

Management

The mission of the ICDF has been, and will remain, one of compassion and selfless dedication to human progress and economic growth. In the five years since its creation, the ICDF has continually embraced new ideas and adopted new methodologies in order to transfer development experience and technology effectively to partner nations.

Budget reductions in 2000 motivated the ICDF to reevaluate the effectiveness and efficiency of its foreign assistance projects. To guarantee productiveness, the organization took care to incorporate modern management procedures in all of its human resources, technical cooperation and other programs.

Human resources are the top priority of the ICDF, and the organization carefully designs and implements training, personal work plans and personnel assignments. In order to continue improving the capacity and quality of human resources, the ICDF adjusted its salary framework, enhanced on-the-job training and education, and introduced an innovative alternate assignment system.

Efficiency is a guiding principle in the execution of ICDF technical cooperation, investment and lending, and education and training programs. There are clear rules governing framework design, procedures, tracking and evaluation of each program. In order to conform to ROC policy, the ICDF employs a rolling three-year core project framework, as well as annual work programs.

To support its varied projects and programs, the ICDF has steadily upgraded its information technology infrastructure, integrating software and hardware resources in order to streamline work processes and improve communication between ICDF technical missions and international agencies. Improved information technology has also been beneficial to financial resource management, promoting and extending the benefits of the ICDF's work.

Human Resources Management

To maximize human resources departmental efficiency, diminish the rate of technical personnel turnover and reduce the difficulty of selecting new employees, the ICDF reorganized its salary framework during this fiscal year. The ICDF also modified its organizational framework, folding the management and procurement divisions into the Administration and Management Department's human resources and procurement/management administration divisions.

Adjustment of the ICDF Salary Framework

An industry management and consulting company was contracted to evaluate and modernize the salary framework. It was felt that deficiencies in the salary plan were related to the turnover of technical personnel and the difficulty of selecting new employees. The appraisal was completed, a report submitted, and the findings presented to and approved by the ICDF board of directors and supervisors.

Budget Cuts Required Personnel Reductions

The budget of the ICDF technical missions declined by approximately 32 percent. That and other substantial budget cuts by the government made it necessary to cut 40 staff members during the fiscal year.

Enhanced On-the-job Training and Education

Technical mission personnel returning to Taiwan on vacation received a total of 116 person-months of short-term professional training. More than 50 person-months of training were given at the Taiwan Ministry of Economic Affairs Professional Training Center, the Taiwan Academy of Banking and Finance, and various other Taiwanese training institutes.

Twelve qualified mission staff members and personnel were selected for admission to the National Pingtung University of Science and Technology's Graduate Institute of Tropical Agriculture. One ICDF staff member received six months of training at the international commercial training center of the External Trade Development Council.

Beginning and intermediate-level Spanish courses were offered to ICDF personnel. Five personnel (including reserve staff) received concentrated Spanish training in Guatemala. Twenty person-months of English courses at domestic language training centers were offered, and four staff members were sent to Senegal for intensive French studies.

ICDF Alternate Assignment System

The ICDF employs a rolling alternate assignment system, which offers employees variety and new challenges. Four domestic personnel alternated positions, as did 88 overseas personnel. Twenty-eight overseas personnel were assigned to new language regions.

Improving Personnel Quality

As part of a program to strengthen staff training, two high-ranking staff members took part in business and human resources management seminars at the National University of Singapore's Business Management School. Two staff members were sent to the Asian Development Bank and the European Bank for Reconstruction and Development for six months of on-the-job training and additional practical training. One specialist received a year of practical training.

To fill positions left open by departing staff, 10 new employees and 16 reserve technical staff members were hired. In accordance with ICDF policy, all of the new employees have master's degrees.

Outstanding Personnel in 1999 and 2000

Outstanding Personnel

Chang Nan-chang
Chen Ai-chen

Lee Jyh-horng
Chen Yi-jung

Distinguished Personnel

Tsai Yu-Chu

Chen Chao-sung

Best Technical Missions

Technical Mission in The Gambia

Technical Mission in Macedonia

Distinguished Missions

Medical Mission in São Tomé and Príncipe

Technical Mission in Indonesia

Best Mission Leaders

Lee Sung-lien, Indonesia

Chen Jung-hui, Solomon Islands

Distinguished Mission Leaders

Chen Chi-fu, Medical Mission in São Tomé and Príncipe
Huang Chi-lin, Medical Mission in Chad

