

MANAGEMENT AND ADMINISTRATION

PROJECT SUPERVISION AND EVALUATION

Over the past year, the management of the ICDF has developed a comprehensive system to evaluate the cost-effectiveness of programs and projects which it is funding. A stringent system of supervision has been set up to ensure that all activities are achieving their intended objectives.

Projects supervised and inspected on location by the ICDF staff included the Highway No. 5 Project and the Small and Medium Enterprise Project in Vietnam; the Manila South Area Water Distribution Project; the Indonesia Rural Cooperative and Credit System Project; and the Paraguay Oriental City Industrial Park Project.

Supervision is critical, but so is post-evaluation. Once projects are completed, they will be carefully evaluated to assess how efficiently and cost-effectively they have achieved their objectives. Project evaluation not only helps to improve the design and execution of future activities, but also demonstrates proper stewardship of the funds entrusted to the ICDF. Indicators of development effectiveness will help the ICDF to design high quality projects for future investment.

FINANCIAL MANAGEMENT

The ICDF has an authorized capital of NT\$30 billion (about US\$1.1 billion), of which NT\$11.6 billion (about US\$422 million) has been paid in. The capital comes from government budgets, interest on funds in hand, donations and other sources.

By 30 June 1997 the ICDF had committed approximately US\$330 million and received repayment of US\$7.5 million.

In 1997 interest from loans, government bonds and bank deposits is estimated at NT\$602,273,273 (about US\$21.9 million).

Loans are funded from the capital of the ICDF, while technical assistance and management costs are covered by interest earned on the capital or cash in hand.

ADMINISTRATION

PERSONNEL MANAGEMENT AND DEVELOPMENT

In every field, well-trained professional staff are essential. At the ICDF, the professional skills of staff at all levels are being strengthened through in-house programs and external education and training.

Investments are being made in the ICDF's human resources as selected managers are sent to leading international management and business schools, to gain new skills or upgrade their capabilities. An ICDF director-level manager is currently studying 'evaluation and management of investment projects' at Harvard Business School, while another ICDF specialist has just completed a six-month on-the-job training program at the Asian Development Bank.

The ICDF is offering expanded opportunities for education to its staff and an aggressive program of in-house training is in place to raise professional standards and skills across the board. Employees are taking advantage of the language training courses, learning how to improve their computer skills, and acquiring new ideas and inspiration from eminent scholars and internationally renowned guest lecturers such as Mr. Shahid Husain, former senior vice president of the World Bank.



MANAGEMENT INFORMATION SYSTEMS

Workers need good tools. Prime among them in this Information Age is access to key information technology.

Following a decision made in September 1996 to upgrade the computer and information management systems at the ICDF, new hardware and software applications have been installed and considerable progress has been made in networking. In late 1997 the focus will shift to global network integration and the development of a sophisticated information retrieval system, and an ICDF homepage will be active by early 1998.

The homepage will provide visitors with a detailed introduction to the ICDF audit functions and a comprehensive databank of information on cooperative projects in various countries; seminars and training programs; assessments of investment environments around the world; case studies of relevant projects; and lists of human and financial resources in the fields in which the ICDF has the greatest interest.

The ICDF's computer system is being designed by Acer, with a development program that includes (1) system establishment hardware and software (systems analysis, software design, programs, testing, constructing and transferring documents); (2) training of personnel; and (3) systems maintenance and service.