



## Administration Management

Administration management is vital to the ICDF's core operations. ICDF operations face obstacles when there are administrative errors. To strengthen its management interface and promote a more efficient organization, the administration management division has not only created a stable management platform, but also works in regular coordination with other departments to ensure the ICDF's various international cooperation activities run smoothly. The ICDF Administration Management Department works to achieve synergy and implement the goals of a professional, systematic, transparent and accountable organization.

ICDF administration management operations primarily focus on human resource management and general affairs/document management:

### Human Resources Management

A knowledge-based economy is grounded in its intellectual and human capital. In today's era of globalization, the role of human resources is very different from that which it took previously. While physical capital was a key factor in the industrial age, human resources are now considered the most important asset of many organizations. This is especially the case for a non-profit organization such as the ICDF. Creating and strengthening the organization's value relies upon the intelligence of its staff. As a result, the appropriate utilization and development of human resources is one of the most important areas, in terms of administrative management.

The focus of ICDF human resources management is to raise the quality of its workforce. The agency has established a comprehensive personnel system, strengthened employee training programs, and

improved personnel operations mechanisms. In managing employees at home and abroad, the ICDF adopts measures appropriate for the wide variety of environments and operational needs faced today.

The ICDF's personnel operations focus on the management of ICDF employees, members of technical and medical missions overseas, and young men serving in the Youth Overseas Service. The following details some of the objectives of ICDF's human resource management:

### Raising Workforce Quality

Helping employees address operational requirements, the ICDF has employed young and dedicated staff since its establishment in 1996. New hires generally have masters degrees and a specific area of expertise. Introducing new talent into the system helps ICDF to maintain its competitiveness.

Since its founding, the average age of an ICDF employee has fallen from 43.1 years to 40.9 years. Initially, 71 percent of ICDF staff held an undergraduate degree, 23 percent had masters degrees, and 6 percent had doctorates. By 2003 this had changed to 47 percent, 48 percent, and five percent, respectively, showing that the quality of the ICDF workforce has risen significantly, become younger, and possesses a greater degree of specialization.

The ICDF has also planned and implemented a learning passport system for staff development, as well as other specialized training, in an effort to maintain operational competitiveness. In 2003, the implementation of human resource management work included the following developments:

- Four reservists, hired to fill vacancies in overseas technical missions, completed training and were assigned to their respective missions.

- Although several training courses were cancelled in 2003 due to the outbreak of SARS, the ICDF continued to train its professionals, with a total of 59 staff completing courses during the year. One employee took part in the ADB secondment program in Manila, 51 technical staff assigned to overseas technical missions participated in short-term training programs back in Taiwan, and three participated in masters degree coursework at the National Pingtung University of Science and Technology.
- The ICDF continues to encourage employees to participate in internal English language training. In addition, the agency sponsored 23 employees to take English language courses at outside language training centers and sent two employees to Guatemala for intensive Spanish and six to Senegal and Burkina Faso for intensive French language training.

Taiwan has contributed resources to international development projects for over 40 years. The many who have served in Taiwan's overseas technical missions represent an abundant pool of knowledge and experience. The ICDF established the Overseas Mission Members Alumni Association in order to maintain contact with former ICDF mission members even after they leave the agency, retain their expertise, and ensure current and future ICDF activities continue to benefit from their rich experience.

### **Establishing a Comprehensive Personnel Management System**

In light of changes in the domestic and global environment, an important focus of work in 2003 was to examine and make any necessary amendments to the rules and operational procedures of Taiwan's technical and medical missions abroad. The goal has been to make these bodies more flexible in today's fast-changing world. Given its over 250 technicians stationed at overseas posts, the ICDF is responsible to

abide by a wide array of regulations governing salaries, attendance, performance evaluations, promotions, training, family care, and so on. These rules impact greatly upon the employees and therefore extra care is required in drafting clear and proper rules. In addition, the ICDF has already established job descriptions for all different types of work to help define the qualifications for recruitment, promotion opportunities, and training activities. Standardized work procedures have been established and serve as the basis for internal controls on behalf of employees working at the ICDF in Taipei and in its missions overseas.

### **Improving the Personnel Operations Mechanism**

In 2003, the ICDF computerized its personnel management system to facilitate the processing of personnel affairs. For example, the management of personnel information for ICDF employees is now done online, with records on attendance, promotions, performance evaluations and educational training available from a central database. Data files are maintained on all technicians stationed abroad. In the future, in coordination with the implementation of the learning passport system, the ICDF will update the existing educational training system to achieve its comprehensive e-training goals.