Best Mission Members

Chang Shen-shuenn, Solomon Islands
Chen Shi-ju, Senegal
Chen Cheng-chang, The Gambia

Lan Tyau, Paraguay
Yang Yung-lang, Indonesia
Chung Jen-sheng, Saint Vincent

Distinguished Mission Members

Yu Yeh-shyuan, Indonesia
Huang Der-chung, The Gambia
Wang Hui-li, Macedonia
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Chang Long-shyong, St. Christopher
Li Cheng-tzung, Burkina Faso
Hou Shui-lai, Costa Rica

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Project Management

Investment and Lending

Cultivating Professional Skills and Knowledge Management

To strengthen professional knowledge, the ICDF has continued sending professionals in its Investment and Lending Department to receive advanced training from the Asian Development Bank and the Harvard Institute for International Development. Topics include lending evaluation, and project management and execution.

Investment and Lending programs have also benefited from the ICDF's reorganized information systems. New data organization and control and distribution schema enable better use of information for internal affairs, promotional purposes, and project design and execution.

Project Objectives and Methods

In order to improve economic development, social progress and living conditions, the Investment and Lending Operations Department carefully calibrates its strategies to the particular needs of partner countries. ICDF loan projects in the initial stage emphasized small and medium enterprise development, transferring Taiwan's wealth of SME experience to partner nations. Current aims of the ICDF Investment and Lending projects include:

- Assistance in private sector development and participation in the international trend to reduce poverty. To harmonize with the international effort to reduce poverty, Investment and Lending projects and microcredit programs emphasize SME development, microcredit, marketing skills, and small business and agribusiness growth.
- Aiding rural development through agricultural and nonagricultural activities. Rural economic activity is a key underpinning of national economic growth. The ICDF has provided loans to farmers in emergency situations and for longer term investment in the entire range of agricultural and peripheral activities, from crop production to marketing. Rural development loans are being used to introduce modern agricultural techniques, and to purchase raw materials used by the farmers. The result is increased agricultural output and farmer incomes.

- Human resource cultivation through technical and vocational education. Human resources are the most important resource in developing countries. Extensive ICDF education and technical/vocational training programs are enhancing human resource development and solidifying the foundation of national economic development.
- Cooperation with international organizations. Cooperation with international organizations can amplify and speed the progress of assistance projects. ICDF investment and lending professionals learn specialized management techniques by taking part in financial evaluation and supervision programs conducted by international organizations. With this experience and training, ICDF staff members are learning new ways to improve ICDF program efficiency.

Technical Cooperation

From Demonstration to Promotion

So that ICDF projects can create greater wealth for the people in the host countries, technical missions have been replacing traditional demonstration methods with new promotion techniques. Missions carefully appraise market conditions in order to plan potential development projects based on current trends. Technical missions are continuing to maximize output quality by organizing marketing seminars and farmer education programs, coordinating production and marketing systems, and improving production technology.

This fiscal year, ICDF missions held seminars in Latin America and Africa on small farm operation and on production and marketing. These seminars improved the management and marketing skills of local farmers. Other successful cases included women's production and marketing seminars in The Gambia, a horticultural crop business management project in Indonesia, agricultural management of mushroom projects in Indonesia, and a hog breeding extension project in Saint Vincent.

Project Augmentation and Development

To extend limited resources and maximize results, the ICDF carefully combines and harmonizes its reserve capital and its methods of foreign assistance. It uses this approach to solve technology and capital deficiencies, provide small farmer loans, improve economic efficiency, and better coordinate crop production and marketing systems. Cases have included small farmer loans in Latin America and the East Caribbean, loans to fishermen in Panama, and rural microcredit projects in Burkina Faso.

To assist ICDF technical missions in their agricultural investment projects and increase the value of agricultural produce, the ICDF expanded the small farmer loan project to include agribusiness investment. Technical missions helped households manage simple agribusinesses, and then sold successful enterprises to the households. The Turrialba wild guava processing project in Costa Rica is one of the most successful cases, enriching farmers and providing essential technical assistance for agribusiness development.

