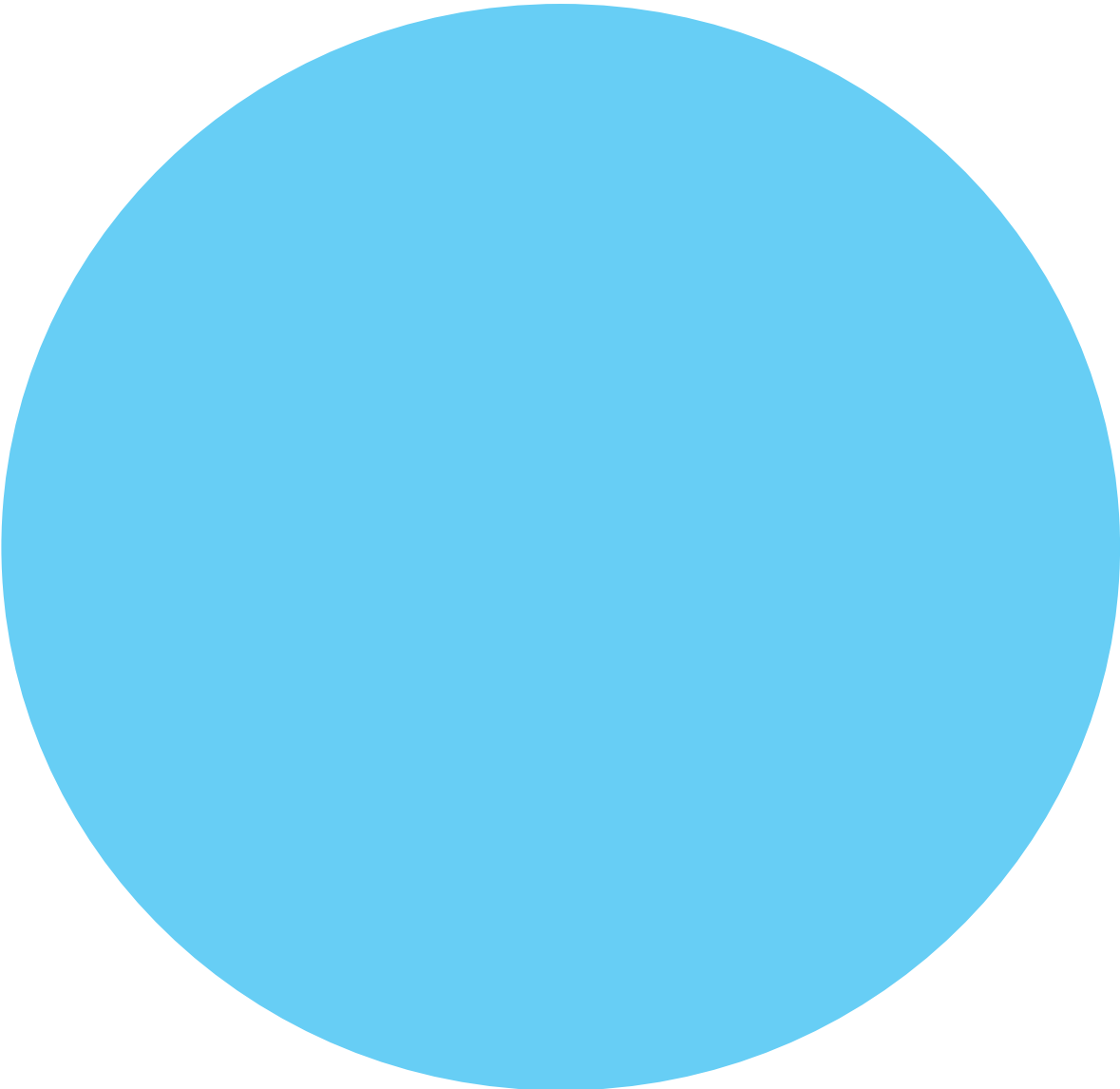


National  
Culture & Arts  
Foundation

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# Foreword

The National Culture and Arts Foundation (NCAF) was established in 1996 in accordance with the Culture and Arts Reward Act. Having recently passed its 20-year milestone, the NCAF now looks ahead to future challenges and opportunities.

Over the course of 2016, the NCAF has continued its cultivation of existing research, grant, and resource development programs, with the NCAF 20th Anniversary Review & Outlook Research Project introducing a comprehensive discussion and investigation into its grant programs, arts and business partnerships, and organizational positioning development.

The NCAF's grant programs were created in 1997, and have become important milestones and markers in the ongoing transformation of Taiwan's cultural milieu. Central to the arm's length principle, the NCAF has striven to ensure its assistance to the art

world comes unencumbered by political inference, creating a highly professional granting system based on peer assessment process. From regular grants, project grants, to international development, the NCAF meets the needs and changes of the art world through its grant programs, while building cross-disciplinary platforms that encourage public participation.

Fostering artistic creativity and encouraging the expression of diverse views, the NCAF continues to serve as an important agency between the public and private sectors. Whatever changes the future may bring to the art world, the NCAF stands ready to meet them.

# Key Figures

## NCAF Grants in 2016

First-time Grant Recipients: **112** Individuals, **68** Organizations

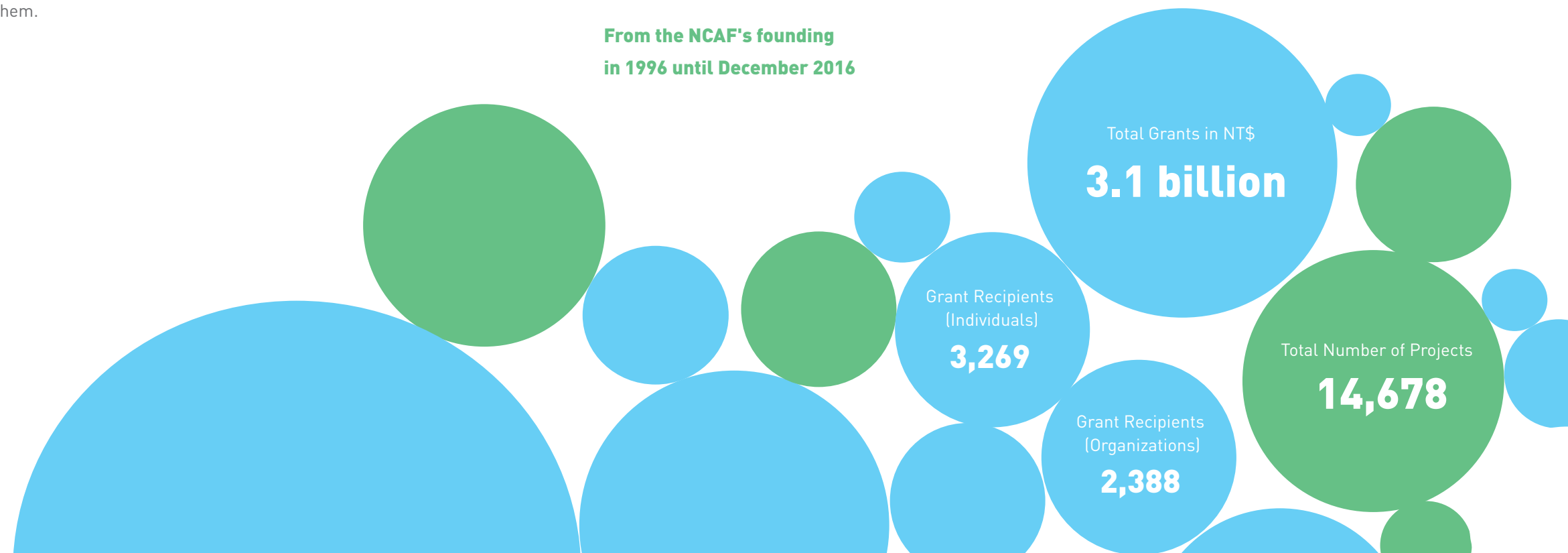
Creative Arts Projects: **226**

Visual Arts Public Exhibitions: **87**

Performing Arts Productions and Tours: **221**

International Exchange Programs: **184**

## From the NCAF's founding in 1996 until December 2016





# II. ● 2016 EVENTS AND ACTIVITIES IN BRIEF

Meimage Dance, 2016 New Choreographer Project.





## 04

- Novel Writing and Publishing Project — Publication of *Twins* by Jun-yao WU and *Hometown at Dusk* by Ching-yueh ROAN
- Taiwan Indigenous Performing Arts Connection (TIPAC) — Training Forum for International Curatorial Managers
- Promotional Platform for Performing Arts in Chinese Area — Participation in the Dao Lue Center for Culture Industry's Annual Meeting at Beijing Performing Arts Fair
- International Curatorial Network of Visual Art — Taiwanese Curator Exchange in Korea



## 01

- Overseas Art Travel Project — Artists Talk
- Production Grants to Independent Curators in Visual Arts — Exhibition *Discordant Harmony* Curated by Chien-hung HUANG for Hiroshima Museum of Modern Art (Japan)

## 02

- Fly Global Project — Participation in TPAM in Yokohama (Japan) and APAM (Australia) Arts Market
- 2016 Lantern Festival Cultural Events in 12 Communities

## 03

- The 19th National Awards for Arts Ceremony
- Novel Writing and Publishing Project — Publication of *The Water God* by Zhi-qing QIU
- Taiwan Contemporary Performance Connection (C03)— Sharing Session of Overseas Artists-in-Residence Collaboration Project.
- International Curatorial Network of Visual Art — International Research and Visit (Vietnam)

## 05

- Worldwide Incubating Platform for DOC Filmmakers — International Documentary Basic Training Workshop
- Production Grants to Independent Curators in Visual Arts — Exhibition *Rivers: The Way of Living in Transition* Curated by Shang-lin WU for Gwangju Museum of Art (Korea)
- Taiwan Indigenous Performing Arts Connection — Attending ISPA Congress (Australia)



## 06

- NCAF 20th Anniversary Review and Outlook Forum (Taipei)
- Essence of Traditional Theater Revisited — 2016 Beat the Gong and Start the Show Glove Puppet Series
- Novel Writing and Publishing Project — Publication of *Burning Bright* by Ying-shu CHENG
- Literary Connection Writers' Talk (Shanghai)
- Taiwan Contemporary Performance Connection — participation in Asia Producers' Platform Camp (Japan)
- International Curatorial Network of Visual Art — International Research and Visit (Philippines)



## 07

- Production Grants to Independent Curators in Visual Arts — Exhibition *Post Ecologicalism Project* Curated by Hong-yi CHEN at Normandy's Jardin Shamrock and Bois des Moutiers (France) ;
- Exhibition *Discordant Harmony* Curated by Chien-hung HUANG for Kuandu Museum of Fine Arts
- Projects for International Arts Networks Development — Let's Go to Arts Markets/Festivals/Meetings! Sharing Session
- Literary Connection — Chinese Language Literature Links — Writers' Talk (Taipei)
- Promotional Platform for Performing Arts in the Chinese Area — Mainland China Industry Dynamics Observation and Operational Conduct Roundtable Forum
- Worldwide Incubating Platform for DOC Filmmakers — Producer Basic Training Workshop



## 08

- International Curatorial Network of Visual Art — Asia Visual Arts Exchange Strategy Sharing Session





## 09

- Essence of Traditional Theater Revisited — 2016 Beat the Gong and Start the Show: Everyone's Mad for Taiwanese Opera! Press Conference
- International Curatorial Network of Visual Art — Asia Visual Arts Exchange Strategy Sharing Session
- Worldwide Incubating Platform for DOC Filmmakers — Editing Workshop
- Production Grants to Independent Curators in Visual Arts — Exhibition Public Spirits Curated by Mei-ya CHENG for the Warsaw Museum of Contemporary Art (Poland)
- The Friends of NCAF visit Japan's Seto Art Festival

## 10

- Fly Global — Push & Performing Lines Lecture by Norman Armour & Fenn Gordon
- Fly Global — Pricing Strategies Workshop
- Taiwan Contemporary Performance Connection — Attending Performing Arts Market in Seoul (Korea)
- International Curatorial Network of Visual Art — 2016 International Curators Workshop

## 11

- Essence of Traditional Theater Revisited — 2016 Beat the Gong and Start the Show: Everyone's Mad for Taiwanese Opera! ShiuKim, Chun Mei and Ming Hua Yuan Tian Taiwanese Opera Troupes Domestic Tour
- Young Star, New Vision in Performing Arts — Domestic Tour
- Taiwan Contemporary Performance Connection (CO3) — All Tomorrow's Collaborations Contemporary Performance International Forum and Workshop
- Taiwan Indigenous Performing Arts Connection (TIPAC) — Training Workshop for International Curatorial Managers
- Worldwide Incubating Platform for DOC Filmmakers — Participation in Docs Port Incheon and Tokyo Docs (Korea & Japan)



## 12

- Promotional Platform for Performing Arts in the Chinese Region — Performing Arts Troupes Exchange symposium
- Novel Writing and Publishing Project — Publication of Green Water-beetle by Ming-wei LIAN
- 2016 Projects for International Arts Networks Development — Joint Sharing Session
- Worldwide Incubating Platform for DOC Filmmakers — Producer Sharing Session
- Art Documentary Grantees Screening at Taichung Opera House
- Production Grants to Independent Curators in Visual Arts — Exhibition Post Colonialism Project Curated by Hong-yi CHEN for The Museum of Contemporary Art Taipei and Towards Mysterious Realities by Hui-hua CHENG for Tina Keng Gallery Taipei
- The Friends of NCAF Year End Banquet





# III. ORGANIZATION

Founded in January 1996, the NCAF aims to build a better environment for cultural activities, to encourage cultural undertakings and to enhance cultural competence of the public in Taiwan. The National Culture and Arts Foundation Founding Provisions clearly delineates NCAF's scope of service as: supervising cultural programs, subsidizing cultural undertakings, awarding grants to arts professionals and implementing the cultural mission set forth in the Culture and Arts Reward Act.

