energy)	Lending	Environment
Tuvalu	Fruit and Vegetable Production and Nutrition Enhancement Project	Production (Agriculture)	Technical Assistance	Agriculture
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
Fiji	Guava and Dragon Fruit Production, Marketing Extension, and Capacity Building Project	Production (Agriculture)	Technical Assistance	Agriculture
	Aquaculture Project	Production (Agriculture)	Technical Assistance	Agriculture
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
India	Digital Health Innovation for COVID-19 response in India	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Digital Health Innovation for COVID-19 response in India (Phase 2)	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
Pacific	United States Agency for International Development (USAID)	Multisector/Cross-cutting	Other	Education/ ICT/Public Health and Medicine/ Environment

## West Asia and Africa

Country	Project	Sector	Type of Assistance	Priority Area
Tunisia	EBRD Financial Intermediary Investment Special Fund – Small Business Account – Phase III – Tunisia Leasing S.A. SME Project	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Small and Medium Enterprises
Turkey	FIPEISF – Agribusiness Account – Subproject: Yayla Turkey project	Production (Agriculture)	Lending	Agriculture
	Refugees Act and Communicate for Health (REACH): Using Technology to Increase Health Literacy and Health Care Access for Refugees in Turkey (Phase 2)	Humanitarian Aid (Health)	Technical Assistance	Public Health and Medicine
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
Jordan	Green Energy Special Fund (GESF) – Jordan GAM Solid Waste Project	Economic Infrastructure and Services (Energy generation, supply and efficiency/renewable energy)	Lending	Environment
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)	Other
Saudi Arabia	Date Palm Cultivation and Tissue Culture Consultant Dispatch Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Marine Fish Research Consultant Dispatch Project	Production (Agriculture)	Technical Assistance	Agriculture
	Transport Technical Cooperation Consultant Dispatch Project	Production (Agriculture)	Technical Assistance	Agriculture
Bahrain	Horticultural Crops Development Consultant Dispatch Project	Production (Agriculture)	Technical Assistance	Agriculture
	Aquaculture Development Consultant Dispatch Project	Production (Agriculture)	Technical Assistance	Agriculture
Lebanon	Provision of assistance to the most vulnerable persons exposed to protection – related threats as a result of COVID-19 pandemic and the economic crisis in Lebanon	Humanitarian Aid (Protection and support services/Health)	Technical Assistance	Public Health and Medicine/ Other
	EBRD Financial Intermediary Investment Special Fund – Small Business Account – Phase III – Lebanon Green Economy Financing Facility – Bank Audi Pilot Project	Multisector/Cross-cutting (Environmental Protection)	Lending	Environment
Uganda	TaiwanICDF Overseas Volunteers Program	Production (Agriculture)	Technical Assistance (Volunteer)	Agriculture
Kenya	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)	Public Health and Medicine
Eswatini	Fruit Tree Production and Marketing Project (Phase II)	Production (Agriculture)	Technical Assistance	Agriculture
	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
	Capacity Building Project for Microfinance Ecosystem Focusing on Grassroots Women in Eswatini	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Eswatini Aquaculture Project	Production (Agriculture)	Technical Assistance	Agriculture
	Maternal and Infant Health Care Improvement Project in the Kingdom of Eswatini (Phase II)	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Cash Assistance Project to Complement Maternal and Infant Health Care Improvement Project in the Kingdom of Eswatini	Humanitarian Aid (Protection and support services)	Humanitarian Aid	Public Health and Medicine/ Other

Country	Project	Sector	Type of Assistance	Priority Area
Eswatini	Taiwan/ICDF Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)	Public Health and Medicine
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
Somaliland	Improving Production and Quality of Vegetables and Fruits in Somaliland	Production (Agriculture)	Technical Assistance	Agriculture
	Somaliland E-government Capability Enhancement Project	Economic Infrastructure and Services (Communications)	Technical Assistance	ICT
	Maternal and Infant Health Care Improvement Project in Somaliland	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine

