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## Operations

In 2008, the world witnessed unprecedented upheaval, yet dedication and experience has paid dividends: In these changing times, the TaiwanICDF has responded. Given its capacities, and based on its decades of experience, the TaiwanICDF was able to react and adjust its programs as international trends dictated. Facing global challenges, the TaiwanICDF is working together with its partners. The organization remains committed to enhancing collaboration, and making its development work even more effective.



In 2008, the TaiwanICDF worked in alignment with international assistance trends, and continued to harmonize its efforts to account for regional development constraints and the particular needs of individual partner countries. In designing and implementing its operations for both financial and non-financial projects, steps have been taken to assist developing partners to recover from global crisis. Several projects were instrumental in helping to alleviate short-term food shortages in a number of partner countries, and more long-term projects helped to transform farming activities into agribusinesses, enabling partners to engage in export-oriented agricultural production. Other projects worked to secure a full range of health care and medical services, while others focused on the enhancement of the human resource and legal systems needed to foster sustainable economic and social development, especially amid changes to the globalizing world. The TaiwanICDF hopes that its endeavors will help partner countries to resume growth in 2009, and emerge from the shadow cast over the world economy. At the same time, the organization remains equally committed to its long-term goal of working with the international community to realize the MDGs by 2015.

### Summary of Operations in 2008

The TaiwanICDF utilizes its fund balance to carry out direct and indirect lending and investment activities, while Fund interest is directed toward bilateral and multilateral technical assistance, and humanitarian aid. In practice, the organization emphasizes the impact to be had from integrating its financial assistance and technical cooperation activities, and by organizing its operations under a collective framework that secures long-term results and synergy.

### Investment and Lending Activities

In order to stimulate social progress and economic development, the TaiwanICDF's financial assistance assists partners to gain access to funding resources, or provides them with direct funding resources. New lending and investment projects in 2008 included:

- Two loans for vocational education and training were signed
- A new small farmholders' financing scheme was carried out

- Three private equity investment projects and one public work infrastructure loan were approved by the Board
- Two microfinance projects and one small farmholders' financing scheme were appraised

### Technical Assistance and Grants

Work in this area includes training for technicians and experts from partner nations, consultancy services, overseas volunteers for development, humanitarian assistance, and other projects relating to partners' social and economic development. New activities in 2008 included:

- Three technical assistance funds for vocational schools and training centers and one scholarship project were approved
- One industrial consultation project
- Two research and assessment projects
- Fifteen capacity building projects
- Four workshops with extended topics were launched
- Two new programs were established at two universities participating in the International Higher Education Scholarship Program
- Two regional/ international seminars were held
- Two additional universities became participating members of the TaiwanICDF's overseas volunteers alliance
- Four additional hospitals became participating members of the International Healthcare Cooperation Strategic Alliance (IHCSA)
- A new permanent medical mission was established, two additional MMMs were dispatched to the Caribbean, and medical equipment was donated to partner countries
- Nine humanitarian assistance projects were conducted, including two sub-projects under the Emergency Response Fund

Total expenditures associated with all projects in 2008 amounted to NT\$2.45 billion (including disbursements of lending and investments of NT\$786.6 million, and technical assistance and grants of NT\$1.66 billion). The largest share of expenditures was given over to technical assistance projects (65%), and then projects funded by lending (23%), investment (9%), and grants (3%).

## Banking and Finance Operations



In 2008, the primary emphasis of operations was on enhancing private sector competitiveness, and cultivating the human resources needed for social and economic development. The organization carried out vocational education and training projects, for example, while also cooperating on microfinance projects with international organizations and NGOs — the former aiming to strengthen the human resources training required in partner countries, with the latter seeking to strengthen the efficiency of services provided by financial intermediary institutions in those countries.

Meanwhile, investment projects grew as a share of total projects, gaining increasing importance. Inevitably, recent changes in the international financial climate have influenced steps taken during each stage of the TaiwanICDF project cycle, and throughout 2008, the organization made specific measures to strengthen post-investment management. Taking changes in investment climate and the new financial environment into account, the TaiwanICDF hopes to provide more appropriate financial assistance.