The NCAF has a Board of Directors comprised of 21 members and a Board of Supervisors comprised of 5 members. Members are composed of arts professionals, scholars, experts, government representatives and community members appointed by the president of the Executive Yuan on recommendations from the Ministry of Culture.

The Chair of the Board is elected by members of the Board of Directors. Members of the Board are grouped into the Policy Committee, Fund Management Committee, and Grant Review Committee. In accordance to professional backgrounds and interest, members of the Board may become a member of the above three committees and assist with operations. The Chief Supervisor is elected by the Board of Supervisors. The Auditor reports directly to the Board of Supervisors and is responsible for auditing and assessing internal affairs to ensure all fund finances and activities are being handled in an efficient and effective manner.

The Executive Department is set under the Board of Directors, which appoints the Chief Executive Officer to run the business of the NCAF, supervised by the Board. The Executive Department consists of the Research and Development Department, the Grants Department, the Resource Development Department, the Administration Department, and the Finance Department.



# Duties

## Board of Directors

Authorization of work policies  
Authorization of major projects and grants  
Fund raising, custody and management  
Approval of budget and final accounts  
Formulation and amendment of major regulations  
Appointment and dismissal of major personnel  
Deliberation and authorization of other major affairs

## Board of Supervisors

Auditing of funds and deposits  
Supervision of the financial status  
Inspection of income statements

## Executive Department

- **Research and Development Department:**  
Policy planning and development, collection and distribution of arts information, surveys, statistics, analysis and research of grants related to arts, organization of special projects.
- **Grants Department A:**  
Research, promotion and execution of the grants and projects under the categories of Music, Dance, Theater and Audiovisual Arts.
- **Grants Department B:**  
Research, promotion and execution of grants and projects under the categories of Literature, Visual Arts, Cultural Heritage Preservation and Arts Environment and Development.
- **Resource Development Department:**  
Fund-raising, public relations, execution and publication of projects in Arts and Business Partnerships, organization of the National Award for Arts and related events.
- **Administration Department:**  
Operation of board meetings, management of human resources, legal documents, seals, cashier, treasury and general affairs, assistance in other related projects.
- **Finance Department:**  
Financial planning, budget management, expenses auditing, accounting supervision and other related affairs.

# Board Members

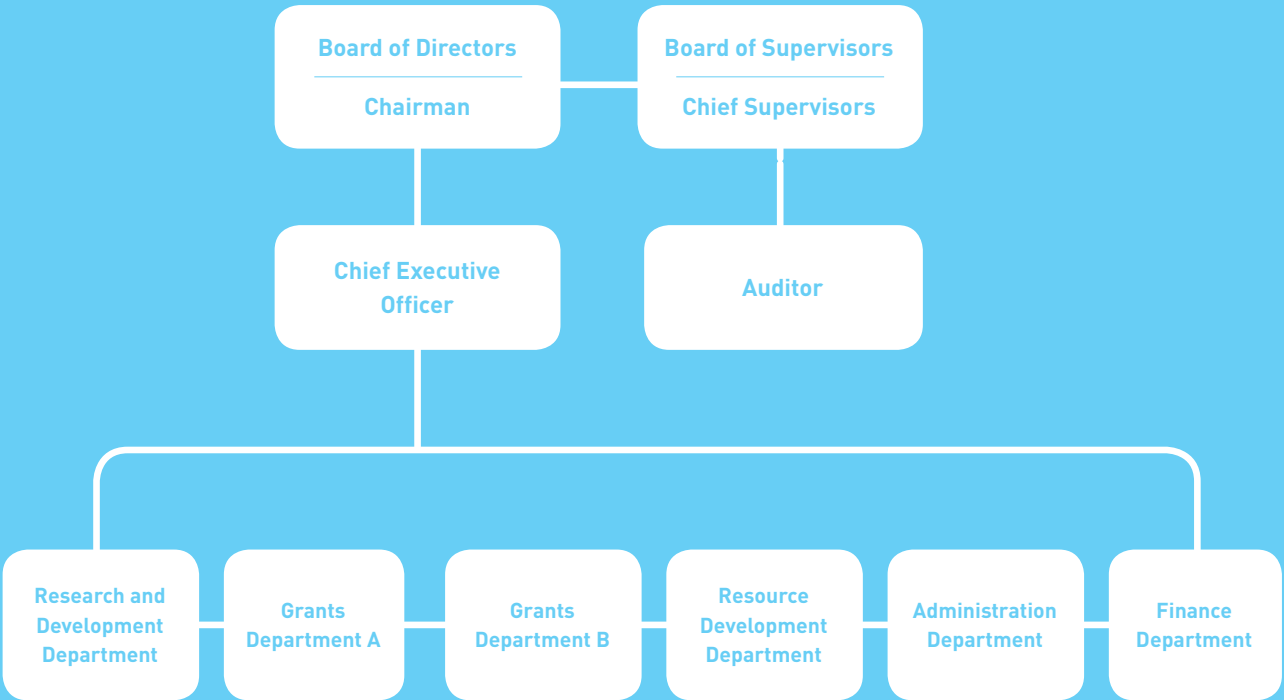
## The 7th Board of Directors 2014.01.01 — 2016.12.31

**Chairman** | Chen-jung SHIH (Stan SHIH)  
**Members** | Wen-hua WANG, Pei-ling WANG, Heng PING, Yu-chien AN, Ming-chun LI (Chao YANG), Lien-chuan LI, Chen-jung SHIH, Te-yu SHIH, Chu-chiu HSIA, Yuan-chien CHANG, Hsiao-wei CHANG, Yung-fai LIANG, Po-ho CHUANG, Yi-chen CHEN, Kuo-tzu CHEN, Fan-cheng TSENG, Hsien-pin CHIAN, Shan-hua CHIEN, Pao-hsia HSUEH, Ching-hui CHIEN, Ching-hwa TSAI (07/15/2016 - 12/31/2016), Su-ling LIN (10/17/2014 - 7/14/2016 ), An KAO (01/01/2014 - 08/11/2015), Shu-pao CHANG (03/26/2014 - 07/23/2015), Tsung-huang HSIAO (09/17/2014 - 07/23/2015), Pi-tuan HUANG (01/01/2014 - 10/17/2014), Ying-ping LI (01/01/2014 - 09/17/2014), Yu-ping LIEN (01/01/2014 - 03/26/2014)

## The 7th Board of Supervisors 2014.01.01 — 2016.12.31

**Executive supervisor** | Cheng-hung KUO  
**Members** | Mei-hsing LIN, Chi-ying CHIU, Cheng-hung KUO, Tsung-te LIU, Wen-chang HSIEH, Shu-chuan HUANG (01/01/2014 - 07/03/2014)

## Organization





# IV. ● OUR WORK





# Research and Development

## Developing Art Think Tanks and Anticipating Future Trends

The work of research development stands at the foundation of the NCAF's ongoing operations. Research and development aims to enhance grant mechanisms in response to the ecology of the fields of art and culture, develop visionary policies and revitalizing strategies, and build an art think tank based on accumulated research results. In line with the above objectives, in 2016, the focus of NCAF's research and development efforts were on NCAF developmental guidelines and policy research, artistic ecology outlooks and international development strategies, and cultural environment revitalization strategies.

Work centered in three main areas. First, the NCAF 20th Anniversary Review and Outlook Forum in which 11 research committee members were invited to author a report on their observations of NCAF's grant achievement. Professionals of the art community were also encouraged to offer suggestions and feedback regarding strategies for the injection of cultural resources at the domestic level. As in the past year, the Taiwan Association of Cultural Policy Studies was commissioned to carry out Observation and Intelligence Gathering for international art trends. The report serves as an important reference for the NCAF as its looks to take the pulse of new international trends over the course of its analysis of domestic art policies, innovative models of arts and business partnership and the development of art think tanks.

Second, the projects "Construction of Observation Indicators and Research Framework of Visual Arts Ecology" and "The Feasibility and Assessment of the NCAF Contemporary Taiwanese Art Archives" were completed at the end of May 2016. Based on these two projects, two applied research programs have been proposed: Development Profile and Grant Impact Assessment of NCAF Regular Visual Arts Grantees and Art Project case gathering and Research. The former continues to track the visual art grantees' developments to gather data for future quantitative analysis of creative works within the visual arts ecology. The latter takes the construction of art archives as its main goal, working to gather and identify original artistic creations from Taiwan.

Third is the Literary Fiction Grant Achievements Promotion Project." Bringing together resources from research, curatorial, and promotional fields through platforms such as the International Taipei Book Fair, the project looks to elevate international awareness of Taiwanese Fiction, as well as to encourage the use and reproduction of artistic creations.

## Development Guidelines and Research Policy

### NCAF 20th Anniversary: Review and Outlook

On June 3, 2016, the NCAF 20th Anniversary Review and Outlook Forum was held in National Taiwan University. Invited to the forum were professionals and scholars from diverse art fields, as well as representatives from the Ministry of Culture. The forum was divided into five sessions: music/dance/theater, literature, audiovisual arts, visual arts, and the positioning of the NCAF and its arts and business partnerships. Over the course of the forum, the positive and negative impact of the NCAF's grant policy over the past 20 years were discussed. Developmental changes and trends in the ecology of the art and culture fields were analyzed, and key strategies in the next 20 years of artistic innovation explored. The forum saw participation of close to 250 leading figures from the fields of government, academia, and business. Furthermore, magazines ARTCO and Performing Arts Review later published news and follow-up reports on the forum, expanding opportunities for public engagement.

NCAF 20th Anniversary Review and Outlook Forum





# Outlooks of Art Ecology and International Strategies

## Foreseeing the Future and Extending the Global Reach

### Development of Art Think Tanks — Visual Arts

From November 2015 to May 31, 2016, an NCAF-lead research team, along with Professors Yao-hua SU and Xiang-ling LAI, adopted action research models in the running of two projects entitled: "Construction of Observation Indicators and Research Framework of Visual Arts Ecology" and "The Feasibility and Assessment of the NCAF Contemporary Taiwanese Art Archives." Main research areas were: 1) Analysis of current developments and trends in domestic visual arts ecology chains, and drawing up of observation indicators for visual arts ecology development; 2) Analysis of current development status, forms, content, and operation trends in domestic/international contemporary art archives; 3) Offering suggestions on the structure, specifications, and operation models in the construction of art archives, with information disclosure and re-appropriation of archives as central goals.

Tai-Chun CHOU, *Beyond the Silence 011 – Poetry of the Future*, 2014



### Development Profile and Grant Impact Assessment of Visual Arts Regular Grantees

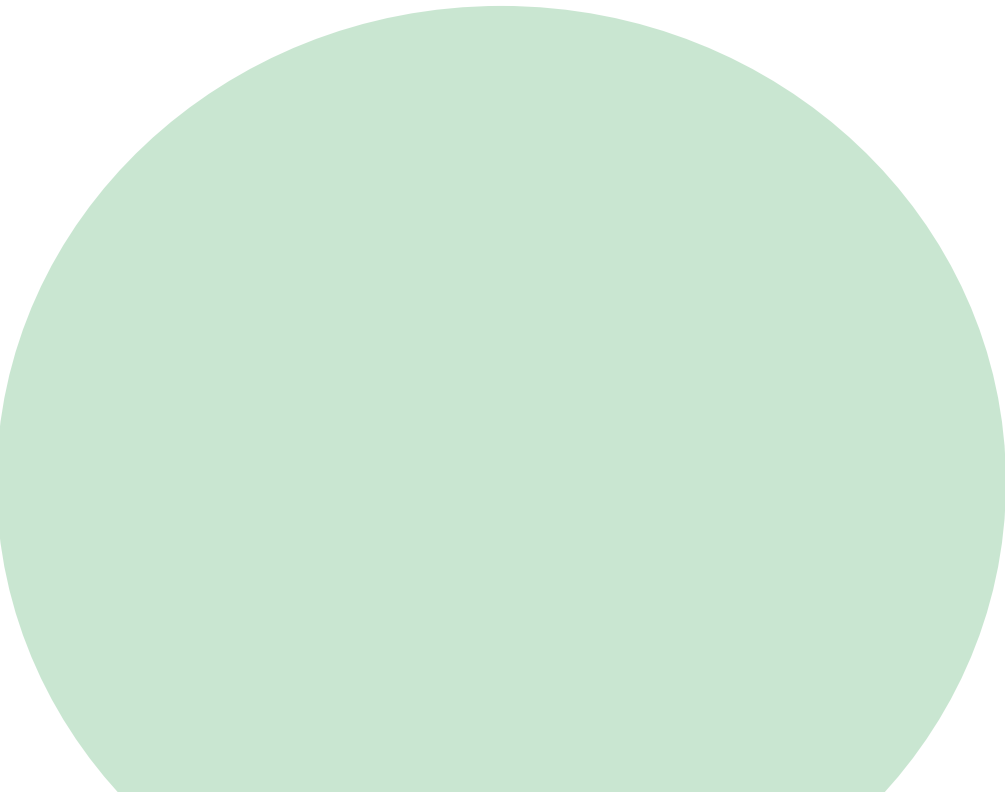
In order to assess the impact of grant resources on the visual arts original production capacity in Taiwan, the NCAF-commissioned Asia Art Economy Research Center to review all recipients of regular grants in the visual arts creation category from 1997-2015. Topics were divided into creative continuity, relationship between grant resource provisions and corresponding artist activity, and analysis of artistic media category trends. Research was carried out from September 2016 to December, 2016, applying both quantitative and qualitative approaches.