## Latin America and the Caribbean

Country	Project	Sector	Type of Assistance	Priority Area
Guatemala	Bamboo Industries Project	Production (Agriculture)	Technical Assistance	Agriculture
	Project for the Strengthening of Marketing Capacity in Family Farming	Production (Agriculture)	Technical Assistance	Agriculture
	Project for the Capacity Strengthening to Support the Incubation and Entrepreneurship for MIPYMEs	Economic Infrastructure and Services (Business)	Technical Assistance	Small and Medium Enterprises
	Project for the Revitalization of Crafts and Youth Entrepreneurship in Antigua Guatemala and Surrounding Municipalities in Sacatepéquez	Economic Infrastructure and Services (Business)	Technical Assistance	Small and Medium Enterprises
	Project for Promotion of Medical Technology for Improvement of Maternal – Neonatal Health in Guatemala	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
Honduras	Honduras Expanding Avocado Seedling	Production (Agriculture)	Technical Assistance	Agriculture
	Honduras Expanding Avocado Cultivation Project	Production (Agriculture)	Technical Assistance	Agriculture
	Honduras Pig Breeding and Reproduction Project	Production (Agriculture)	Technical Assistance	Agriculture
	Honduras Forest Pest Management Project	Multisector/Cross-cutting (Other multisector)	Technical Assistance	Environment
	Farmers' Organization Production and Marketing Enhancement Project in Honduras	Multisector/Cross-cutting (Other multisector)	Technical Assistance	Agriculture
	Hospital Health Information Management Efficiency Enhancement Project in Honduras	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Emergency Support and Preparedness Program for COVID-19 and Economic Reactivation – Credit to Finance Public Sector Operations – Emergency Development Policies Operation for COVID-19 in the Republic of Honduras	Social Infrastructure and Services (health)/General Budget Support	Lending	Public Health and Medicine/ Other
	AZURE Mobilization of Technical Services and to Strengthen Community – based and Municipal Operator of Water and Sanitation Systems in Honduras	Social Infrastructure and Services (Other)	Technical Assistance	Public Health and Medicine
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	Nicaragua	Common Bean Research, Development and Production Extension Project in Nicaragua	Production (Agriculture)	Technical Assistance
Improve Productivity of Rice and Common Bean by implement Innovative Technologies Research in Nicaragua		Production (Agriculture)	Technical Assistance	Agriculture
Plantain Development Project in Nicaragua		Production (Agriculture)	Technical Assistance	Agriculture
Mariculture Project (Phase II)		Production (Agriculture)	Technical Assistance	Agriculture