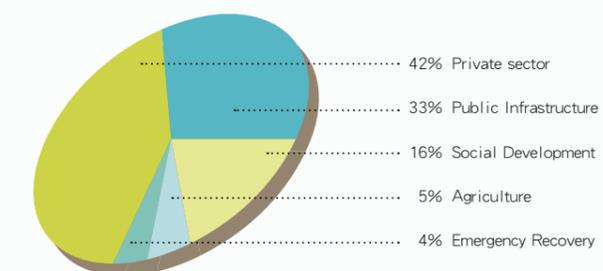
In 2008, the TaiwanICDF promoted 10 investment and lending initiatives, covering technical and vocational education and training, public sector infrastructure, microfinancing and small farmholders' financing schemes, and the co-investment of special funds with regional development organizations. In future, the organization will take advantage of its experience in implementing microfinance projects to develop and introduce a broader and more innovative range of microfinancing solutions.

In 2008, the TaiwanICDF implemented 87 investment and lending projects in which it managed the disbursement or repayment of funds. Aggregate loan

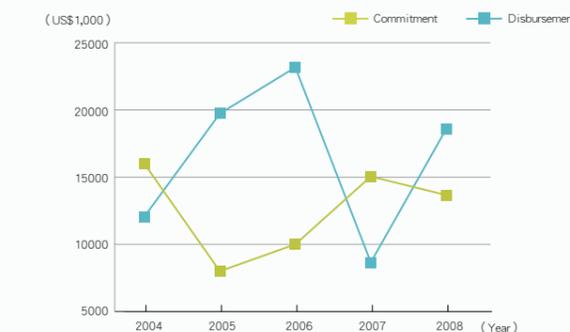
*The objective of the TaiwanICDF's financial assistance is to assist partner nations in generating greater wealth through economic development; as such, work focuses on fostering private sector growth as a means to alleviate poverty. In assisting partner countries, investment, lending and credit guarantees are used in the private sector, for public infrastructure works, the social sector, and emergency recovery.*

commitments amounted to US\$474.70 million. Of the projects already signed (including projects that have been completed), the largest share of funding has been channeled to Latin America and the Caribbean (58%), followed by Asia and the Pacific (24%), Africa (12%); and Central and Eastern Europe, and Central Asia (6%). The organization was also involved in three credit guarantee projects, assisting Taiwanese firms to obtain financing to either establish or expand factories in Honduras and Panama.

### Loans by Sector



### Loan Commitments and Disbursements (2004-8)



## Technical Cooperation

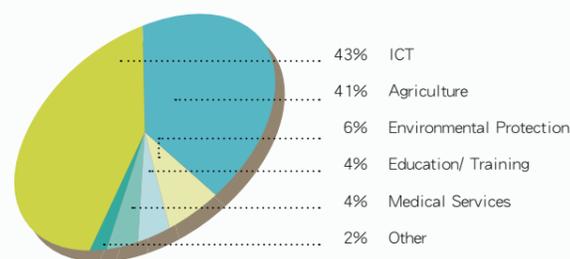


The main objective of the TaiwanICDF's technical cooperation and assistance is to help partner countries to train and cultivate their human resources and technological capacity, and to upgrade their industrial standards. Operations cover technical training and assistance, consultancy services, capacity building and specialized research, as well as overseas services. In addition, the organization is contracted by MOFA and other government agencies to operate projects commissioned for a specific purpose.

### Technical Assistance and Consultation Services

The TaiwanICDF carried out a total of nine technical assistance projects in 2008, employing an innovative use of technology in areas such as solar energy, renewable energy, and waste reduction. During the year, the organization was also commissioned by MOFA to operate 10 specialized projects, including e-government development projects, other ICT programs, and the Malaria Control Project in São Tomé and Príncipe.