Choreographer Ke-Yang ZHANG during Rehearsal

### Art Project Case Gathering and Research

The NCAF has been a long-time supporter of avant-garde, experimental, innovative and influential creations in Taiwanese contemporary art scene. In order to collect and introduce contemporary arts in Taiwan, a case gathering and research project was launched as a pilot, which includes the close examination of visual arts, performing arts, literature, and audiovisual arts grant programs, and the recording and preservation of data highlighting art work execution and results. The project also invites external observers tasked with authoring case reviews, thereby giving the public a more diverse and deeper understanding of each case. In 2016, reviews of three grantees of the "Young Star New Vision in Performing Arts" program were completed, with overall project to continue till June 30, 2017.



## Observation and Intelligence Gathering for International Art Trends

In 2016, as in the past year, the NCAF has continued to commission the Taiwan Association of Cultural Policy Studies to carry out analysis and observation of international art trends and the collection of information and research with regard to art-fostering strategies, art and business partnerships, art think tanks and forward-looking cultural topics. This project altogether includes five topics of research, with each topic handled by experts and scholars in the related fields. A gathering of important professional viewpoints was achieved through various professional mediums including research publications, summaries and translations, professional assessments, case introductions, and themed forums.



## International Research Visits

In September 2016, the NCAF Research and Development Department traveled to Hong Kong to visit the Hong Kong Arts Development Council, Asia Art Archive, MaD Institute, Hong Kong's first social innovation hub, The Good Lab, as well as public and private cultural and creative spaces. The focus of the visit was to arrive at a deeper understanding of the operational experience of Hong Kong's art think tanks, the art exhibition ecology and cross-disciplinary cooperation models, thus creating a reference for the NCAF.

## Revitalization Strategies for Cultural Environments

### Jointing Research, Curatorial and Promotional Efforts

To further utilize and popularize its grant achievements over the years, in 2016. The NCAF together with INK Publishing, Vista Publishing, and Linking Publishing, undertook the "Literary Fiction Grant Achievements Promotion Program". The program is to help promote and market NCAF supported authors and novels at the 2017 Taiwan International Book Fair. The NCAF also co-worked with the "Literary Connection: Chinese Language Literature Links" on the domestic promotion. The project is to continue until May of 2017.

# Grant Programs

## Bringing Dynamic Forces to the Arts

The NCAF is committed to building grant programs that fully reflect Taiwan's art ecology and therefore make the best use of limited resources. In accordance with its main directive, the goal of the NCAF grants is to leverage the use of public resources, to encourage artistic vitality and to create an environment favorable to the development of culture and arts. The NCAF's grant program therefore has as its vision the goals of solidifying Taiwan's unique creative core, expanding avenues for the expression of the arts, strengthening operational capabilities of cultural groups, and boosting Taiwan's competitive cultural strength on the international stage.

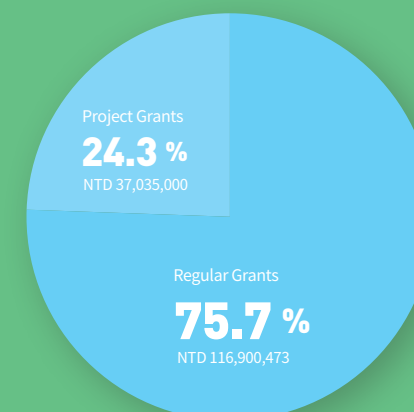
The NCAF grants are divided into regular grants and project grants and are given out in accordance with the arm's length principle and with respect to the development needs of the arts community. In 2016, the total amount of grants given was NT\$153,935,473. 75.7% of that total went to regular grants, while the remaining 24.3% went to project grants. The average regular grant was NT\$161,242, while the average project grant stood at NT\$587,857. The NCAF's grant mechanism is based on the principles of fairness, openness, and transparency and handled in accordance with the "Grants Application Criteria" passed by the Board of Directors. The "Grants Application Criteria" specifies that information on grant application shall be publicly posted, that the grant process shall be carried out at regular intervals, and that grant applicants shall be reviewed by judges in their corresponding fields, with results finalized by the Board before being publicly announced. Finally, grant recipients shall be assessed in

their actual use of the grant. At the same time, an arts resource platform shall be offered to ensure that art institutions and individuals have the necessary access to relevant grant information and that such information may be accessed immediately.

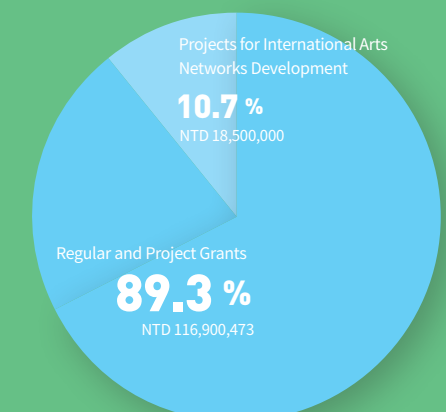
To meet the developing needs of the ecology of art and culture, in 2014 the NCAF's Board of Directors proposed an international art development policy in hopes of elevating Taiwan's international standing within the field of art. With regard to this goal, applications for the regular grant's "International Cultural Exchanges" were increased from twice a year to six times a year in 2015. This change went a long way in giving artists and groups more flexibility in their attendance of international functions. As for project grants, they included "Performing Arts Abroad", "Taiwan Documentary Filmmakers International Development", the newly added "Malaysian Chinese Novel Writing and Publishing" and the "Projects for International Arts Networks Development" featuring cooperation with civil groups. Altogether, these projects have helped Taiwan's art groups and individual artists solidify international connections, thereby elevating Taiwan's international visibility.

In 2016, the NCAF was also commissioned by the Ministry of Culture to carry out several projects, these include: "Presentation and Performance of Young Artists", "Cultural Talents Residence and Exchange Program", "Visual Arts Grantee Evaluation", and the "Production and Rehearsal Support of Performing Arts Project."

Comparison of Expenditure between Regular Grants and Project Grants



Comparison of Expenditure between Regular Grants, Project Grants, and Projects for International Arts Networks Development





Regular Grants

Encouraging Artistic Creations and Responding to Needs

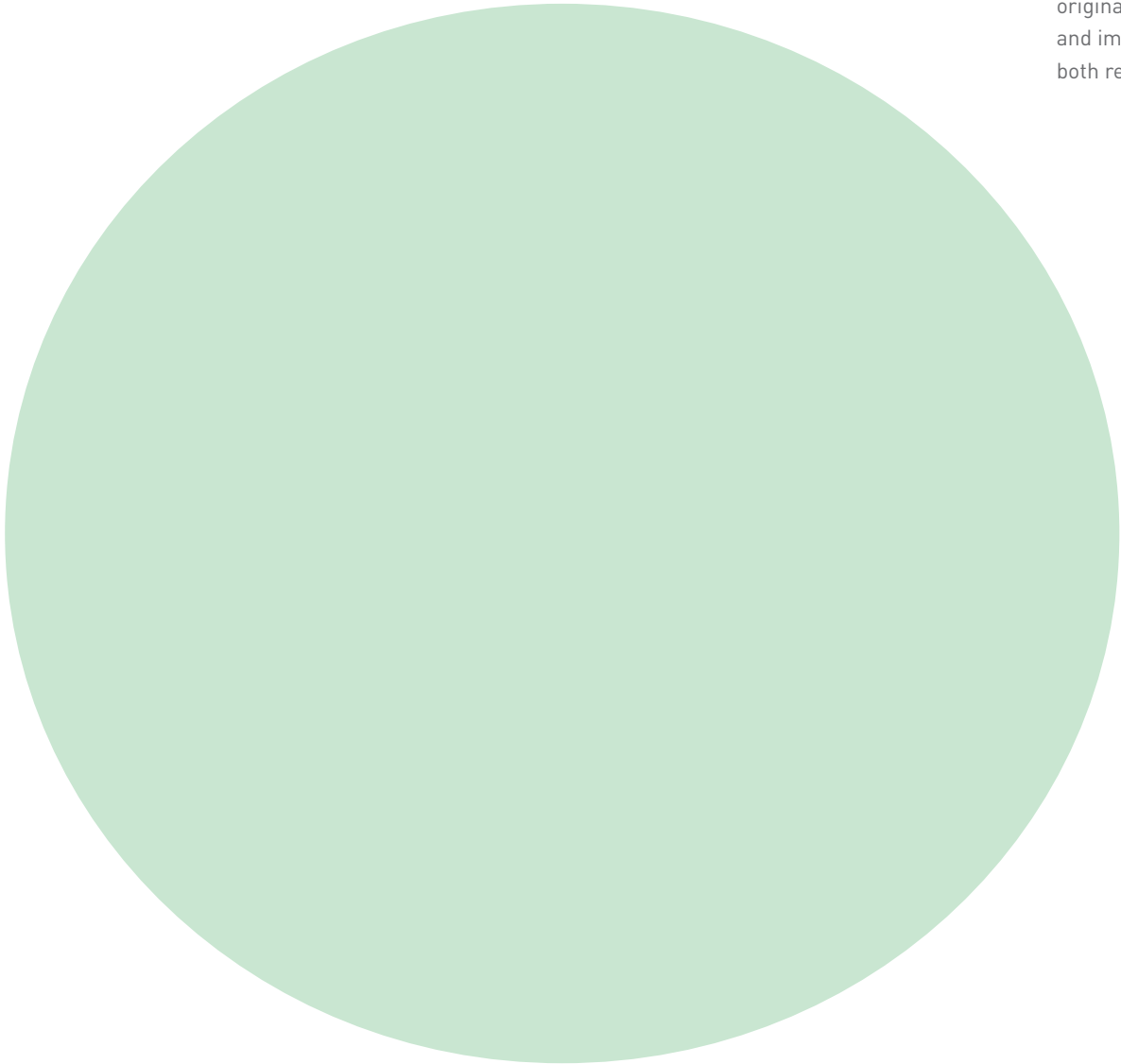
At the NCAF, the execution of Regular Grants in 2016 followed the requirements of the "Grants Application Criteria"; supported work included:

- 1. Visionary or advanced artistic creations
- 2. Professional lectures and research on arts and culture
- 3. Arts and cultural work that helps expand international exchanges
- 4. Stability, continuity, and growth in terms of operation of arts and cultural groups

In addition, each year the NCAF holds annual panel meetings of different grant categories, invites board members, experts, representative artists and cultural workers to jointly examine and amend the application criteria and direction of these grant programs, taking into account the needs and current status of the arts environment. The NCAF also holds seminars on grant programs and an annual observation symposium entitled "Prospect and Direction in Arts and Cultural Development," which offers the latest information on grant applications, as well as on current trends and conditions.

This year's regular review was conducted by granting committee members from different regions and areas who were selected by the Board of Directors; the committees included a diversified view via the participation of 130 scholars and experts in various fields and backgrounds. The number of applications submitted in 2016 was 1,961, and the number of applications approved by the Board was 725 (37% acceptance rate) with the grant amount totaling NT\$116,900,473. There were 263 individual grant recipients (112 recipients were first-timers), and 310 were group grant recipients (68 recipients were first-timers).

The summaries of the various categories of grant programs are as follows:



Literature:

Encouraging innovative perspectives and specialized writing projects

With originality and aesthetic innovation as core pillars, grants were awarded to innovative ideas and specialized or unique projects. In 2016, between projects that either emphasized creativity or publication, priority was given to projects with creative potential and new projects that were original and of high quality. The NCAF also encourages the publication of well-crafted reviews and important literary works. Of the works that received grants, *Clay and Rescuing Silence* were both recognized at the 2016 Golden Tripod Awards.

Visual Arts:

Encouraging originality and influential projects within Taiwan's contemporary art scene

Grants in this category focus on experimental, groundbreaking and cross-disciplinary contemporary art programs. In 2016, the main medium featured was mixed media (two/three dimensional), which was followed by new media art, video art, and installations. Projects are encouraged to showcase exhibitions that are rich, vibrant, and innovative, as well as those that feature topics that concern society and life experiences.