Country	Project	Sector	Type of Assistance	Priority Area
Nicaragua	Capacity Building of Flood Early Warning Project in Nicaragua	Multisector/Cross-cutting (Other multisector)	Technical Assistance	Environment
	One Town, One Product Project in Nicaragua	Economic Infrastructure and Services (Other)	Technical Assistance	Agriculture
	Sustainable Tourism Development Project in Nicaragua	Economic Infrastructure and Services (Other)	Technical Assistance	Industry Development
	Project for Strengthening Chronic Kidney Disease (CKD) Prevention and Control System in Nicaragua	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Creative Economy Accompaniment Project in Nicaragua	Multisector/Cross-cutting (Other multisector)	Technical Assistance	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 (Education)	Technical Assistance (Volunteer)	Education
Belize	Breeding Sheep and Goat Production and Guidance System Enhancement Project	Production (Agriculture)	Technical Assistance	Agriculture
	Belize Motor Vehicle Registration and License System Project	Economic Infrastructure and Services (Communications)	Technical Assistance	ICT
	Belize Urban Resilience and Disaster Prevention Project	Multisector/Cross-cutting (Other multisector)	Technical Assistance	Environment
	Project for Strengthening Medical Imaging System in Belize	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Belize Cash Assistance Project to the Breeding Sheep and Goat Production and Guidance System Enhancement Project	Humanitarian Aid (Protection and support services)	Humanitarian Aid	Agriculture/ Other
	Healthcare Personnel Training Program	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
Haiti	National Rice Seed Production Enhancement Project in North/North – East, Haiti	Production (Agriculture)	Technical Assistance	Agriculture
	National Rice Seed Production Enhancement Project in Artibonite, Haiti	Production (Agriculture)	Technical Assistance	Agriculture
	National Rice Seed Production Enhancement Project in South, Haiti	Production (Agriculture)	Technical Assistance	Agriculture
	Project for Strengthening Emergency Medical Response Capability in Haiti	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Haiti Earthquake WASH Assistance to Affected Communities and Households	Humanitarian Aid (Health)	Technical Assistance	Public Health and Medicine
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
St. Kitts and Nevis	St. Kitts and Nevis Enhancing Agricultural Adaptive Capacity to Climate Variability Project	Production (Agriculture)	Technical Assistance	Agriculture
	St. Kitts and Nevis Land Administration Information System Project	Economic Infrastructure and Services (Communications)	Technical Assistance	ICT
	St. Kitts and Nevis Pinney's Beach Park Project	Social Infrastructure and Services	Technical Assistance	Other
	St. Kitts and Nevis Solid Waste Management and Recycling Project	Multisector/Cross-cutting (Other multisector)	Technical Assistance	Environment
	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	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 / Information / Production (Agriculture) / Other multisector)	Technical Assistance (Volunteer)	Public Health and Medicine/ ICT/ Agriculture
St. Vincent and the Grenadines	Banana Revitalization Project in St. Vincent and the Grenadines	Production (Agriculture)	Technical Assistance	Agriculture
	Intelligent Bus Management and Monitoring System Project for St. Vincent and the Grenadines	Social Infrastructure and Services (ICT)	Technical Assistance	ICT
	Pilot Project for the Implementation of Emergency Management System to Reduce Medical Emergencies in Saint Vincent and the Grenadines	Social Infrastructure and Services	Technical Assistance	Other
	Capacity Building Project for the Prevention and Control of Diabetes in St. Vincent and the Grenadines	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Public Health Emergency Response System Enhancement Project in St. Vincent and the Grenadines	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Response for La Soufrière Volcano Eruption in St. Vincent	Emergency Response	Humanitarian Aid	Other
	Overseas Professional Mandarin Teaching Project	Social Infrastructure and Services (Education)	Technical Assistance	Education
	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Information)	Technical Assistance (Volunteer)	ICT
St. Lucia	Project for Enhancing the Efficiency of Production – Distribution Supply Chain in Fruit and Vegetable Sector in St. Lucia	Production (Agriculture)	Technical Assistance	Agriculture
	Banana Productivity Improvement Project in St. Lucia	Production (Agriculture)	Technical Assistance	Agriculture
	Project for ICT in Education in St. Lucia	Economic Infrastructure and Services (Education)	Technical Assistance	Education
	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 (Education)	Technical Assistance (Volunteer)	Education
Paraguay	Project to Strengthen Capacity for Commercial Production of Orchids	Production (Agriculture)	Technical Assistance	Agriculture
	Project to Strengthen Capacity to Support Development of MSMEs	Production (Industry)	Technical Assistance	Small and Medium Enterprises
	Surubí Fingerling Breeding and Cultivation Project (Paraguay)	Production (Agriculture)	Technical Assistance	Agriculture
	Health Information Management Efficiency Enhancement Project in Paraguay (Phase II)	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	MSEs Re-lending Project (Paraguay)	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/Other)	Technical Assistance (Volunteer)	Public Health and Medicine/ Other