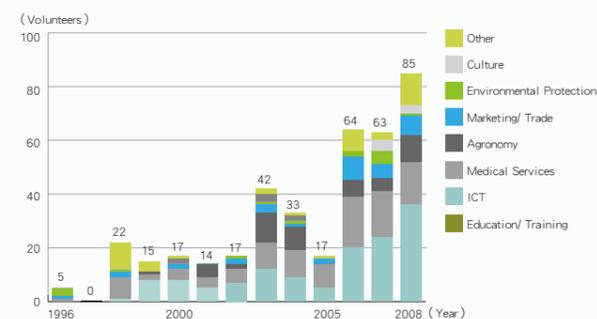
### Technical Assistance Projects by Sector (2008)



### TaiwanICDF Overseas Volunteers

In 2008, 85 long-term and short-term volunteers were enlisted for overseas duty, and since 1996, 394

### TaiwanICDF Overseas Volunteers by Category (Since 1996)



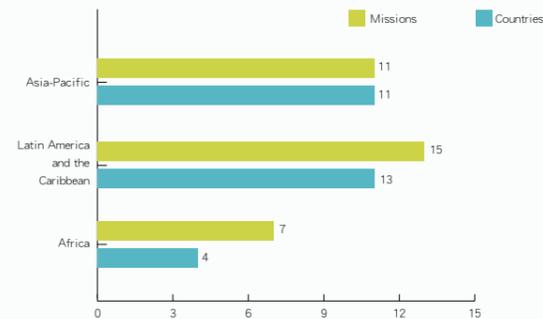
volunteers have now been dispatched to 34 partner nations. The TaiwanICDF dispatched 11 volunteers to three countries to provide environmental protection services which echoed its operational priorities and reacted to a global call for an increased response to this issue.

### Overseas Missions

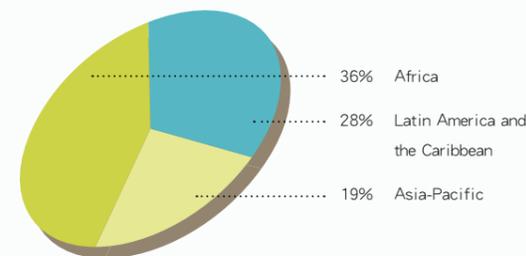
MOFA commissions the TaiwanICDF to operate overseas technical and medical missions. At the end of 2008, a total of 33 technical, medical, industrial service, and trade missions were stationed in 28 countries, served by a total of 224 technicians.

In 2008, overseas missions continued to diversify: Non-agricultural projects accounted for 27% of the 89 projects being implemented. Additionally, 12 projects were added or amended to meet the respective needs of partners, including providing assistance on fostering agribusinesses, and advising farmers on improving their ability to engage in trade. Meanwhile, in response to the global food crisis, missions in five countries deemed by the Food and Agriculture Organization of the United Nations (FAO) to be facing grain shortages adjusted their priorities to boost the production of grains. These actions have increased grain output by about 29,150 tons.

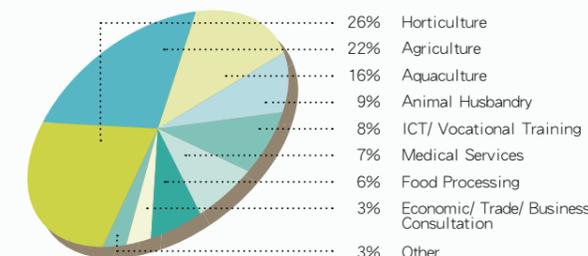
### Overseas Missions and Cooperating Countries (2008)



### Overseas Mission Expenditures by Region (2008)



### Overseas Mission Projects by Sector (2008)



### Achievements of Projects Implemented by Overseas Missions (2008)

Category of Project	Area (Hectares)	No. of Persons Trained	Value of Output (US\$)
Agriculture	20,575	14,493	35,224,759
Horticulture	1,939	8,891	12,597,931
Aquaculture	372	4,089	5,444,008
Animal Husbandry	-	4,814	3,130,767
Food Processing	-	940	603,988
Vocational Training	-	1,298	223,800
Medical Services	-	414	-
Other	448	5,239	25,899,427
<b>Total</b>	<b>23,334</b>	<b>40,178</b>	<b>83,124,681</b>

### Mobile Medical Missions

In 2008, the TaiwanICDF dispatched 18 MMMs, of which 11 were commissioned by MOFA. The organization coordinated and assembled 165 medical personnel from 16 cooperating hospitals and medical centers in Taiwan, providing services in 13 countries. In total, over 30,000 people in partner countries benefited from the program.

