

# MANAGEMENT

## Project Management

Project supervision is an extremely important part of the ICDF's operations. The organization supervises the projects regularly to ensure that they are running smoothly and to create mutually beneficial relationships with its partners. During their visits, ICDF representatives can also help to deal with problems efficiently on the spot.

The ICDF's supervision system ensures that project quality is not only monitored but also continually improved. In addition, it enhances operations by allowing the deployment of more specialized skills to projects that require more intense management. Each time on-site supervision takes place, an assessment of the current state of the project and an evaluation of the team's performance is made, and lessons learned are applied to other projects.

The discussions between the supervision team and the local government during the supervision visits also help the ROC to understand how its efforts are being received by the partner nation. The intensive assessment of each project and the communication with local officials lay the foundation for agreeing on realistic directions and setting appropriate strategies.

This year, the Policy, Planning and Programming Department established a section whose responsibilities are to handle problem projects. In fiscal year 1998, the ICDF identified three projects in this category, and a closer level of attention is being paid to these, in addition to the ongoing scheduled checks and evaluation that all projects receive.

## Financial Management

The resources of the ICDF include NT\$11.614 billion from the final assets of the former IECDF. As of June 1998, the ICDF portfolio included outstanding loans of US\$196 million, long-term investments of US\$4.025 million and long-term liability on undisbursed loans of US\$159.235 million. The surplus funds available for new projects came to US\$29.87 million.

**Table 6: Summary of ICDF  
Investment Activities  
at 30 June 1998**

	US\$ thousand @US\$1:NT\$32.3	NT\$ million
Net value from IECDF	* 388,929	11,614
Total loans	(195,802)	(5,376)
Long-term investments	(4,025)	(130)
Funds to be disbursed	(159,235)	(5,143)
Surplus	29,867	965
* For reference only		

The ICDF's income comes from (1) interest on long-term lending and (2) income from interest from funds that have yet to be disbursed and that are currently invested in fixed-term savings deposits and short-term checking accounts. Interest from long-term loans for the fiscal year 1998 totaled more than NT\$278 million, and income from financial investments was approximately NT\$485 million. Foreign exchange and other revenues brought in around NT\$95 million, making a total income of NT\$858 million available for technical assistance and management costs.

Investment and lending expenses for the fiscal year 1998 came to approximately NT\$160 million; technical cooperation expenses were just under NT\$190 million; general and administrative expenses were around NT\$58 million; amounting to total expenses of NT\$406 million. Therefore, the net income was just under NT\$452 billion.

**Table 7: Income Statement for 1998**

Item	US\$
Interest from long-term lending	278,444,612
Income from financial investments	485,097,733
Foreign exchange and other revenues	94,632,333
<b>Total Income</b>	<b>858,174,678</b>
Investment and lending expenses	159,853,866
Technical cooperation expenses	188,665,139
General and administrative expenses	57,855,574
<b>Total Expenses</b>	<b>406,374,579</b>
<b>Net Income</b>	<b>451,800,099</b>



## Administration and Management

### Personnel Management

The merger of CITC with the ICDF not only simplified administration, but also allowed for the better deployment of human resources according to project needs and work loads and increased operational efficiency—to the benefit of the ROC's overseas aid work.

In 1998, in order to make its operations more transparent and systematic, the ICDF established a human resource management committee with responsibility for developing personnel policy, reviewing and implementing manpower planning, personnel selection, overseas postings, reassignment and evaluation.

A senior employee was sent to the Inter-American Development Bank for one month's training, and three officers were sent to participate in courses in contemporary human resource management and financial management at the Business Management School of National Singapore University.

The Specialist Personnel Research Center of the MOEA held training sessions for mid-level officers and sent one expert to the Asian Development Bank for four months' training. In Taiwan, ICDF personnel took part in English and Spanish language training courses at The Language Training and Testing Center. In addition, the ICDF invited foreign trade, agronomic, agricultural, finance, and engineering experts to give regular lectures to its employees.

To ensure the availability of well-trained professional staff, the ICDF makes a yearly estimate of the number of staff needed for a particular project, based on plans for technical cooperation programs. It then commissions various agencies from the Taiwan Provincial Government, including the Taiwan Forestry Bureau, the Water Conservancy Bureau, the Taiwan Fisheries Research Institute, and the Taiwan Sugar Corporation, to train technical personnel.

As of 1998, the ICDF started a rotating system of domestic and overseas assignments, in order to develop human resources, boost staff morale, and strengthen on-the-job experience and professional knowledge. Currently, three excellent employees have been sent to Central America, Africa and the Asia Pacific region to take up posts as mission leaders. Two overseas staff have been called back to the ROC to take up posts within the ICDF.

The organization is continually looking for better ways to train superior staff and to improve quality and administrative efficiency. In fiscal 1998, one ATM member returned to Pingtung University of Science and Technology for a one-year study program and another registered at the same institution for 18 months of study.



## Management Team of the ICDF

**CHAIRMAN: Jason C. Hu**

**SECRETARY GENERAL: Ping-cheung Loh**

**DEPUTY SECRETARIES GENERAL: Sung-ching Hsieh, Lien-feng Tseng, Neng-jung Lin**

**ASSISTANT SECRETARY GENERAL: John C.C. Lai**

**TECHNICAL COOPERATION DEPARTMENT:**

**DIRECTOR: Pai-po Lee; DEPUTY DIRECTOR: Alex Shyy**

**DIVISION CHIEFS: Hsiao-ling Kao, Sy-wen Leu**

**POLICY, PLANNING AND PROGRAMMING DEPARTMENT:**

**DEPUTY DIRECTOR: Fen-may Liou; CHIEF, FINANCE DIVISION: Chien-tsu Chen**

**INVESTMENT AND LENDING OPERATIONS DEPARTMENT:**

**DEPUTY DIRECTOR: Chyi-hway Gong**

**ADMINISTRATION AND MANAGEMENT DEPARTMENT:**

**DIRECTOR: Nan-chang Chang; DIVISION CHIEFS: Chu-yu Lin, Huei-peng Hung**

**EDUCATION AND TRAINING DEPARTMENT:**

**DEPUTY DIRECTOR: Hsiu-kuo Lin; DIVISION CHIEF: Yu-chi Chang**

**ACCOUNTING OFFICE:**

**DIRECTOR: Grace Yang**

## Information Management Systems

The ICDF is actively developing computerized information management systems under two categories: WWW information systems and an operational information system.

The WWW information systems include both Internet and Intranet. The Internet information system provides English and Chinese language inquiry services, including an introduction to the laws regarding the establishment of the ICDF and its organizational structure, and a comments box. The service also provides online information about courses and other information, and the Intranet information system provides program units with consolidated information and computerized files. ICDF staff are thus constantly in touch with the latest information.

The ICDF's E-mail server ensures that program units will be able to send e-mail all over the world, thus reducing the inconvenience and expense of using facsimile and traditional postal services to transmit information. The ICDF's homepage is <<http://www.icdf.org.tw>> and its E-mail address is [icdf@icdf.org.tw](mailto:icdf@icdf.org.tw).

The main functions of the operational information system are to serve the overseas technical mission personnel by providing required information on salary, equipment and general management affairs, as well as on financial and accounting systems. By providing information on the status of all aspects of overseas missions, the comprehensive databank will make it easier to manage them efficiently and to estimate financial and other needs more accurately.