## Central Asia and Central/Eastern Europe

Country	Project	Sector	Type of Assistance	Priority Area
Turkmenistan	FIPEISF – Agribusiness Account – Salty Snacks Project Turkmenistan	Production (Agriculture)	Lending	Agriculture
	FIPEISF – Agribusiness Account – DFF Taze Ay Extension	Production (Agriculture)	Lending	Agriculture
	FIPEISF – Agribusiness Account – Atamyrat Ali poultry meat producer Turkmenistan	Production (Agriculture)	Lending	Agriculture
	FIPEISF – Agribusiness Account – Taze Ay Halal project	Production (Agriculture)	Lending	Agriculture
	FIPEISF – Agribusiness Account – D Group Turkmenistan	Production (Agriculture)	Lending	Agriculture
Moldova	Green Energy Special Fund – Moldova Chisinau Urban Road Sector Project	Multi/Cross-cutting (Other Multisector, including Urban and Rural Development Projects)	Lending	Environment
	FIPEISF – Agribusiness Account – Moldova Glass Container Company	Production (Agriculture)	Lending	Agriculture
	EBRD Financial Intermediary Investment Special Fund – Small Business Account – Phase III – Moldova Express Leasing Microcredit	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Small and Medium Enterprises
Romania	EBRD Financial Intermediary Investment Special Fund – Small Business Account – Phase III – Romanian Green Economy Finance Facility	Multisector/Cross-cutting (Environmental Protection)	Lending	Environment
	Green Energy Special Fund – Romania Bacau Urban Energy Efficiency Project	Multi/Cross-cutting (Other Multisector, including Urban and Rural Development Projects)	Lending	Environment
Bosnia and Herzegovina	Green Energy Special Fund – BiH Elektrokrajina Power Distribution Upgrade Project	Economic Infrastructure and Services (Energy generation, supply and efficiency)	Lending	Environment
	Green Energy Special Fund – BiH Elektro – Bijeljina Smart Metering Expansion Project	Economic Infrastructure and Services (Energy generation, supply and efficiency)	Lending	Environment
	Green Energy Special Fund (GESF) – BiH Zenica CHP Station Upgrade and Modernization Project	Economic Infrastructure and Services (Energy generation, supply and efficiency)	Lending	Environment
Bulgaria	Green Energy Special Fund – Bulgaria Sofia Electric Buses Acquisition Project	Multi/Cross-cutting (Other Multisector, including Urban and Rural Development Projects)	Lending	Environment
Serbia	Green Energy Special Fund (GESF) – Serbia Belgrade Solid Waste PPP Project	Economic Infrastructure and Services (Energy generation, supply and efficiency)	Lending	Environment
Ukraine	FIPEISF – Agribusiness Account – Ukraine Grain Company	Production (Agriculture)	Lending	Agriculture
	FIPEISF – Sustainable Agribusiness Value Chain Account – Ukraine E Company	Production (Agriculture)	Lending	Agriculture

## Regional Cooperation Projects

Country	Project	Sector	Type of Assistance	Priority Area
Central America	Specialized Financial Intermediary Development Fund	Economic Infrastructure and Services (Banking and Financial Services)	Investment	Small and Medium Enterprises
	Regional Lending Program for Coffee Rust in Central America	Production (Agriculture)	Lending	Agriculture
	Emergency Support and Preparedness Program for COVID-19 and Economic Reactivation – Credit to Finance Public Sector Operations	Social Infrastructure and Services (health)/General Budget Support	Lending	Public Health and Medicine/ Other
	Emergency Support and Preparedness Program for COVID-19 and Economic Reactivation – Financial Sector Support Facility for MSMEs	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Small and Medium Enterprises
Pacific	Vocational Training Project for the Pacific	Social Infrastructure and Services (Education)	Technical Assistance	Education
Latin America and the Caribbean	Assisting the Economic Empowerment of Women in Latin America and the Caribbean in the Post-Pandemic of COVID-19	Economic Infrastructure and Services (Other)	Technical Assistance	Small and Medium Enterprises
	Latin America and the Caribbean Countries Vocational Training Project	Social Infrastructure and Services (Education)	Technical Assistance	Education

## Inter-regional Projects

Country	Project	Sector	Type of Assistance	Priority Area
Inter-regional Projects	Overseas Investment & Development Corp.	Production (Industry)	Investment	Other
	Taiwan Agricultural Global Marketing Company	Production (Agriculture)	Investment	Agriculture
	EBRD Financial Intermediary Investment Special Fund – Small Business Account – Phase III	Economic Infrastructure and Services (Banking and Financial Services)	Investment	Small and Medium Enterprises/ Environment
	Green Energy Special Fund	Multisector/Cross-cutting (Environmental Protection)	Lending	Environment
	EBRD Financial Intermediary and Private Enterprises Investment Special Fund – Agribusiness Account	Production (Agriculture)	Investment	Agriculture
	Financial Intermediary and Private Enterprises Investment Special Fund – Sustainable Agribusiness Value Chain Account	Production (Agriculture)	Investment	Agriculture
	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
	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	

Country	Project	Sector	Type of Assistance	Priority Area
Inter-regional Projects	Taiwan Youth Overseas Service	Social Infrastructure and Services/ Economic Infrastructure and Services/Production (Overseas Service)	Technical Assistance (Health/Communications/ICT/Agriculture, Forestry and Fishery)	Other
	TaiwanICDF 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 (Health/Communications/ICT/Agriculture, Forestry and Fishery)	Other
	TaiwanICDF Overseas Volunteers Program	Production/Social Infrastructure and Services (Agriculture/Education/Information/Health/Other)	Technical Assistance (Volunteer)	Agriculture/ Education/ ICT/ Public Health and Medicine/ Other