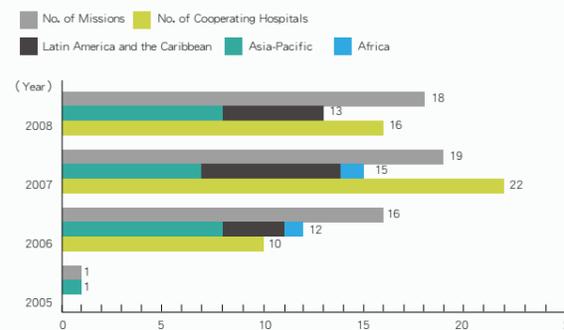
2008 also marked the first year that a volunteer physician served a one-year placement in Nauru, while 10 volunteer healthcare specialists provided short-term medical services in other countries. In addition to its

overseas operations, the TaiwanICDF also arranged for 30 medical personnel from partner countries to receive three-month training placements at 16 hospitals in Taiwan.

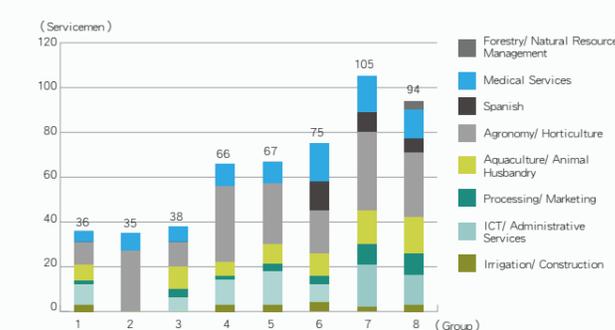
### Taiwan Youth Overseas Service

In 2008, the TaiwanICDF enrolled 94 servicemen to work with overseas missions, adding expertise in forestry and environmental protection to reflect the focus of recent and future development work. This was the eighth group to be dispatched since 2000, taking up postings in various partner countries in mid-December 2008.

### Mobile Medical Missions (2005-8)



### Taiwan Youth Overseas Service (Since 2001)



## International Human Resource Development



*In 2008, human resources development operations remained focused on training the personnel needed by partner countries for their socio-economic development. Short-term workshops, long-term scholarship programs and the promotion of TaiwanICDF Alumni Societies continued to form the three pillars of work in this area.*

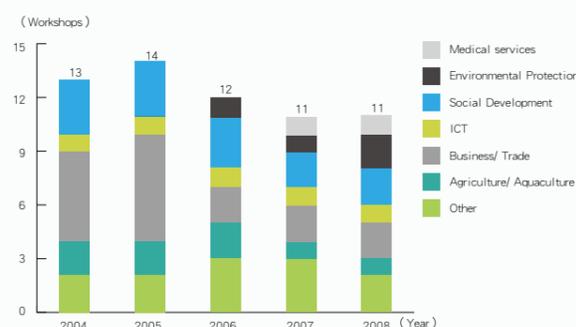
### International Workshops

The TaiwanICDF continues to conduct seminars and workshops that draw on Taiwan's own development experiences. In 2008, the organization also responded to contemporary issues by holding special seminars on agricultural enterprise strategies and value chain management, the role of GIS in natural disaster management, and – for the first year – the “Taiwan Environmental Protection Experience”; the Ministry of Education also commissioned a workshop on educational reform. Twelve workshops were held in total, attended by 255 government officials from 55 countries. In an effort to expand partners' participation in trade-related activities, the TaiwanICDF also worked with the Agency for International Trade Information and Cooperation (AITIC) to co-sponsor the “Central American Trade Facilitation Workshop,” held in Guatemala in April.