Due to the limited budget, technical missions used ICDF technical cooperation resources and Taiwanese SME experts to improve and extend projects. The ICDF required that food processing experts being sent to Latin America first go to the Belize technical mission to assist with the food processing project in that country. The experts encouraged the adoption of new industrial models, which marked a new beginning in the Belize food industry. Additionally, the ICDF utilized its technical assistance budget, and the experience and resources of a Taiwan experimental organization, to show the rice farmers in The Gambia how to use proper quantities of fertilizer in paddy rice cultivation and to produce organic compost. Effective, efficient results were achieved.

Successful Project Replication and Extension

The ultimate goal of the ICDF's work is to expand the scope of benefits in host countries. All successful cooperation projects carried out by technical missions must therefore, where feasible, be replicated and extended to other regions. Examples of this are the hog raising project in Nicaragua and the cage aquaculture project in Honduras.

Expansion of Trade and Investment Cooperation

In light of the overall economic development needs of host countries, and in order to enhance investment and trade relationships with the ROC, the focus of technical cooperation projects is gradually shifting from the traditional areas of agriculture and fishing, to trade and investment cooperation. Technical missions are collecting economic and commercial information, and uncovering cooperative investment and commercial opportunities for Taiwanese investors.

The investment and commerce service mission in Latin America and the technical expert mission in Macedonia are currently focusing on such cooperation. The ICDF will strive to complement this shift in direction by increasing the depth, range and efficiency of technical cooperation projects.

Education and Training

Methodology

ICDF education and training staff use the training models of international organizations and developed countries as a reference for overseas training.

The education and training project methodology is composed of four phases: confirmation and preparation of special cases of training; appraisal of the practicality of special cases; execution and oversight of training; and review and evaluation of the training. The ICDF will continue to implement this model while striving to raise its training standards.

Program Supervision

Education and training programs are supervised by independent bodies as well as ICDF staff members. To evaluate and strengthen training programs, people who have received training are interviewed at the end of their training.

Intent

The intent of ICDF education and training is to draw up curricula for transmitting the core idea of the “Taiwan experience.” Additionally, in order to coordinate the needs of technical cooperation projects and the ICDF’s practical foreign assistance experience, the ICDF held pre-advance training classes for the volunteers preparing to go to overseas missions.

It also launched the second stage of its Practical Affairs of Foreign Assistance and International Cooperation Development workshop, which was attended by ICDF staff and representatives of domestic NGOs. The objective of the workshop is to improve cooperation and communication between the ROC government and the Taiwanese population.

Development of the ICDF Alumni Society

The ICDF Alumni Society sustains relationships between participants in ICDF programs, by encouraging continued personal and professional interaction. To enable the society's 5,000 members to stay in closer touch, share their experiences and continue helping their countries, the ICDF is amending the practices of the ICDF Alumni Society technical cooperation seminar, changing its subsidy methods, and holding more seminars, forums and lectures for the alumni.

Distance Learning and Training Information Network

To develop human resources and raise and extend standards of international cooperation, the ICDF is encouraging the use of new communications technologies, distance learning, and training information networks.

Financial Management

Sources of Funds and Utilization

Investments and loans committed by the ICDF as of 31 December 2000 totaled more than US\$438.15 million (approximately NT\$11.459 billion). Of this, US\$298.5 million (approximately NT\$8.569 billion), or 68 percent had already been disbursed. Repayments, funds not yet disbursed, and uncommitted funds earned interest from bank deposits, short-term paper and corporate debt. An attempt was made to increase returns by investing in stocks or mutual funds.

Income and Expenditures

Income

The ICDF's income comes from interest on long-term lending and income from financial operations. Income from long-term lending in 2000 was NT\$452 million, while income from financial operations was approximately NT\$585 million and other income was NT\$266 million. Total income was NT\$1.303 billion, all of which was used for ICDF services and management expenses.

Expenditures

The ICDF's investment and lending expenses for 2000 came to approximately NT\$222 million; technical cooperation expenses were NT\$237 million; service planning expenses were NT\$33 million; general and administrative expenses were NT\$116 million; and non-service expenses were NT\$188 million. Total expenses amounted to NT\$795 million, leaving a surplus of NT\$508 million.

Income Statement for 2000 (NT\$)	
Item	Amount
Interest from long-term lending	452,263,159
Interest from financial operations	584,808,745
Other income	266,344,069
Total income	1,303,415,973
Investment and lending expenses	221,578,748
Technical assistance expenses	237,410,112
Service planning expenses	32,915,535
General and administrative expenses	115,673,929
Non-service expenses	187,716,606
Total expenses	795,294,930
Surplus	508,121,043

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