## Cooperation Projects with International Organizations and NGOs in 2021

### International Organizations

Organization	Project	Sector	Type of Assistance	Priority Area
Afro-Asian Rural Development Organization, AARDO	International Human Resources Development Workshop Program	International Human Resources Development Workshop Program	Social Infrastructure and Services (Education)	Technical Assistance
Asian Development Bank, ADB	Knowledge Sharing Webinar: Earth Observation Applications for Agriculture Development and Disaster Management	Production (Agriculture)	Other	Agriculture
European Bank for Reconstruction and Development, EBRD	EBRD Financial Intermediary Investment Special Fund – Small Business Account – Phase III	Economic Infrastructure and Services (Banking and Financial Services)	Investment	Small and Medium Enterprises/ Environment
	Green Energy Special Fund	Multisector/Cross-cutting (Environmental Protection)	Lending	Environment
	EBRD Financial Intermediary and Private Enterprises Investment Special Fund – Agribusiness Account	Production (Agriculture)	Investment	Agriculture
	Financial Intermediary and Private Enterprises Investment Special Fund – Sustainable Agribusiness Value Chain Account	Production (Agriculture)	Investment	Agriculture
	Special Fund for the High Impact Partnership on Climate Action	Multisector/Cross-cutting (Environmental Protection)	Lending	Environment
Central American Bank for Economic Integration, CABEI	Regional Lending Program for Coffee Rust in Central America	Production (Agriculture)	Lending	Agriculture
	Support and Preparedness Program for COVID-19 and Economic Reactivation – Credit to Finance Public Sector Operations	Social Infrastructure and Services (health)/General Budget Support	Lending	Public Health and Medicine/ Other
	Emergency Support and Preparedness Program for COVID-19 and Economic Reactivation – Financial Sector Support Facility for MSMEs	Economic Infrastructure and Services (Banking and Financial Services)	Lending	Small and Medium Enterprises

Organization	Project	Sector	Type of Assistance	Priority Area
Central American Bank for Economic Integration, CABEI	International Human Resources Development Workshop Program	International Human Resources Development Workshop Program	Social Infrastructure and Services (Education)	Technical Assistance
Inter-American Development Bank, IDB	Specialized Financial Intermediary Development Fund	Economic Infrastructure and Services (Banking and Financial Services)	Investment	Small and Medium Enterprises
Pan American Development Foundation, PADF	International Human Resources Development Workshop Program	International Human Resources Development Workshop Program	Social Infrastructure and Services (Education)	Technical Assistance (Workshop)
United States Agency for International Development, USAID	Cooperation Projects	Multisector/Cross-cutting	Other	Education/ ICT/Public Health and Medicine/ Environment
National Graduate Institute for Policy Studies, GRIPS	Webinar: Practicing Development Cooperation in a Changing World – Sharing Experience between Japan and Taiwan	Multisector/Cross-cutting	Other	Other

## NGOs

Organization	Project	Sector	Type of Assistance	Priority Area
World Farmers Organization, WFO	Digital workshop: Farmers' Solutions to Climate Crisis: Latin American Stories in the era of COVID-19	Multisector/Cross-cutting (Other Multisector)	Technical Assistance	Other
World Vision	Cash Assistance Project to Complement Maternal and Infant Health Care Improvement Project in the Kingdom of Eswatini	Humanitarian Aid (Protection and support services)	Humanitarian Aid	Public Health and Medicine/ Other
Food for the Poor, FFTP	Development of the aquaculture value – chain in the village of Tabacal	Production (Agriculture)	Technical Assistance	Agriculture
	The TaiwanICDF Sheep Livelihoods Project	Production (Agriculture)	Technical Assistance	Agriculture
	The Farmers Association Rice Production and Marketing Project – Southern Province of Haiti	Production (Agriculture)	Technical Assistance	Agriculture
Catholic Relief Services	AZURE Mobilization of Technical Services and to Strengthen Community – based and Municipal Operator of Water and Sanitation Systems in Honduras	Social Infrastructure and Services (Other)	Technical Assistance	Public Health and Medicine
Step 30 International Ministries	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Health)	Technical Assistance (Volunteer)	Public Health and Medicine
Love Binti International	TaiwanICDF Overseas Volunteers Program	Production (Agriculture)	Technical Assistance (Volunteer)	Agriculture
Taiwan Fund for Children and Families	TaiwanICDF Overseas Volunteers Program	Social Infrastructure and Services (Other)	Technical Assistance (Volunteer)	Other