### International Workshops in 2008

Workshop	No. of Participants/ No. of Countries Represented	Date
Seminar on Education Reform for Central America and Caribbean Region	13/9	3/3-3/8
Workshop on Agribusiness Strategy and Value Chain Management	20/20	4/2-4/15
Workshop on Taiwan Media's Development	27/26	4/23-5/6
Workshop on Accessing International Market: Taiwan SME Experience	23/21	5/21-6/3
Workshop on Bridging Digital Divide	21/16	6/4-6/17
Workshop on Community and Tourism Development	25/23	7/9-7/22
Workshop on GIS Application to Natural Disaster Management	18/16	7/16-7/29
Workshop on WTO Trade Facilitation	22/19	8/13-8/26
Workshop on Healthcare Management	19/19	9/2-9/19
Workshop on Taiwan Environmental Protection Experience	24/21	10/1-10/14
Workshop on Human Resource and Economic Development	23/22	10/15-10/28
Workshop on Women's Development	20/16	11/5-11/18
<b>Total 55 Countries, 255 Participants</b>		

### International Workshops by Category (2004-8)



### International Higher Education Scholarship Programs

In 1998, the TaiwanICDF initiated scholarship programs for foreign students from partner nations to pursue advanced studies in Taiwan. The programs aim to meet the increasing demand for highly qualified people in partner countries. All courses are taught in English. In 2008, a Master's Program in Clinical Medicine was introduced at the Kaohsiung Medical University, along with an Undergraduate Program in International Trade and Management at Ming Chuan University; both aim to meet partners' changing needs for expertise.

As of the end of 2008, the TaiwanICDF was cooperating with 15 universities in offering 23 undergraduate, master's and Ph.D. curriculums. Since the establishment of the programs, 420 students have received scholarships. As of 2008, 223 students from 28 countries were taking part in the program (including 102 newly enrolled students).

In addition to higher education, the TaiwanICDF

also offers primary and secondary school scholarships. In the East Caribbean, 97% of students who took part in the scheme reported that they had benefited from attending, and were considering further education; while 81% of teachers have been able to gain additional qualifications. Meanwhile each year in Asia, 1,000 Mongolian children from low-income families receive school equipment and books under a separate program. To date, 6,000 children have benefited from the program, which has a 0% dropout rate.

### TaiwanICDF Alumni Societies

The TaiwanICDF offers annual funding for the establishment and operation of TaiwanICDF Alumni Societies, to allow former workshop participants and scholarship students to network. In 2008, the 2nd Regional Meeting of TaiwanICDF Alumni Societies in Central American and Caribbean Countries was held in Guatemala, enabling individual societies to share their experiences for mutual benefit. Presently, there are 37 societies in 36 countries throughout the world.

### TaiwanICDF Alumni Societies

Area	Africa	Asia-Pacific	Latin America and the Caribbean	Central and Eastern Europe; Central Asia	
Chapter	The Gambia Ivory Coast Swaziland South Africa	Fiji Kiribati Indonesia Oman Philippines Solomon Islands Thailand Tuvalu Vietnam: Ho Chi Minh City Vietnam: Hanoi	Argentina Belize Chile Dominican Republic El Salvador Guatemala Honduras Panama Peru St. Vincent and the Grenadines	Bolivia Columbia Ecuador Nicaragua Haiti Mexico Paraguay St. Kitts and Nevis	Czech Republic Hungary Latvia Poland Russia
<b>Total</b>	<b>4</b>	<b>9</b>	<b>18</b>	<b>5</b>	