Teng-yuan CHANG, *POST-WE*, 2016



Yueh-hung LAI, *Gunpowder Routine*, 2016





Wen-hsuan, LIU, *Series of Lighting Dust*, 2016



Simon CHANG, *Storyboard 2010-2015*, Installation at Galerija Ravne 09-14.04.2016

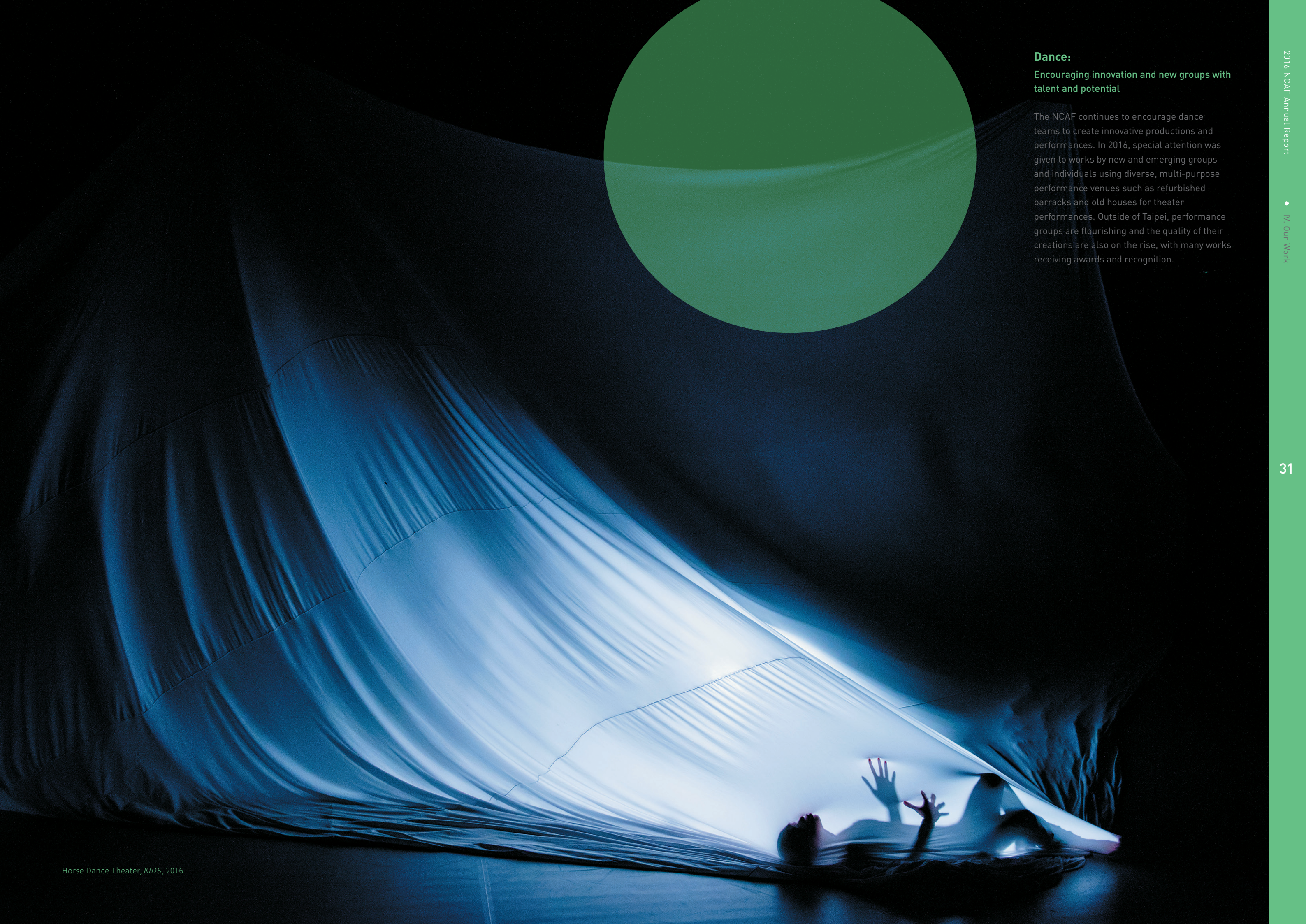


Taipei Philharmonic Chamber Music Society

**Music:**  
Supporting the publication and performance of art works

The NCAF continues to support publication and performance of musical works, as well as nurture Taiwanese artists in contemporary music. Besides promoting performances, grants were also awarded to young artists (groups) with great potential in cities and counties other Taipei, as well as in cross-disciplinary cooperation programs. This category also focuses on the artistic quality and publication of works that emphasize the passing on of art and skills to future generations.





## Dance:

Encouraging innovation and new groups with talent and potential

The NCAF continues to encourage dance teams to create innovative productions and performances. In 2016, special attention was given to works by new and emerging groups and individuals using diverse, multi-purpose performance venues such as refurbished barracks and old houses for theater performances. Outside of Taipei, performance groups are flourishing and the quality of their creations are also on the rise, with many works receiving awards and recognition.





Ear East Ensemble, *Dress In Code*, 2016

## Theater

Supporting new theater performances and encouraging cooperation with external artists

Grants were mainly awarded to theatrical troupes that develop and perform at art festivals, while also putting on other performances. The NCAF also encourages outstanding emerging groups in the development of different forms and themes in order to create and put on breakthrough performances. It also offers grants for cooperation with external artists who can help bring in new ideas and creative energy.

## Cultural Heritage Preservation

Encouraging projects concerning the preservation and restoration of cultural assets and those with reference value

Grants were awarded to projects with unique perspectives and those that survey the value of culture and its roots. Preference was given to the preservation and repair of cultural assets, as well as projects that provide reference value. In 2016, the main category subsidized involved survey and research projects, noteworthy projects include "Construction and Reconstruction of Rukai Arts and the Crafts" and "Investigation on Rescuing the Painted Murals Frescos" by Chun-yuan PAN in the Ge Mansion in Kuanmiao Township in Tainan.



Creative Society, #, 2016



## Arts Environment and Development

Developing public service programs to encourage professional artists and improve the art environment

In 2016, the NCAF mainly focused on continued support of service platforms for the arts; these platforms include developing regional art communities, training of administrative personnel in the arts, and art databases. Projects funded include the Taiwan Photobook Archive at the Lightbox Photo Library, Art Commons Tainan (ACT)'s East Asia dialogue network service platform, Absolute Arts Group's Arts Administrators in Action, and the Association of the Visual Arts in Taiwan's Taiwan Contemporary Art Archives.

## Audiovisual Media

Encompassing diverse themes and promoting breakthrough productions

In 2016, the NCAF focused on the production of documentary films for audiovisual media. Grants were mainly awarded to projects that involved diverse themes and content while also encouraging unique and breakthrough styles and projects that showcased mastery and skill. Projects funded include Hsin-i LIN's *Khun-giân* and Qin-xin ZHENG's *He had Become an Island*. Grants for experimental film encouraged new generation creations that have achieved breakthroughs in terms of creating a new genres; examples of these works include Tzu-an WU's *This Shore* and Zi-peng LI's . Support for onscreen projects encourages films with clear concepts and a concrete plan for execution. Grant programs also support works by artists that have previously received grants from the NCAF as a part of a continued support program.

## International Cultural Exchanges

Since 2015, grant programs have been revised to include six application periods per year. To date, 13 application cycles have been held, reviewing 710 applications and funding 257 projects in total. In 2016, exchange projects involved working with 22 different countries and focused on encouraging groups and artists to attend important international exhibitions and arts festivals, as well as expanding international networks. Grants made it possible for the Taiwu Ancient Ballads Troupe to perform at the Klangfestival Naturstimmen in Switzerland, for Very Theatre's *Teatime with Me, Myself, and I* to open as a finalist at the 2016 France Bains Numeriques International Digital Arts Awards, for River LIN's new work *Cleansing Service* to showcase at the 2016 Liveworks Festival of Experimental Art in Sydney, Australia, and for the Müller Chamber Choir to be awarded the gold medal at the 2016 Sochi International Choral Competition in Russia.

In addition, artists and curators were invited to hold exhibitions at key venues. Projects included Wei-ming HO partaking in the Mediations Biennale Poznań, Nien-pu KO curating and exhibiting at the Tokyo Wonder Site displaying works by Jun-honn KAO, Hikaru Fujii, Sow-yee AU, and So-ni Kum. Grants also made it possible for artists to participate in the important art festivals. Shu-zhen CHEN took part in the fifth annual Singapore International Photography Festival; Yi-ting TSAI participated in the NEU NOW Art Festival in Amsterdam; works by Yu-xin SU and Yi-li YE were exhibited at the 29th Festival Les Instants Vidéo held in Marseille; and Lian-sheng WANG represented Taiwan at the 6th annual Update Biennale, receiving the New Technological Art Award.

Ching-hui CHOU, *Animal Farm No.08*, 2014

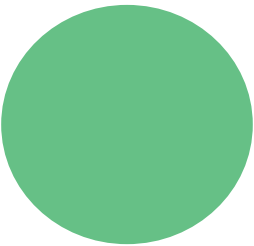






Very Theatre's *Teatime with Me, Myself, and I* at the Klangfestival Naturstimmen in Switzerland.

Results of Regular Grants for 2016 are announced at the NCAF website. Please refer to "2016 Regular Grants Analysis", "Comparison Chart of Past Years' Grant Cases and Amounts" and "First-time Grant Recipients Analysis" for the results of the grants awarded in 2016.



## Results from Regular Grants in 2016

2016 Regular Grants Analysis (including International Exchanges)

Category	Literature	Visual Arts	Music	Dance	Traditional and Contemporary Theater	Cultural Heritage Preservation	Audio / Video Arts	Arts Environment and Development	Total
Applications Received	204	466	576	194	339	52	75	55	1,961
Activity Costs (NT\$)	65,443,266	269,171,258	458,851,163	200,688,044	517,532,536	19,369,653	75,046,555	87,339,347	1,693,441,822
Funding Applied For (NT\$)	52,735,726	164,353,304	136,325,436	81,457,976	130,430,643	14,706,806	40,279,267	45,643,404	665,932,562
Projects Approved by Board of Directors	45	153	203	108	152	19	22	23	725
Ratio of Approvals to Applications	22.1%	32.8%	35.2%	55.7%	44.8%	36.5%	29.3%	41.8%	37.0%
Amount Applied for in Approved Grant Applications (NT\$)	12,614,588	54,672,043	39,328,689	53,843,194	62,038,208	5,291,200	10,316,000	18,705,368	256,809,290
Funding Approved by Board of Directors (NT\$)	8,293,600	22,654,773	21,530,800	25,084,000	25,612,300	2,860,000	4,880,000	5,985,000	116,900,473
Ratio of Approved Funding to Applied for Funding	15.7%	13.8%	15.8%	30.8%	19.6%	19.4%	12.1%	13.1%	17.6%
Ratio of Grant Amount Applied for	65.7%	41.4%	54.7%	46.6%	41.3%	54.1%	47.3%	32.0%	45.5%

Comparison Chart of Past Years' Grant Cases and Amounts

Year	Applications Received	Activity Costs (NT\$)	Funding Applied For (NT\$)	Projects Approved by Board of Directors	Ratio of Approved Projects to Applications	Funding Approved by Board of Directors (NT\$)	Ratio of Approved Funding to the Applied Funding
1997	1,603	2,355,634,121	1,119,824,981	622	38.8%	110,677,340	30.0%
1998	1,698	2,138,430,033	990,364,800	802	47.2%	160,245,934	44.1%
1999	2,098	2,278,645,051	1,000,310,143	902	43.0%	199,424,060	47.3%
Jul 1999 to Dec 2000	3,038	3,511,392,410	1,633,058,234	1,213	39.9%	299,949,919	42.1%
2001	1,916	2,471,793,932	1,124,973,042	694	36.2%	164,145,705	37.9%
2002	1,165	1,356,354,722	570,440,654	495	42.5%	102,771,210	40.4%
2003	1,300	1,487,031,645	621,864,770	540	41.5%	119,337,920	40.1%
2004	1,233	1,473,639,109	588,856,399	549	44.5%	118,073,505	36.8%
2005	1,393	1,640,789,948	625,939,220	594	42.6%	117,907,400	35.2%
2006	1,332	1,561,539,593	586,237,500	602	45.2%	104,211,629	36.7%
2007	1,427	1,568,584,410	534,429,394	684	47.9%	112,895,766	37.2%
2008	1,504	1,489,921,858	550,972,158	598	39.8%	108,820,560	43.3%
2009	1,672	1,533,668,983	648,501,429	644	38.5%	105,660,570	38.4%
2010	1,733	1,893,600,855	690,147,546	688	39.7%	122,526,020	41.9%
2011	1,816	1,716,126,546	651,574,419	703	38.7%	117,507,590	43.1%
2012	1,818	2,465,569,491	717,810,503	676	37.2%	107,416,600	38.6%
2013	1,952	2,024,447,864	759,007,373	704	36.1%	117,365,529	36.9%
2014	1,783	1,749,304,343	650,501,202	634	35.6%	109,988,100	43.5%
2015	1,894	1,794,473,804	705,464,832	701	37.0%	112,538,905	39.2%
2016	1,961	1,693,441,822	665,932,562	725	36.9%	116,900,473	45.5%

First-time Grant Recipients Analysis

Year	First-time Grant Recipients					Cumulative Total to Date for Groups + Individuals
	Groups	Cumulative Total	Individuals	Cumulative Total	Total	
1997	217	217	237	237	454	454
1998	128	345	294	531	422	876
1999	91	436	289	820	380	1256
Jul 1999 to Dec 2000	136	572	214	1034	350	1606
2001	57	629	107	1141	164	1770
2002	48	677	84	1225	132	1902
2003	41	718	78	1303	119	2021
2004	56	774	91	1394	147	2168
2005	65	839	95	1489	160	2328
2006	77	916	79	1568	156	2484
2007	70	986	106	1674	176	2660
2008	52	1038	120	1794	172	2832
2009	61	1099	135	1929	196	3028
2010	61	1160	129	2058	190	3218
2011	63	1223	139	2197	202	3420
2012	56	1279	144	2341	200	3620
2013	68	1347	106	2447	174	3794
2014	62	1409	131	2578	193	3987
2015	61	1470	120	2698	181	4168
2016	68	1538	112	2810	180	4348

Project Grants

Enhancing Artistic Creation Through Strategic Support

The objective of the grant program at the NCAF is to provide funding and aid to urgent and important benchmark projects within arts and culture. Based on this overall goal, the NCAF puts forth strategic plans and determines areas of expertise to set clear targets, quotas, and funding for grants. In the area of sponsorships, planning, research, development, or implementation models, the NCAF pools resources and professional expertise to overcome the limitations of capital, time and creativity and provides abundant funding and production time to enhance the creativity and innovation of performance and exhibition art.