### **Expanding the Taiwan Youth Overseas Service**

The first group of 37 servicemen returned to Taiwan in June and July of 2003. The program was a success, and the participants earned praise from the missions at which they were stationed and from the locals with whom they worked. Eight individuals received awards in recognition of their outstanding performance and the entire group was honored at a reception held in August. This group has set a positive



model for future groups to emulate.

According to an ICDF survey, of those in the first group, eighteen indicated a willingness to return to technical missions abroad for further service if given the opportunity. Thirteen hoped to return to their technical mission in the near future, while the remainder said they would consider working in technical missions in the future, after gaining work experience in Taiwan. In all, over 86 percent of the first group expressed a desire to return to work in technical or medical missions overseas. The extremely positive results reflect well on the future of Taiwan's international cooperation and development work.

The second group of servicemen, numbering 35, is currently serving in several countries. Their terms of service will conclude in March and April of 2004. The third group was selected this year, with a total of 194 men applying to take part – 40 percent more than last year. Word of the program is getting around and an increasing number of people are gaining interest in diplomatic field work. Forty-one men were selected to participate in the third group abroad. Of these, seven are medical therapy or medical technology specialists, 25 are agricultural technicians, and nine will be assigned to do computer related work. After completing training, these 41 individuals will be sent to their respective missions overseas at the end of January 2004.

The Youth Overseas Service program has both resolved the shortage of available experts at the missions and boosted the feelings of accomplishment and contribution among ICDF overseas staff. For members of the Youth Overseas Service, work overseas expands their professional knowledge, experience, and their world perspective. Taiwan's government places great importance on the Youth Overseas Service and plans to expand its scale in the

future. It hopes that the men participating in the program will share their experiences with others to further foster the concepts of volunteerism and "people's diplomacy."

## **General Affairs and Archive Management**

Globalization and information technology are dramatically changing cross-border flows of information, technology, and people within an organization. In light of these challenges on the information and technology sectors, the ICDF has carried out computerization to boost management. The establishment of internal control mechanisms has made it possible to include risk management in the auditing process. This boosts the managerial function of the ICDF and also boosts efficiency.

The ICDF's general affairs and archive management work covers seven major areas. These include procurement, assets, documents, files, miscellaneous affairs, expenditures, and book management. The ICDF has also been authorized by the MOFA to manage the assets of technical missions abroad as well as to purchase materials in-country for use by those missions.

Major changes in ICDF management methods during 2003 included the following:

### **Procurement**

ICDF procurement activities are conducted in accordance with relevant government regulations. Given the rapid growth in ICDF operations, the agency must issue an increasing number of public tenders every year. Concurrent with this trend, procurement cases are becoming more complicated and diverse, requiring the dedication of an increasing amount of time. The number of tenders bid out during 2003 was double that of the previous year.

The 39 technical missions overseas frequently face very different material needs. In general, missions require about 3,000 standard items, including seeds, fertilizer, agricultural machinery, spare parts, medical equipment, tools, chemical re-agents and pharmaceuticals. These tenders differ significantly from purely domestic purchase contracts because projected time of use in foreign countries, shipment periods, shelf lives and proper storage temperatures must be tailored to meet the special situation of each post. This significantly raises the complexity of procurements and, in spite of the large volume and attendant difficulties, the ICDF continues to refine procedures to institute the most appropriate procurement system for ICDF worldwide needs.

### **Document Processing**

Computerization is being instituted for the handling of all documents, decreasing document delivery times, saving on expenses, raising work efficiency and shortening turnaround time. On June 12, 2003, the ICDF began electronic transmission of documents to replace the traditional faxing of non-confidential documents overseas. Taiwan's embassies, consulates and technical and medical missions are the destination for much of this correspondence. Utilizing electronic means reduces transmission expenses and enables the content of documents sent overseas to remain up-to-date. From a broader perspective, this makes management of documents more convenient.

### **Treasury Management**

Focused on practical international cooperation, the ICDF is often engaged in international monetary transactions with diplomatic allies and its overseas technical missions. The ICDF Administrative Management Department not only handles routine treasury operations, it also must effectively manage ICDF-held securities and similar assets. In 2003, the ICDF completed revisions to guidelines governing treasury management to tighten oversight in this arena. Furthermore, the ICDF has issued a tender seeking financial institutions interested to manage ICDF-held securities.

### **Archive Management**

Archives frequently document completed work and comprise the foundation knowledge which should be passed to others. A file management system is an important tool for the development of international cooperation activities. In order to strengthen file management and promote file utilization, the ICDF completed in 2003 guidelines governing the management of a dedicated filing room and filing procedures. To facilitate file management and searches, the ICDF filing room will gradually be computerized and make increasing use of appropriate information technology. Ultimately, a file management network will be created that will expand the scope within which file resources can be utilized.