### Foreign Students Enrolled in International Higher Education Scholarship Programs (2008)

University	Program	Africa	Latin America and the Caribbean	Asia-Pacific	Central and Eastern Europe; Central Asia	Total
NPUST	Undergraduate Program in Tropical Agriculture for Central Americans		13			13
	Master's Program in Tropical Agriculture	4	4	2		10
	Ph.D. Program in Tropical Agriculture	3	4			7
NCCU	International Undergraduate Program in Business Administration		19			19
	International Master's in Business Administration	3	9	3		15
	International Master's Program in Taiwan Studies		4	1	1	6
NTOU	International Master's Program in Aquatic Sciences and Marine Resources Management	3	7	1		11
	International Ph.D. Program in Aquatic Sciences and Marine Resources Management		1	1		2
NTNU	Graduate Institute of International Workforce Education and Development	4	6			10
NTHU	International MBA in Technology Management	1	6			7
	International Master Program in Information Systems and Applications	2	7			9
NYMU	International Master's Program in Public Health	5	5		1	11
	International Ph.D. Program in Public Health	1		1		2
NCU	International Master's Program in Environment Sustainable Development	3	9	1		13
KSU	International Undergraduate Program in Mechanical Engineering		28			28
	International Master Program in Plastic Injection and Precision Mold		9	3		12
NSYSU	International Master's Program in Electric Power Engineering		2	1		3
YZU	International Master's Program in Industrial Engineering and Management	2	8			10
NTCN	International Nursing Master of Science Program	6	1	1		8
NTU	International Graduate Program in Agricultural Policy Development and Management	4	4	1		9
NCKU	International Graduate Program in Civil Engineering and Management (ICEM)	3	4	1		8
MCU	Undergraduate Program in International Trade and Management		7			7
KMU	Master's Program in Clinical Medicine	2	1			3
<b>Total</b>		<b>46</b>	<b>158</b>	<b>17</b>	<b>2</b>	<b>223</b>

## Humanitarian Assistance



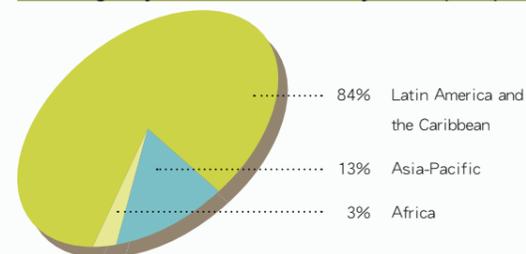
*In 2008, the TaiwanICDF's humanitarian assistance operations focused on raising the basic standard of living in partner nations, and providing emergency relief in the wake of natural disasters. With the assistance of technical missions, the TaiwanICDF has provided seedlings, equipment and technical assistance to farmers living in disaster areas, in order to accelerate agricultural recovery.*

To assist partner nations to address food shortages during 2008, the TaiwanICDF, MOFA and the Council of Agriculture jointly donated reserves of rice to countries in Asia and the Pacific, and Latin America and the Caribbean, helping residents to avoid becoming malnourished. MOFA also commissioned the TaiwanICDF to continue its cooperation with Food For The Poor (FFP). Under this arrangement, Taiwanese rice was donated and shipped to Haiti, then distributed – via FFP's efficient ground network – to the most vulnerable, and to elderly persons living alone. In addition to providing rice, the TaiwanICDF also worked with NGOs in partner countries to help improve schools educating the most vulnerable sections of society.

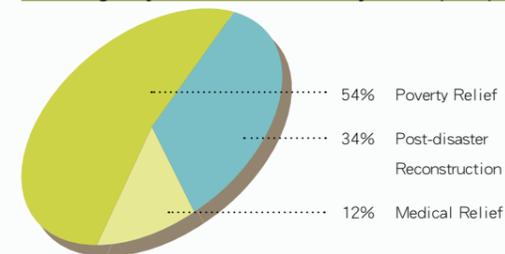
In 2008, the TaiwanICDF also served as a platform for strengthening medical-related humanitarian assistance, working with MOFA and the Eden Social Welfare Foundation to donate wheelchairs to 12 partner countries. In addition, the organization continued to work on enhancing the service provision of a mobile medical convoy attending to Tibetan refugee communities in India, and helped local people to engage in preventive medicine and early diagnosis.

Finally, the organization cooperated with Mercy Corps on an emergency food safety project in Kenya after the post-election conflict, and in Myanmar following the devastation wrought by Cyclone Nari. These projects allowed citizens in those affected nations to resume their original farming activities as quickly as possible.