According to the source of funding and its nature, grants are divided into projects that are funded by the NCAF and those that are funded by both the Foundation and sponsoring enterprises, also known as Arts and Business Platform projects.

The results of grant programs are as follows:

Documentary Filmmaking

Documentary Filmmaking projects encourage filmmakers with independent spirits and diverse aesthetic expressions and techniques. Three projects received the grants this year: Yu-ting SU's *Happy Birthday to Me*, which is a documentary on the choices made by different pregnant women. Through a process of self-empowerment, this film addresses key issues like national fertility and health reform, opening up a platform for diverse discussion on the topic of "reproduction." Hui-ling ZHENG's *Nest* is a documentary that covers the controversial issue of land levy and acquisition in the extension of the Taipei Metro (MRT) to serve Taoyuan International Airport. This film explores the value of land, tells the stories behind the people who lived there, and delves into the lessons on democracy to be garnered from using street protest as a starting point. Shu-mei HUANG's *ta eape ku becenge i kai baleiyu* recounts how the Paiwan and Rukai people are preserving their tribal culture, which is on the verge of extinction, as well as what they are doing to pass on their culture to the next generation. By exploring education heritage, this film explores the intricacies of aboriginal culture.

Taiwan Documentary Filmmakers International Development

In order to help documentary directors become more globalized and international in their vision and garner creative energy, the NCAF endeavors to aid international development, training and cultivation, while also facilitating matchmaking programs to connect resources with the right people and networks. This program is divided into two parts, the first part being the Taiwan Documentary Filmmaker's International Vision Incubator Program. Filmmakers with potential are selected to attend professional workshops and exchange activities. Participants in 2016 include Qin-xuan SONG, director of *Love of "Villains"*, Bo-hong WU, director of *Love Without Fear: A Thousand Miles Away*, Jing-yi WU, director of *Goodby, Madrid*, You-xue LIN, director of *Youth: Short and Long*, Yue-jun JI, director of *Practice Questions for Zi-qiang XU*, and Jian-hua LIAO, director of A Hurricane Dream. The second part is the International Professional Partnership Program, which encourages Taiwanese documentary producers and filmmakers to initiate cooperation opportunities with international documentary professionals. Through cross-cultural collaboration that can help build a new creative angle, these grant programs aim to promote and enhance domestic production technology and the accumulation of experiences. In 2016, director Ji-xiong LIU received grants to conduct field research in Japan for his documentary, *Shun-chen CHEN: Straddling the Boundary*.



## Young Star New Vision in Performing Arts

**Sponsors** | Change Investment Company Limited, Sung Chiao International Corp.

Established in 2008, the project has continued to provide support for emerging artists who are recent graduates. The project helps the young composers, scriptwriters and directors with the production and showcasing of their works. Besides fundings for creation, development and touring, supports are also offered in areas including promotion.

In 2016, the total number of applications received was 32. After a two-stage selection process, three projects were selected: choreographer Ke-yang ZHANG's *Kiss My Textbook, Oh Sucks*, director Sheng-hao YANG's *Mission Incomplete*, and Ding-yun HUANG's *Chaos in Chronicling*. These works were showcased in various art spaces across Taiwan including the Songyan Creative Lab at the Songshan Cultural Park, Yuanlin Performing Arts Theatre, and the Kaohsiung Zhenggang Theatre.

## Performing Arts Critics

To cultivate critics of performing arts and strategically develop the field of art criticism, this project selects qualified critics and provides a one-year program that encourage their development in observation and writing skills. In 2016, 11 art critics received grants. From July 2016 to June 2017, these chosen individuals will each write at least 20 reviews on different music, dance, theater performances, and cross-disciplinary events, as well as in-depth observations of performing arts in Taiwan, and their work are published online on the Performing Arts Review Platform.

## Novel Writing and Publishing

**Sponsors** | PEGATRON Corporation

Aiming to encourage Taiwanese authors to publish original novels, this project hopes to discover high caliber and outstanding contemporary works with a global vision that can become Chinese classics. Established in 2003, this project to date has subsidized 51 projects and published 31 works. Works published in 2016 include *The Water God*, *Twins*, *Hometown at Dusk*, *Burning Bright*, and *Green Water-beetle*. Of these works, *Hometown at Dusk* made the top 10 books list in Asia Weekly. In addition, published in 2015, *The Girl and the Woodcutter* was recognized at the 2016 Golden Tripod Awards. This year, four outstanding authors, Wen-yin ZHONG, Xue CHEN, Zu-yin QIU, Hui-lin ZHAO were selected to each receive a NT\$500,000 grant.

## Malaysian Chinese Novel Writing and Publishing

**Sponsors** | Phison Electronics Corp., Mr. Wen-de GUO

After successfully funding novels for many years, this grant project has expanded its scope and coverage. In 2016, besides funding four Taiwanese authors, the program also selected an overseas Malaysian author whose works are written in Chinese. The 2016 recipient is Ho Sok FONG who received NT\$500,000 grant

Ting-yun HUANG , *Chaos in Chronicling*, 2016







## Production Grants to Independent Curators in Visual Arts

Sponsors | Spring Foundation

Initiated in 2004, this grant program encourages professional curators in Taiwan to work with art exhibitors in order to integrate theory, innovation, and exhibitions and come up with exhibitions that are innovative and of high caliber. Beginning in 2012, subsidies are carried out in two phases. The first phase funds research, allowing curators can conduct investigations as curators-in-residence. The second phase funds exhibitions that promote exchange.

The projects that received grants in 2013-2014 have reached completion, showcasing their results with exhibitions in 2016. The following grant proposals were funded in 2013: Shang-lin WU and the Hot Spring

Project's *Rivers — The Way of Living in Transition*, which was exhibited at the Gwangju City Museum of Art in Korea (5/26/2016-6/26/2016). Chien-hung HUANG and Fotoaura Institute of Photography's *Discordant Harmony, an investigation and exhibition of time-travel theatrical performances*, opened at the Hiroshima City Museum of Contemporary Art in Japan (12/09/2015-03/06/2016) and at Taiwan's Kuandu Museum of Fine Arts (7/22/2016-9/18/2016). Hong-yi CHEN and Howl Space's *Post Ecolonialism Project* showcased at Normandy's Jardin Shamrock and Bois des Moutiers in Normandie, France (7/17/2016-9/30/2016) and the Taipei Museum of Contemporary Art (12/10/2016-2/16/2017).



Projects that received grants in 2014 have also reached completion. These include Mei-ya CHENG and Youji Workstation's *Public Spirits* which was exhibited at the Warsaw Museum of Contemporary Art in Poland (9/22/2016-1/8/2017). Hui-hua CHENG and The Cube Project Space's *Towards Mysterious Realities* which was exhibited at the Tina Keng Gallery in Taiwan (12/10/2016-1/26/2017).

In 2016, the grant program continued to solicit applications and selected three exhibition projects to fund and five curators to conduct their research-in-residence. The

exhibitions chosen include the curator Yan-xiang FANG and Association of Taipei Contemporary Art Center's *Intertwined: Beyond the Border — A Study*, Xiu-zhi LUO and Hyacinth Culture Company's *Kyongsong Chorography*, as well as Sun-quan HUANG and architect Ying-chun HSIEH's *For Inaction — Ying-chun HSIEH Architectural Exhibition*. The five curators that were selected are Shang-lin WU, Zhuo-jun GONG, Xiang-wen CHEN, Yi-zhen SUN, and Yi-jun CHEN. These curators will conduct research-in-residence in 2016 and, upon completion at the end of 2017, they will write and submit their exhibition proposals.

*Post Ecolonialism Project*, curated by Hong-yi CHEN at Normandy's Jardin Shamrock and Bois des Moutiers (France)



## Curator's Incubator Program @ Museums

**Co-organizers** | Chew's Culture Foundation, Hong-Gah Museum, Museum of Contemporary Art, Soulangh Cultural Park

Collaborating with the Chew's Culture Foundation — Hong Gah Museum since 2010, this project hopes to match curators with resources at museums and art spaces in Taiwan in order to expand the space and stage for exhibitions. Starting in 2013, the NCAF increased its scope of cooperation with museums and provided funding for curators to showcase their exhibitions at the Hong Gah Museum, Museum of Contemporary Art, and Soulangh Cultural Park.

In 2015, curators and programs that received grants included Chun-jie LAI's *Radical Forms of Writing*, Yi-xin LAI's *Shattering Divine Sacredness — Self or the Other*, and You-ling ZHOU's *Every film is an enigma: moving image in black box and white cube*. These three exhibits are scheduled to open in mid-2017.

## Performing Arts Abroad

**Sponsors** | NSFG Foundation, Mr. & Ms. Yuan-dong HSU's Memorial Culture & Education Foundation, Reliable Source Industrial

The project responds to developments within the performing arts sector in Taiwan and to NCAF's policy for international development. The Pursuit of Excellence in Performing Arts was launched in 2003 and transformed into the Performing Arts Abroad in 2015. In 2015, four international development plans received support, and in 2016, a second application cycle was held.

The NCAF encourages performing arts groups and artists to produce outstanding works, strengthen networking skills, promote international exchange and long-term cooperation. In 2016, grants were given to five different creative teams of artists from the middle and younger generation as a way to support innovative and groundbreaking projects that take international cooperation and networking to a new level. Horse Dance Theatre will collaborate with Thai contemporary dancer Pichet Klunchun. Beginning with field study and research, these artists will comb through the history of collaboration for connections between Taiwan and

Southeast Asia in order to open up new possibilities for future collaboration. Polymer DMT is taking advantage of partnerships for co-produced works between Taiwan and Germany and, in the process, is bringing back to Taiwan a strong network that connects art institutions from both sides while pooling creative resources, talent, and venues to promote exchange. FOCA Formosa Circus Art invited British director Timothy Yuval Lenkiewicz to participate in the creation of art and the training of its members by beginning with workshops and small performances, before finally culminating in overseas performances. Our Theatre plans to collaborate with Tokyo's Ryuzanji Company to co-produce innovative new works. B.DANCE plans to invite an internationally renowned young or middle-aged choreographer to Taiwan every year to choreograph and stage performances that will be showcased alongside with performances by B.DANCE's artistic director Po-cheng TSAI.

## Online Performing Arts Review

**Sponsors** | NSFG Foundation, Reliable Source Industrial

Launched in September 2011, the Online Performing Arts Review (Website) has already garnered much real-time and concrete results through its unique online dissemination features. A number of established and young art critics partake as long-term contributors for the website. The platform offers comprehensive, extensive, and diverse public reviews and commentaries that serve as a bridge between the audience and the performing arts world. In 2016, the platform housed 35 long-term and guest critics who wrote 586 reviews. Every month, an average of 37,000 people visit this website. It is now the most popular commentary platform for performing arts in Taiwan.



Overseas Arts Travel

Sponsors | Rodex Fasteners Corporation

In order to encourage young artists in fields such as music, dance, theater, visual arts, literature, and audiovisual media, grant programs support overseas short-term travels where young aspiring artists can absorb cultural nutrients from around the world and discover their strengths. Partnering with Rodex Fasteners Corporation, the NCAF organized the fourth Overseas Arts Travel project, providing grants for 11 young artists to go abroad in 2016.



Artist display at Overseas Art Travel Project Artists Talk

M.O.V.E. Theatre, *The Unbearable Rain*. Photo credit: Yi-tang CHEN



Essence of Traditional Theater Revisited and Enhanced

Sponsors | Hsin Wan Jen Chemical & Pharmaceutical Co., Ltd., Cheng Shin ubber Ind. Co., Ltd., Kang Hsuan Educational Publishing Group, Kang Chiao Bilingual School

This project endeavors to promote outstanding traditional theater works that were former grantees, the NCAF's two projects "Production and Presentation of Traditional Opera" and the "Production and Presentation of Glove Puppetry." The selected works toured across Taiwan. In June and July 2016, three glove puppet shows were performed at the courtyards of Shanxi Temple in Guanmiao, Tainan, Yuanbao Temple in Taichung, and Xia Hai City God Temple in Taipei. Over the course of three weeks, nine performances were put on. The troupes and works that were showcased included Kaohsiung New World Hand Puppet Troupe's *Resurgence* — *Fantasy Star Dust*, SP Puppet's *Hero's Tears*, and Yunlin Zhen Yun Lin Ge Troupe's *Beads of Arrogance* — *Governor of Darkness*. Performances were attended by about 3,000 people.