Organization	Project	Sector	Type of Assistance	Priority Area
Center for Sustainable Development, Columbia University (CSD)	Refugees Act and Communicate for Health (REACH): Using Technology to Increase Health Literacy and Health Care Access for Refugees in Turkey (Phase 2)	Humanitarian Aid (Health)	Technical Assistance	Public Health and Medicine
	Emerging Stronger after COVID-19: Science, Technology, and Innovation for Sustainable Development	Multisector/Cross-cutting	Other	Other
Polish Center for International Aid (PCPM)	Provision of assistance to the most vulnerable persons exposed to protection – related threats as a result of COVID-19 pandemic and the economic crisis in Lebanon	Humanitarian Aid (Protection and support services/Health)	Humanitarian Aid	Public Health and Medicine/ Other
Terre des hommes Foundation (Tdh)	Digital Health Innovation for COVID-19 response in India	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
	Digital Health Innovation for COVID-19 response in India (Phase 2)	Social Infrastructure and Services (Health)	Technical Assistance	Public Health and Medicine
CARE International	Haiti Earthquake WASH Assistance to Affected Communities and Households	Humanitarian Aid (Health)	Humanitarian Aid	Public Health and Medicine
Sustainable Travel International	Preliminary study and research for Moving Palau Towards a Carbon Neutral Tourism Industry	General environmental protection	Other	Environment



## International Cooperation and Development Fund

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

## International Cooperation and Development Fund Annual Report 2021

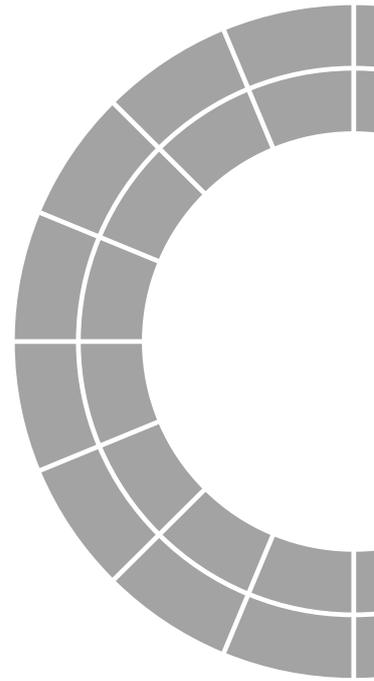
Publisher	Jaushieh Joseph Wu
Editorial Committee	Timothy T.Y. Hsiang, Ai-Chen Chen, Alex L.J. Shyy, Stephen J.H. Lee, Chou-Sheng Lan, Hung-Tzu Wang, Ming-Hong Yen, Shiang-Wu Tsai, Mei-Yun Kuo, Yun-Ching Tseng, Shih-Hung Liu, Yvonne T.S. Wu, Catherine C.C. Chou, and Sarrinna H.Y. Chen
Managing Editor	Calvin Chu
Editor	Nicholas Coulson
Art Editor	Ya-Fen Chou
Photo Credits	MOFA, members of technical missions and project executive institutions, volunteers and members of cooperative organizations, Shutterstock (P57, P58, P62)
Published by	International Cooperation and Development Fund 12-15F, No.9, Lane 62, Tien Mou West Road Taipei 111047, Taiwan Tel: 886-2-2873-2323 Fax: 886-2-2876-6475 Web site: <a href="http://www.icdf.org.tw">www.icdf.org.tw</a>
Printed by	Wish Creative Design Co.,LTD.







Partnerships for Progress and Sustainable Development



**International Cooperation and Development Fund**

12-15F, No. 9, Lane 62, Tien Mou West Rd., Taipei 111047, Taiwan

TEL 886-2-2873-2323

FAX 886-2-2876-6475

[www.icdf.org.tw](http://www.icdf.org.tw)