**International Humanitarian Assistance Projects by Region Including Projects Commissioned by MOFA (2008)**



**International Humanitarian Assistance Projects by Category Including Projects Commissioned by MOFA (2008)**



**International Humanitarian Assistance Projects (2008)**

Country	Project Name	Cooperative Agency	Type of Humanitarian Assistance
India	Darjeeling Medical Vehicle Capacity Building Project	Tibetan Refugee Self Help Center	Medical Relief
Kenya	Emergency Response to Post-election Violence and Displacement	Mercy Corps	Emergency Relief
Myanmar	Responding to Natural Disaster in Myanmar	Mercy Corps	Emergency Relief
Belize	Post-disaster Vegetable Re-cultivation Project	Technical Mission in Belize; Ministry of Agriculture, Belize	Emergency Relief
Panama	Poverty Alleviation Project	FUNDACUNA in Panama	Poverty Relief
Guatemala	Post-flooding Humanitarian Relief Project in La Libertad, Peten	Technical Mission in Guatemala, Peten Municipal Government	Emergency Relief
Kiribati, Marshall Islands, Nauru	Rice Aid Project	Governments of Kiribati, Marshall Islands and Nauru	Poverty Relief
Nicaragua	Rice Aid Project	Ministry of Agriculture and Livestock, Nicaragua	Poverty Relief
Haiti	Rice Aid Project	Ministry of Agriculture, Haiti; Food For The Poor	Poverty Relief
12 partner countries (including Kiribati, Paraguay, Guatemala)	Wheelchair Donation Project	Governments of 12 partner countries	Poverty Relief

## The Republic of China (Taiwan)-Central American Economic Development Fund

Founded in 1998, the Republic of China (Taiwan)-Central American Economic Development Fund (CAEDF) had a total capital base of US\$184.2 million as of the end of 2008. The Fund's secretariat is established at the TaiwanICDF; members comprise the ROC, Belize, El Salvador, Guatemala, Honduras, Nicaragua, and Panama.

The Fund carried out four projects during the year, including:

(1) Operational Budget for the Central American Trade Office (CATO): The CATO promotes trade and economic projects, and the exchange of business opinions between Taiwan and the Central American members of the Fund.

(2) Scholarship Program for Central American Students Studying in Taiwan: Additional undergraduate and postgraduate courses expanded this program in 2008. A total of 249 students have benefited from the program since 2001, with 143 students presently enrolled on courses.

(3) Scholarship Program for Human Resources Strengthening in Socio-Economic and Agricultural Development: Since 2004, the University of Zamorano in Honduras and the National Pingtung University of Science and Technology have assisted students of CAEDF member nations by offering scholarships for undergraduate courses linked to socio-economic and agricultural development. To date, 91 students have graduated from these courses.

(4) Promoting Relations between the ROC and Partner Countries by way of Best Practice Transfers: By the end of 2008, CAEDF member nations had published material describing 39 successful projects in the humanities, education, agriculture, environmental protection, biotechnology, culture and the judiciary. Information on three best practices has been posted to a network where member nations can share experiences and learn from each other.

## Global Horticultural Initiative

The Global Horticultural Initiative (GlobalHort) was formally registered as an international NGO in August 2008. Its mission is to serve as a cooperative platform for global and regional horticultural organizations to carry out development projects, and "to act as a global facility for coordinated horticultural research that provides solutions towards increasing health, productivity and safety in sustainable environments, to uplift the quality of life of the poorest populations in the world." The secretariat is based at the World Vegetable Center's Arusha branch in Tanzania, and members of the founding board represent seven internationally renowned institutions, including the International Society for Horticultural Science, the Consultative Group on International Agricultural Research, the International Crops Research Institute for the Semi-Arid Tropics, the World Vegetable Center, the Centre de Coopération Internationale en Recherche Agronomique pour le Développement, and the New Partnership for Africa's Development. In addition, one seat on the board is reserved for a representative from a donor nation, so that presently, TaiwanICDF Deputy Secretary General Dr. Lee Pai-po serves as Treasurer of the organization.

In addition to serving on the board of GlobalHort to oversee the disbursement of ROC donations, the TaiwanICDF is able to offer its years of experience in carrying out cooperative projects relating to agricultural development. The organization is assisting GlobalHort with its strategic planning, and is screening proposals for horticulture projects. It is hoped that GlobalHort will serve as a platform from which to develop collaborative relationships with related international horticultural organizations.