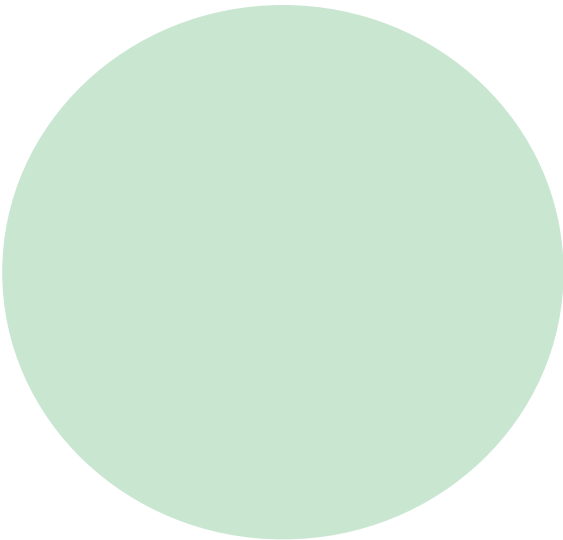
As for the Taiwanese opera, in November to December 2016, Chun Mei Taiwanese Opera Troupe's *Switch*, ShiuKim Taiwanese Opera Troupe's *Beauty Trap*, and Ming Hua Yuan Tian Taiwanese Opera Troupe's *Yakshu* performed at the Taichung Municipal City Huludun Cultural Center, the Xinying Cultural Center in Tainan, and the Yuanlin Performance Hall in Changhua. Nine performances were held with tickets sold, garnering an attendance of over 7,000 audience members.



# Projects for International Arts Networks Development

## Expanding Networks to Open Global Dimensions

Aiming to assist individuals and groups of artists develop international networks and enhance global development within Taiwan's art arena, the NCAF, in 2014, developed a policy for establishing international arts networks. To draft this policy, the Foundation first observed trends and opportunities for opening up a global dimension of networking and exchange. Then, policies were crafted based on the different needs of various categories of art. By partnering with nonprofit organizations to build seven platform, the NCAF, in 2015-2016, took advantage of different methods of promotion and networking to help promising and emerging artists and groups across various fields of art to gain international exposure. This experience allowed producers and curators to nurture a global vision and the ability to discover opportunities for global partnerships.



Over the past two years, these seven international platforms have accumulated a litany of accolades and achievements. They have accomplished the following:

- held five international forums that provided opportunities for professional dialogue and linked international development trends,
- organized 41 lectures, seminars, sharing sessions and other activities that made it possible for artists to share their experiences,
- put on 22 workshops that nurtured professionals and increased their competitiveness,
- visited 105 art gatherings, exhibitions, theatres, art museums, arts festivals, and professional organizations across Asia, Europe and the United States to promote the works of Taiwanese artists, and
- made it possible for 37 art professionals to go abroad to participate in international exchange activities and explore opportunities for global development.

Platforms	Description	Co-organizers
<b>Taiwan Contemporary Performance Connection</b>  <a href="http://www.co3project.com">http://www.co3project.com</a>	The platform focuses on the scope of "Contemporary Performance", field research and organizing international curators/producers visits to Taiwan are the two main strategies employed to cultivate producers and establish a curator network in order to build partnerships between contemporary and themed art festivals and curators.	<b>Performing Arts Alliance</b>
<b>Fly Global Project (Digital Performing Arts)</b>  <a href="http://www.flyglobal.tw">http://www.flyglobal.tw</a>	Focusing on digital and cross-disciplinary performing arts, networking and marketing are the two main strategic areas employed to develop international visibility. This strategic plan seeks to strengthen existing international networks and create new opportunities for cooperation through participation in international art meetings/festivals, inviting professionals from all over the world to visit Taiwan, opening regular marketing networks and relationships with overseas sectors, and aiding artists in co-producing international tours.	<b>Digital Art Foundation</b>
<b>Taiwan Indigenous Performing Arts Connection</b>  <a href="http://www.tipac.tw">http://www.tipac.tw</a>	Pooling and integrating resources and talent within the performing arts, this project endeavors to build an international networking platform for promoting aboriginal performing arts. It also assists in building a lasting production model for aboriginal performing arts in order to enhance their visibility around the world.	<b>Taipei Philharmonic Foundation for Culture and Education</b>
<b>Promotional Platform for Performing Arts in Chinese Area</b>  <a href="http://www.qaf.org.tw/events/2015/ncafrog">http://www.qaf.org.tw/events/2015/ncafrog</a>	This project builds a platform for Taiwanese performing arts to promote exchange and matchmaking of resources and talent in Chinese speaking world. It assists groups in showcasing their works at trade fairs or arts festivals as well as helping them find opportunities to perform. Through organizing symposiums and forums, this platform also helps performance teams become more familiar with the ecology and operation of the Chinese-speaking market.	<b>Quanta Arts Foundation</b>
<b>Worldwide Incubating Platform for DOC Filmmakers</b>  <a href="http://www.cnex.org.tw/cnex_n.php/220.html">http://www.cnex.org.tw/cnex_n.php/220.html</a>	This platform organizes workshops as a way to cultivate directors, enhance the scope of creativity of documentary filmmakers, and help directors accumulate creativity to strengthen their competitiveness on the international stage. It also helps promising producers to attend international pitch forums, as well as build a global network and international perspectives.	<b>CNEX Foundation</b>
<b>International Curatorial Network of Visual Art</b>  <a href="http://curator.ncafrog.org.tw">http://curator.ncafrog.org.tw</a>	To deepen and expand curatorial resources available in the visual arts, this platform established a curator resources bilingual website that showcases the curatorial masterpieces of curators in Taiwan. It also builds an international arts network by exploring and understanding trends and the ecology of art in Asia through field research, matchmaking, and cooperation with various countries. This makes it possible to match Taiwanese artists and curators with cooperation opportunities both in Taiwan and abroad, thereby cultivating curatorial talent with a global vision, and further introducing Taiwanese artists and their works through overseas exchanges.	<b>Kuandu Museum of Fine Arts Dimension Endowment Of Art</b>
<b>Literary Connection- Chinese Language Literature Links</b>  <a href="http://novelncaf.wenhsun.com.tw">http://novelncaf.wenhsun.com.tw</a>	This platform connects Chinese-language novelists across Asia with related literary media networks to select and publish novels representative of the 21st century. It has also held international novelist symposiums that promote dialogue and exchange between writers and their works.	<b>Wenshun</b>

## Projects Commissioned and Subsidized by the Ministry of Culture

The NCAF partners with the Ministry of Culture to select, evaluate, and promote professional arts projects. In 2016, the projects implemented by NCAF included the following:

### Presentation and Performance of Young Artists

The NCAF was commissioned by the Ministry of Culture to launch a program to encourage new artists in various fields of art in Taiwan to showcase their very first works. In 2016, the NCAF selected 80 outstanding first-time works by young artists, providing a total of NT\$11.7 million in grants. At the same time, using both print and digital media for publicity, the NCAF put on two group exhibitions, one in Taipei and another in Tainan, to showcase the works of young artists and enhance their visibility.

### Implementation of the Ministry of Culture's Cultural Workers Residence and Exchanges Program

Beginning in 2014, the Ministry of Culture commissioned the NCAF to implement its residence and exchange program for art professionals. The NCAF ensures the integrity, professionalism, and objectivity of the selection process. In 2016, 20 artists were selected to participate in residency programs at art villages that have partnered with the Ministry of Culture, and six artists were offered grants to become artists-in-residence in countries in Asia and Europe. In October 2016, workshops were held in Taipei and Tainan where artists were invited to share their residency experiences.

### Evaluation for the Ministry of Culture's Visual Arts Grantees

The Ministry of Culture commissioned the NCAF to conduct an evaluation of art villages and their operation teams. In 2016, collaborating with professional board members, the NCAF visited and evaluated 9 Visual Arts projects (operations category) funded by Ministry of Culture and 8 Arts Villages Operation Development projects. In the process, the NCAF evaluated and analyzed the current status of art villages in Taiwan, the ecology and trends in visual arts, and the effectiveness and results of the projects receiving grants from the Ministry of Culture in order to give effective policy recommendations.

### Ministry of Culture's Production and Rehearsal Support of Performing Arts

This program seeks to strengthen the quality of rehearsals for performing arts groups as a way to enhance the quality of performances. The Ministry of Culture commissioned the NCAF to implement this program. The NCAF provided funding for performances in need of production and technical testing support and those preparing for performances abroad in order to improve the integrity of production for performances and the quality of performance. In 2016, NT\$7.85 million in grants were given to 22 projects. The NCAF also arranged experts in various fields to visit the funded groups in order to provide evaluation and feedback, which is then used as reference material for the project. In December 2016, a panel meeting was held to review the effectiveness of this project.

# Public Relations and Resource Development

## Disseminating Art Information, Promoting Arts and Business Partnerships

As an important organization that supports art professionals, the NCAF continues to develop channels of resources with the objective of offering continuous support and resources for the performing arts. The NCAF also looks forward to promoting artists and groups that it supports and bringing their works to a larger audience. In 2016, the NCAF's works of resource development and art promotion entered on three scopes: the 19th National Award for Arts winner promotion, Arts and Business Partnerships, and promotion of arts and cultural information.

The National Award for Arts has entered its 19th edition. Starting from 2015, the award is awarded biennially. The winners of the 19th edition were announced in December 2015. Following the announcement, the NCAF commenced follow-up promotional events in 2016. Besides commending the achievements of the winners, the Awards also hope to share their spirit of innovation and dedication with the world.

Since its inception, the NCAF has set forth fundraising efforts, promoted suitable programs, and has gradually developed diverse modes of Arts and Business Partnerships. In 2016, the NCAF continued to serve as a platform for artists through networking with businesses and initiating different projects to fundraise and gather resources for the arts, ultimately hoping to offer new cross-disciplinary perspectives for enterprises to create a win-win situation for all.

The NCAF has also continued to provide the performing arts sector with information services and publicity, while creating opportunities within different fields for exchange and cooperation, bringing art to the public with the hope of opening up endless possibilities for the arts.



## 19th National Award for Arts Ceremony & Follow-up Promotion

### Art as the Mirror of Our Times



Since its inception in 1997, the National Award for Arts is now in its 19th edition. Winners were announced in December 2015, and the award ceremony and follow-up promotional events and activities took place in 2016. The National Award for Arts is designed to reward outstanding artists for their extraordinary artistic achievements, to encourage artists to continue innovating, and to serve as a stage for the arts. During each cycle, six months are dedicated to the selection process, which includes the stages of recommendation, nomination, review, and final review. The Awards are a reflection and review of the arts and cultural achievements in Taiwan, as well as a way of discovering the special artistic spirit and creative legacy that enables art to flourish in Taiwan.

The 19th National Award for Arts Ceremony was held on March 25, 2016 at the Zhongzheng Hall of the Taiwan Air Force (TAF) Innovation Base. The five award-winning artists in 2016 included novelist Yong-ping LI, artist Ma-li WU, dancer Xiao-mei HE, Beiguan artist Jin-cai ZHUANG, and architect Joshua Jih PAN. These artists were bestowed with the highest honor afforded to artists. Renowned writer Chun-ming HUANG, scholar Yuan-zhen LI, Fulan-she President Yu-yi CHEN, choreographer Hwai-min

LIN, architect Qiuhua WANG were also in attendance as presenters.

With "Mirror of Time" as the theme, the ceremony opened with a video collage of the NCAF's achievements and four aboriginal artists performing "The Call of Time." During the intermission, pianist Shi-yang LI put on an improvised performance to the theme "Mirror of Life," accompanied with a montage of pictures of past winners of the Award. The ceremony ended with a performance entitled, "Mirror of Time," which featured Surging Forward by Utheatre, a drumming troupe founded in 1988. The boundless majestic sounds of the drum coupled with the serene tranquility of the performance was a dedication to the five awardees and a tribute to the unwavering dedication of artists in Taiwan. In attendance at the ceremony honoring the achievements of these artists included former President Ying-jeou MA, Minister of Culture Meng-qi HONG, the director of the NCAF, as well as professionals in the arts and cultural sector, business sector, and media. An audience of over 300 people celebrated the glory and achievements of these artists.

Besides holding an award ceremony and publishing a special issue to honor the recipients of the 19th National

Award for Arts, the NCAF also organized follow-up promotional events and activities to showcase the spirit of dedication and artistic achievements of these artists, as well as to allow the public to better understand their works. In 2016, the NCAF, working with Taiwan Public Television Service, broadcasted short films about these artists on PTS's main and HD channels over 90 times. Collaborating with Chengsheng Broadcasting Corporation, the NCAF produced a series of six interview-based radio programs. Education programs were also launched across college campuses. Partnering with the National Arts and Culture Center at National Chiao Tung University, the NCAF organized a series of "Hao Ran Lectures," which invited recipients of the awards to share their careers and experiences with students. A series of four lectures were held and attended by over 700 teachers, students, professionals, and residents. These lectures were critical in inspiring the younger generation to pursue the arts.

The award-winning artists in 2016, dancer Xiao-mei HE, novelist Yong-ping LI, Beiguan artist Jin-cai ZHUANG, architect Joshua Jih PAN, and artist Ma-li WU (from left to right) at the 19th National Award for Arts Ceremony.





