◈ Administration Management

In light of its increasingly diversified international cooperation and development operations, the TaiwanICDF's administration management practices will become more professional, systematic, transparent, and accountable. Scientific management techniques are being applied to strengthen systems and organizational structure, as well as to boost the Fund's efficiency.

Human Resources Management

The TaiwanICDF will continue to train its staff to be competent in a wide range of operations, enabling employees to be able to adapt amid changing trends and operational goals. These initiatives will boost organizational competitiveness and help the Fund to become even more professional. Employee training programs focus on having each employee internalize the TaiwanICDF's goals and values, so that all sides are working toward the same aim.

On-the-job training is stressed for existing employees, encouraging them to continue their studies and become more attuned to international trends. In addition to implementing a learning passport system, the TaiwanICDF carried out specialized workshops and seminars to reach the goal of becoming a learning-oriented organization.

Professional Development Workshop

In 2004, the TaiwanICDF staged a workshop for employees to develop their communication skills and maximize their leadership potential. The secretary general was also an active participant in this workshop. The course covered seven key themes including studies on character assessment, organizational goal planning, personnel training, resource development and decision-making, employee

career planning, and project assessment and evaluation procedures. The coursework helped participants to gain a new understanding of themselves and promote better interaction and communication among various divisions. It helped to create a consensus among all divisions on Fund development, which helped to raise the competence of the organization.

Information Technology and Digital Opportunities Seminars

To help bridge the "digital divide," Taiwan's government has a policy of assisting partner countries in becoming more technologically advanced. Cooperating with international organizations and the private sector helps to facilitate this goal. In 2004, the TaiwanICDF jointly held three seminars with the Institute of Information Industry focusing on the high-tech sector and international digital opportunities. The seminars helped strengthen the IT knowledge of TaiwanICDF personnel, enabled them to understand the "e-Taiwan project," introduced measures to help reduce the digital divide, discussed trends and strategies in e-commerce, and suggested practical methods by which Taiwan's applied technology can be used to assist the international community. The seminar created a foundation from which the TaiwanICDF will design and implement plans on reducing digital inequalities.

Management Enhancement Programs for Mission Leaders and Experts

A clear link exists between the leadership ability of a mission leader and his or her mission's operational and work effectiveness. The leadership style of a mission leader, the ability to manage and execute a program, and his or her communication

▲ Secretary General Cheng-chung Chen (first from left) encour-ages technical mission leaders and experts to continue honing their professional knowledge and management abilities

▲ Deputy Secretary General Shao Li-chung (center) introduces a plan for a future TaiwanICDF IT assistance project at a conference on digital opportunities

skills all play important factors in leading the team to achieving project success. In 2004, the TaiwanICDF initiated a training program to raise the overall management ability of both existing and potential mission leaders and experts.

The program was based on a "plan-do-check-action" framework, working to hone core management skills in mapping out, executing, managing, and improving projects. Practical courses on knowledge management were also held to broaden the background of participants. During the course, students were instructed how to use TaiwanICDF-developed computer information management systems that will be gradually set up to manage overseas missions. Students also participated in the seminar devoted to the information industry's assistance in reducing the international digital divide. This session strengthened their understanding of the issue and will provide a foundation from which to carry out related projects in the future.

Altogether, 28 mission leaders and specialists were brought back to Taiwan for the intensive training course, which stressed both theoretical and practical issues. The students were divided into

discussion groups and made various fact-finding trips, which enhanced the effectiveness of their coursework. The courses made use of model companies and organizations as examples to emulate. At the end of the course, participants shared what they learned, which further extended the learning experience. The seminar achieved five goals for the participants, including boosting their mission management abilities, raising their leadership and staff training abilities, honing their abilities to execute and manage programs in an effective manner, increasing their knowledge of technology management and intellectual property concerns, and bettering their understanding of digital-related issues and opportunities.

General Affairs and Document Management

The TaiwanICDF continued administration management automation in 2004 to raise administrative efficiency and quality and ease the burden on staff. All areas are gradually being completely computerized. In conjunction with the internal control mechanism, monitoring of risk

management will be introduced in all areas of service management.

Procurement

TaiwanICDF procurement procedures are based on government regulations. In 2004, procurement operations achieved a significant breakthrough when the TaiwanICDF signed an open agreement with Taiwan's leading companies. This accord greatly simplifies the procurement process by which overseas missions purchase agricultural machinery from Taiwan.

Document Processing

Document processing within the TaiwanICDF is nearly all computerized. To hasten the transmission of various documents, the TaiwanICDF has implemented an electronic document transmission system to replace the fax transmission of non-confidential documents overseas. This arrangement not only reduces transmission fees, but also improves the Fund's efficiency and provides a more convenient management process. The TaiwanICDF also changed its word processing programs at the end of December to reflect the government directive that all official documents be written horizontally instead of vertically. The Fund's timely changes to its word processing information systems have enabled it to remain in sync with other government institutions.

Treasury Management

In order to strengthen treasury management, the TaiwanICDF amended various guidelines governing expenditures in 2004 and forwarded them to MOFA for review and approval. The TaiwanICDF has commissioned a financial institution to serve as custodian for its holdings of securities, reducing the risk of carrying out such operations itself.

Archive Management

Government institutions are in the process of computerizing all archives, and the TaiwanICDF focused on related archival work in 2004. Given the growth in Fund operations, the volume of paper documents continues to increase dramatically. The TaiwanICDF has commissioned an outside source to create an archival retrieval system, which can easily access a wide range of documents. This procedure will increase management and administrative efficiency and will save much-needed storage space.

Management of Other Services

The TaiwanICDF is instituting computerization in all levels of its organization. Amid this effort, document processing and treasury systems have already been completed. Other computer systems governing assets and books were completed by the end of 2004, enabling an even higher level of transparency and competence in the management of internal services.