# Arts and Business Partnerships

## Creative Partnerships that Achieve Win-win for All

The NCAF founded a platform for cooperation between the art and business sectors by proposing various projects for collaboration. In the process of planning and implementing these projects, the Foundation introduced the concept of A&B Partnership while creating practical and actual cooperation opportunities, as well as expanding the scope and availability of resources. Since its inception in 2003, this program has already accumulated rich and diverse results. In 2016, the spirit of collaboration continued through efforts made to promote various grant projects. Taking advantage of the Friends of NCAF, this project provided better services for the art industry through finding available resources and taking the initiative to plan and organize.

### The Friends of NCAF

The Friends of NCAF was formally established on February 26, 2004. Recruiting several corporate members, the NCAF set forth to become the platform through which business leaders can learn about the rich world of the performing arts, as well as participate in art events and activities. The ultimate goal is to gradually develop a sense and support for the arts within these business leaders. Besides providing opportunities for cooperation, the NCAF hopes that exchange and collaboration can take place between the art and business sectors through experience sharing, symposiums, and lunches/dinners to ultimately form a bi-directional network. In 2016, membership in the Friends of NCAF reached 75 members with the CEO of Reliable Source Industrial, Li-fen YANG, serving as president and the General Manager Shun-li ZHANG of Rodex Fasteners Corporation serving as vice president. The Friends of NCAF organized 13 arts-related activities such as performing and visual art events and cultural tours. These diverse events were attended by 1,722 people in total.



## Projects on Arts and Business Partnerships

In 2016, the NCAF cooperated on a number of projects within the Arts and Business Partnerships. These include projects in the performing arts, visual arts, art education, local arts and cultural heritage, as well as several projects that NCAF co-funded. Below is a list of sponsors:



Platforms	Description
Performing Arts Abroad	NSFG Foundation, Mr. & Ms. Yuan-Dong Sheu's Memorial Culture & Education Foundation, Reliable Source Industrial
Performing Arts Review Platform	NSFG Foundation, Reliable Source Industrial
The 2nd Annual Production Grants to Independent Curators in Visual Arts- International Artists-in-Residence Research, Development, and Exchange Project	Spring Foundation
Overseas Arts Travel	Rodex Fasteners Corp.
Young Star New Vision in Performing Arts	Change Investment Company Limited Sung Chiao International Corp.
Novel Writing and Publishing	Pegatron Corporation
Malaysian Chinese Novel Writing and Publishing	Phison Electronics Corp., Mr. Wen-de GUO
Essence of Traditional Theater Revisited and Enhanced	Hsin Wan Jen Chemical & Pharmaceutical Co., Ltd., Cheng Shin Rubber Ind. Co., Ltd., Kang Chiao International School
Art-related Social Enterprises Development Project	Acer Foundation, Advantech Foundation, Mr. Cheng Hai-pin, China Steel Corporation, Chi Mei Culture Foundation, Mr. Chiu Tsai-hsing, Mr. Hsu Sheng-chieh, HTC Corporation, Mr. Li Yi-wen, Merit All Global Limited, Mr. Shi Chen-jung, Tung Ho Steel Enterprise Corp., Wei Chuan Foods Corporation, Wistron Foundation (in alphabetical order)
The Lantern Festival Culture Events in 12 Communities	In 2016, the 13 enterprise sponsors included: Win Sing Construction Co., Ltd., Chunghwa Telecom Foundation, Yung Huang Education Foundation, TSMC Foundation, LoyalHQ. Ind. Corp., Chew's Culture Foundation, AAEON Foundation, AAEON Technology, Maywufa Biopharma Group, Meinong Tian Hou Temple, Stans Foundation, Sunsino Ventures Group, Ms. Mei-zhi SU
NCAF Co-branded Credit Card	Taishin International Bank
Arts and Business Taiwan (Website)	The Friends of NCAF
NCAF online-Magazine	The Friends of NCAF

Supporting Art and Culture—NCAF Co-branded Credit Card

Partnering with Taishin Bank, the NCAF co-issued a credit card to support the arts. For every single purchase made by credit card holders, Taishin Bank will allocate 0.0002% of the total purchase amount as supporting funds for NCAF's grants. As of December 2015, 4,162 credit cards have been issued, and the total amount allocated between December 2015 to November 2016 is NT\$181,661.

Art-related Social Enterprises Development Project

The NCAF launched the Art-related Social Enterprises Development Project in 2013, aiming to expand the arts and cultural market through business models and to ensure that the value of artistic creation can be tied to business operations creating a win-win for all. With this spirit, the NCAF put forth the Art-in-Business Initiatives by inviting industry representatives and arts organizations to promote cross-disciplinary thinking. In 2015, six proposals were selected to receive grants and assistance; these proposals covered areas such as industry and visual art, theater, architecture, and design. In March 2016, these six selected groups held a sharing session at the end of their projects. Participants shared their experiences and results from collaboration between industries and the arts. Representatives from the Department of Cultural and Creative Development, Ministry of Culture and the Industrial Development Bureau, Ministry of Economic Affairs were invited to attend as a way of bringing in governmental resources. The event was attended by a total of 40 people.

Under this project, the Arts-in-Business Workshop was created to cultivate and train human resources executives in the business sector. This program integrates art, the cultural and creative industry, and management thinking in its training and courses as a way to cultivate executives who can share the joy of art with their respective companies. In 2016, this project held two Arts Experience Tours in May and October. These events included experiencing Brahms' Piano Concerto and Schumann's Symphony at the National Symphony Orchestra's Great Seconds concert, as well as the collision between acrobatics and ballet at the 4X4: Ephemeral Architectures (Taipei Art Festival). Building on the results of the Arts-in-Business Workshop, the NCAF launched in 2016 the +ARTS Beyond Arts event, which moved beyond the business sector to include the public to experience and learn about art and cross-disciplinary creations, while also creating new stages for art groups to showcase their works. In 2016, this project invited 17 artistic

groups to speak and perform at various venues including the TAF Innovation Base, Huashan Creative Park, and the Taipei Expo Park. Events held were theme-based; the theme was Midsummer's Slow Living in July, Theater in September, Life of Art in October, and Crossing in December. These events were attended by over 600 attendees in total.

The Art-related Social Enterprises Development Project has also begun expanding into popular culture. Beginning in 2014, the Lantern Festival Culture Event in 12 Communities was held to recreate the aura of literary culture that traditionally accompanies this festival. In 2016, this event spread to 12 communities across Taiwan and was organized by local cultural workers, artists, and residents. Events at the festival included parent-child lantern workshops, local food tasting, traditional folk performances, riddle guessing, and traditional storytelling to promote cultural heritage and innovation. The program was sponsored by 13 companies and individuals (see the above Projects on Arts and Business Partnerships section for a list of sponsors).

Arts and Culture Information Services and Publicity

Professional Services that Spread the Richness of Art

Operation of official website and social media

http://www.ncafroc.org.tw  
https://www.facebook.com/ncafroc

In 2016, the NCAF official website (http://www.ncafroc.org.tw) continued to promote various projects, serving as the main channel of information to the public, including announcements on achievements and grant information. It also provided various services in the arts and cultural sector, including the Arts Resource Platform-Exhibitions & Performance News Feed/ Job Opportunities area which serves as a key platform for information on publications, exhibitions, and performances, and job opportunities and the Online Grants Application area which allows artists and groups to conveniently apply for grants. In 2016, the NCAF's official website was revised to enhance user experience. The NCAF's Facebook page complements the official website in publishing news releases while also assisting in promoting the works of artists and groups receiving grants and is also a more interactive real-time platform.

NCAF online-Magazine Arts and Business Taiwan (Website)

http://mag.ncafroc.org.tw  
http://www.anb.org.tw

The NCAF online-magazine is the Foundation's online media for promoting the arts. Through in-depth but accessible editorials and compilations, the magazine publicizes Taiwanese artists and their works. In 2016, the content of the magazine was divided into two major segments — Monthly Themes and Special Topics — and was published monthly.

The Monthly Issues section selects its themes from current trends in the arts and publishes stories on suitable and interesting topics. In 2016, this section included Issues reviewing the accomplishments of the NCAF over the past two decades and articles looking to the future. These included "NCAF 20 — Grants in Review" and "NCAF 20th Anniversary Review and Outlook Forum." Written to promote grant projects are Issues such as "Taking Off, Speaking to the World — A Discussion on the Different Possibilities for International Development," "Walking to the Edge of the World, Expanding the Boundaries of Life — A Chronicle of Art Travels Overseas," and "Witnessing the Perspectives of a Generation, A Dialogue on the World

Today — 2016 New Artists, New Vision." Issues that promote artists and their works based on themes included "The Flow of Memory — History of Life and Memory of an Era," "Crossing the Border — A Discussion on the Pace for Walking the World," "The Shape of the Distant — An Artist's Life Abroad," and "The Poem of Scenery." Issues reviewing the trends and ecology of art and culture included "Cross-border Dialogue — Discussing Strategies for Curating International Exhibitions." The magazine also included an issue dedicated to the winners of the 19th National Award for Arts entitled "Mirror of Time — Special Edition on the 19th National Award for Arts."

The Special Topics section encompasses various columns and provides rich content through individual articles. The "New Emerging Artists" column introduces new artists. The "Up Close and Personal" column provides in-depth interviews with artists and art professionals. The "Recommended Readings" column introduces new literary works. "Travels and Art" reports on the life of artists and groups living abroad. "Global View" offers



first-hand observations written by international observers. The "Art and Business" column reports on partnerships with enterprises supporting the arts. "Valley of Light and Shadow" recommends creations and works in the audiovisual arts. "First-hand Experience" offers reporting on symposiums and events. Besides ensuring that all areas in the arts are covered equally, the magazine also hopes to provide more diverse and lively content, attracting the general public and enterprises to get to know the arts.

Arts and Business Taiwan ([www.anb.org.tw](http://www.anb.org.tw)) is a collaboration between the arts and business sectors and has continued to explore domestic and overseas opportunities. Its operating structure is divided into three categories: Art Projects — details results of various projects and partnerships between NCAF and businesses over the years, providing readers with specific topics to focus on. The Arts & Business Report invites and brings together professionals in the arts to communicate with business advocates in the arts

sector on different cultural perspectives, sharing the latest information through news reports, case interviews, and discussions of new arts and business partnerships. In 2016, Arts and Business Taiwan adjusted its website structure. The current Arts & Business Report section of the website shows four major themes: "Original Art Proposals" which introduces partnerships between the arts and business in Taiwan and abroad, "Up Close and Personal with the Arts" which recounts the monthly art events that the Friends of NCAF have attended and experienced, "Special Reports" which discusses entrepreneurs in the business sector and their interest in the arts, and "Art and Business News" which offers the latest news on art events in Taiwan and new collaborations between arts and businesses. Art & Business Taiwan hopes to continue pushing for cooperation between the arts and businesses to create additional partnership opportunities.

## Public Relations

In addition to providing funding resources for the arts, the NCAF also focuses its efforts in public relations. Besides extensively communicating the Foundation's grant policies and other works to the public, the NCAF also provides support and publicity for artists through public relation events.

For the PR events of 2016, media events were the main area of focus. In addition to holding press conferences and events, the NCAF also invited the media to participate in exhibitions, performances and symposium, introducing and promoting artists it supports to garner publicity. In 2016, around 15 press conferences and related events were held and, in total, 150 different news articles were published. In terms of publications, the NCAF published the 2015 annual report, offering an overview on the previous year's achievements and financial performance. Also, in coordination with international development projects, in 2016, the NCAF received delegations from international organizations and artists from countries including the United States, Britain, Thailand, Vietnam, etc. Looking forward to building a bridge for cooperation to expand the international arts network.



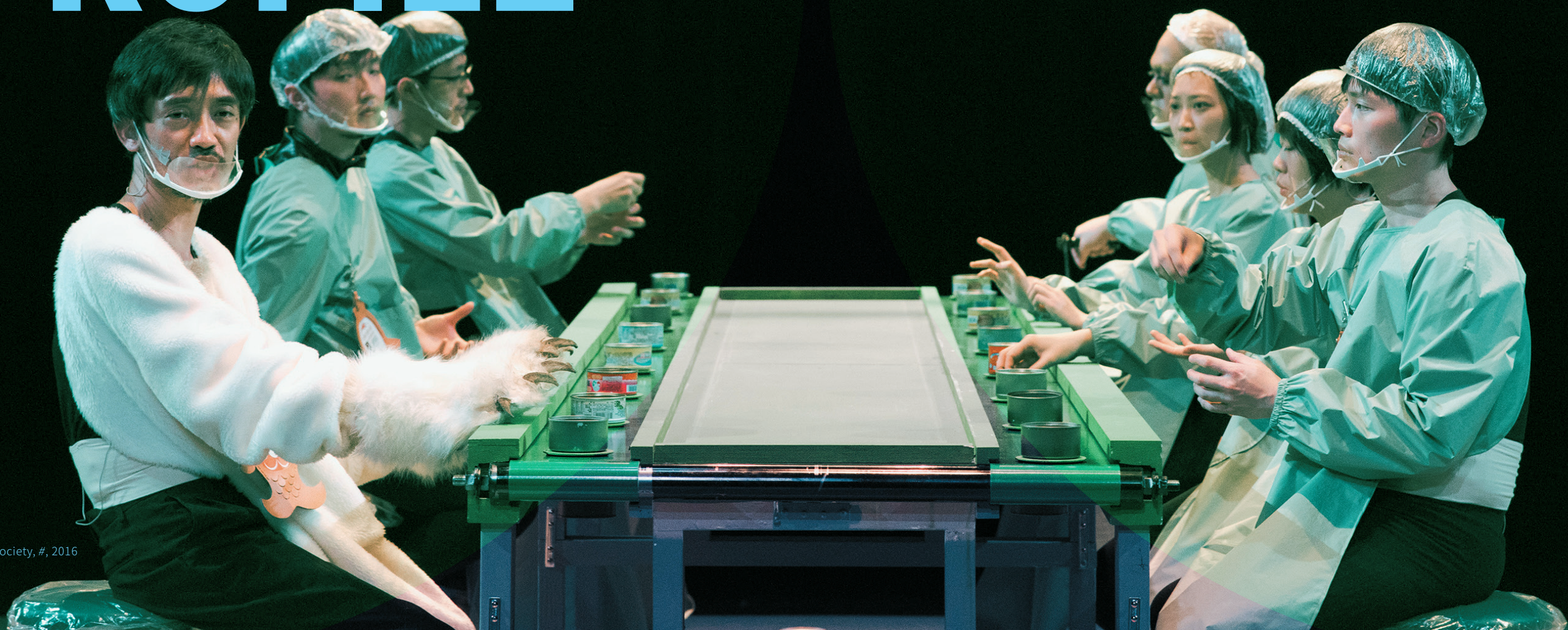
TTCDance, *Déjà vu: 3D Dance Theatre*, 2016



# V● 2016 FINANCIAL PROFILE

Aside from public fundraising, NCAF's annual funding comes mainly from interests generated from the endowment. In light of volatility in the global economy, the NCAF looks to ensure sound financial management and operation to enhance the overall effectiveness of the fund. In 2016, the NCAF's investment portfolio stood at NT\$2 billion in time deposits, NT\$2 billion in long-term stock investments, and over NT\$2 billion in fixed income securities. Under the premise of conservative decision-making and stable risk control, funds was allocated effectively to garner reasonable remuneration.

In 2016, the overall income for the NCAF was NT\$291 million with the rate of return on investment being 4.85% (the annual budget target was 3.63%). In 2016, the decline in interest rates on time deposits led to a shortfall in interest income when compared to the original estimate. However, profits generated from fixed income goods and stock investments were better than expected. The total income generated exceeded budget estimates by NT\$73.13 million.





# Deficit

Total revenue:  
**NT\$323,724,840**



Total expenditure:  
**NT\$244,450,777**



Annual deficit:  
**NT\$79,274,063**

# Revenue

Total revenue in 2016:  
**NT\$323,724,840**

**Service Income:NT\$7,232,416**

Generated from the projects commissioned by the Ministry of Culture, including:  
2015 & 2016 Cultural Talents Residence and Exchanges Program, 2015 Presentation and Performance of Young Artists, 2015 & 2016 Visual Arts Grantee Evaluation, 2016 Production and Rehearsal Support of Performing Arts.

**Donated Income: NT\$20,759,769**

including donations from the Friends of NCAF, contributions from the NCAF Co-branded Credit Card and designated sponsorships for project grants.

**Financial Income: NT\$291,042,660**

The return on investment ratio was 4.85% in 2016 (higher than the expected ratio of 3.63%).

**Non-operating Income: NT\$4,689,995**

including grant deductions before 2015, extra funds allocated to the amount of fees payable in 2015, such as the fees for contract termination for the Novel Writing and Publishing project and copyright income etc.

# Expenditure

Total expenditure in 2016:  
**NT\$244,450,777**

**Service Costs: NT\$17,611,556**

including fund-raising, service and engagement expenses:  
(1) Fund-raising expenses: NT\$2,187,784, including activity costs of the Friends of NCAF.  
(2) Service expenses: NT\$8,191,356, including the fees from gathering new information and the literature collection for arts and cultural news, the administrative and maintenance fees of the websites related to the NCAF (such as NCAF website and Arts and Business Taiwan website), the fees of Arts and Business Partnerships and the Art-related Social Enterprises Development Project.  
(3) Commissioned expenses: NT\$7,232,416, including the costs of projects commissioned by the Ministry of Culture.

**Operational Grant Expenses : NT\$175,266,459**

including the costs of grants and the execution, inspection and other administrative fees generated from Projects for International Arts Networks Development. Total cost of grants authorized by the Board in 2016 is NT\$153,935,473, including regular grants NT\$116,900,473 and project grants NT\$37,035,000; Execution Fees of Projects for International Arts Networks Development: NT\$16,987,622.

**Operational Awards Expenses :NT\$3,039,393**

including costs of the 19th National Award for Arts Ceremony and related follow-up promotional events and activities.

**Management Expenses: NT\$39,627,851**

including personnel and administrative expenses.

**Other Operating Expenses: NT\$8,905,518**

including costs of purchasing and maintaining the NCAF's information systems, legal affairs, R&D projects, annual report printing, public relations and international exchanges, fund investment consulting, and costs for other services and promotional activities.

# Balance Sheet

	12/31/2016		12/31/2015	
Accounting Items	Amount	%	Amount	%
Current assets	3,293,476,019	50.7	2,206,238,465	35.8
Cash	3,284,026,305	50.6	2,193,910,826	35.6
Receivables	8,122,149	0.1	11,767,118	0.2
Advance payments	436,728	0.0	514,273	0.0
Other current assets	890,837	0.0	46,248	0.0
Investments, Long-term receivables and Reserve Funds	3,190,140,155	49.1	3,940,140,049	64.0
Non-current nancial assets (available-for-sale nancial assets)	3,190,140,155	49.1	3,940,140,049	64.0
Net fixed assets	6,701,514	0.1	6,694,737	0.1
Acquisition cost:				
Transportation and Communication Equipment	903,003	0.0	903,003	0.0
IT equipment	4,334,817	0.1	4,573,000	0.1
Office equipment	4,523,861	0.1	4,523,861	0.1
Other equipment	6,133,432	0.1	6,133,432	0.1
Leasehold improvements	501,371	0.0	501,371	0.0
Minus: Accumulated depreciation	(9,694,970)	(0.2)	(9,939,930)	(0.2)
Intangible assets	2,155,556	0.0	1,262,223	0.0
Intangible assets	2,155,556	0.0	1,262,223	0.0
Other assets	1,921,306	0.0	1,921,306	0.0
Miscellaneous assets	1,921,306	0.0	1,921,306	0.0
Total assets	6,494,394,550	100.0	6,156,256,780	100.0
Current liabilities	150,362,456	2.3	155,314,709	2.5
Payables	147,705,452	2.3	142,788,216	2.3
Advance payment	2,571,373	0.0	11,883,404	0.2
Other current liabilities	85,631	-	643,089	0.0
Total liabilities	150,362,456	2.3	155,314,709	2.5
Funds	6,047,959,916	93.1	6,047,959,916	98.2
Established Funds	2,000,000,000	30.8	2,000,000,000	32.5
Donated Funds	4,047,959,916	62.3	4,047,959,916	65.8
Reserve	25,390,937	0.4	42,900,000	0.7
Special reserves	25,390,937	0.4	42,900,000	0.7
Accumulated surplus or deficit	64,505,375	1.0	(32,277,751)	(0.5)
Accumulated surplus (accumulated deficit)	64,505,375	1.0	(32,277,751)	(0.5)
Net worth of other items	206,175,866	3.2	(57,640,094)	(0.9)
Unrealized surplus or deficit of financial products	206,175,866	3.2	(57,640,094)	(0.9)
Total net worth	6,344,032,094	97.7	6,000,942,071	97.5

Total liabilities and net worth	6,494,394,550	100.0	6,156,256,780	100.0
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# Income Statement

	Current year		Previous year	
Category	2016.1.1~2016.12.31		2015.1.1~2015.12.31	
	Amount	%	Amount	%
Revenue				
Operating income	319,034,845	98.5	184,854,381	97.9
Service income	7,232,416	2.2	16,915,519	9.0
Donated income	20,759,769	6.4	17,416,712	9.2
Financial income	291,042,660	89.9	150,522,150	79.7
Interest income in current year: NT\$ 26,323,204 Investment Net Income: NT\$264,719,456				
Non-operating income	4,689,995	1.5	4,005,622	2.1
Total income	323,724,840	100.0	188,860,003	100.0
Expenditure				
Operating income	244,450,777	75.5	243,574,682	129.0
Service costs	17,611,556	5.4	26,827,874	14.2
Fund-raising expenses in current year: NT\$ 2,187,784 Service expenses: NT\$ 8,191,356 Commissioned expenses: NT\$ 7,232,416				
Operational grant expenses	175,266,459	54.1	160,462,639	85.0
Operational awards expenses	3,039,393	0.9	5,702,205	3.0
Management expenses	39,627,851	12.2	41,434,339	21.9
Other operating expenses	8,905,518	2.8	9,147,625	4.8
Total expenditure	244,450,777	75.5	243,574,682	129.0

Surplus or deficit in this period	79,274,063	24.5	(54,714,679)	(29.0)
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# Statement of Changes in Net Worth

Category	Funds		Special reserves	Accumulated surplus or deficit	Unrealized surplus or deficit of financial products	Total
	Established Funds	Donated Funds				
Balance as at January 1, 2015	2,000,000,000	4,047,199,776		66,097,068	116,031,442	6,229,328,286
Surplus in 2015				(98,374,819)		(98,374,819)
Surplus of the donation from the Friends of NCAF wired to the Fund in 2014		760,140				760,140
Funding of Projects for International Arts Networks Development from 2017 to 2018			42,900,000			42,900,000
Unrealized surplus or deficit of financial products					(173,671,536)	(173,671,536)
Balance as at December 31, 2015	2,000,000,000	4,047,959,916	42,900,000	(32,277,751)	(57,640,094)	6,000,942,071
Fund deficit in 2016				96,783,126		96,783,126
Projects for International Arts Networks Development from 2016 to 2017			(17,509,063)			(17,509,063)
Unrealized surplus or deficit of financial products					263,815,960	263,815,960
Balance as at December 31, 2016	2,000,000,000	4,047,959,916	25,390,937	64,505,375	206,175,866	6,344,032,094

# Cash Flow Statement

Category	Amount in current year		Amount in previous year	
	2016.1.1~2016.12.31		2015.1.1~2015.12.31	
	Subtotal	Total	Subtotal	Total
Cash flow from operating activities				
Surplus or deficit in this period	79,274,063		(54,714,679)	
Adjustment of non-cash items				
Adjustment of surplus or deficit of previous period	-		-	
Depreciation expenses	675,973		534,349	
Amortization	106,667		53,333	
In-kind donation income	-		-	
Decrease in receivables	3,644,969		2,542,918	
Decrease in advance payments	77,545		212,784	
(Increase) decrease in other current financial assets	(844,589)		(26,385)	
Increase (decrease) in payables	4,917,236		23,807	
Decrease in advance receipts	(9,312,031)		(2,399,332)	
Increase (or decrease) in other current liabilities	(557,458)		(479,157)	
Net cash inflow (outflow) from operating activities		77,982,375		(54,252,362)
Cash flow from investment activities:				
Change in various types of financial assets	1,013,815,854		(162,359,893)	
Increase in fixed assets	(682,750)		(402,000)	
Increase in intangible assets	(1,000,000)		(1,160,000)	
Decrease (increase) in miscellaneous assets	0		(1,200)	
Net cash inflow (outflow) from investment activities		1,012,133,104		(163,923,093)
Net increase of cash (net decrease)		1,090,115,479		(218,175,455)
Cash balance at beginning of period		2,193,910,826		2,412,086,281
Cash balance at end of period		3,284,026,305		2,193,910,826
Other disclosures regarding cash flow:				
Operating and investment activities that do not affect cash flow				
Fixed assets from in-kind donation				



# VI. ACKNOWLEDGEMENT

The NCAF would like to acknowledge the contribution of individuals/organizations for their support in 2016 through the Friends of NCAF, Arts and Business Partnerships, and the NCAF Co-branded Credit Card.



# Friends of NCAF Membership Fees/Donation

## Members

Annual membership fees NT\$60,000

Jih Sun International Leasing and Finance Co., Ltd.  
China Development Financial (CDF)  
Jieh-Ming Plastics Manufacturing Company Ltd.  
Win Sing Development Co., Ltd.  
Taishin International Bank.  
Taiwan Mobile Co., Ltd.  
Epson Taiwan Technology&Trading Ltd.  
Platinum Record Co., Ltd  
Mr. Yen-liang LI  
Ms. Mei-zhao LI  
Ms. Hsiao-fen WANG  
CHANITEX CO., LTD  
Ms. Hsiu-ju CHOU  
TUNG HO STEEL ENTERPRISE CORP.  
Tung Hsin Chang CORP.  
Mr. chia-hsun LIN  
Mr. Hung-mao CHUI  
Hsing Ta Cement Co., Ltd  
KO CHEN Investment Co., Ltd.  
Taipei TE CHENG Culture and Arts Foundation  
MU EN Education Foundation  
Chew's Culture Foundation  
NSFG Foundation  
Quanta Arts Foundation  
Fubon Art Foundation  
Stans Foundation  
Hanguang Education Foundation  
Ms. Shu-mei KAO  
Mr. Shun -li CHANG  
Mr. Chun-Sheng HSU  
Mr. Sheng-ji HSU  
Mr. Sheng-hsiun HSU  
Mr. Hsu-yua KUO  
Mr. Yu-li KUO Lands Agent Office  
Mr. Chang CHEN  
Mr. Ming-hsien CHEN  
Mr. Hai-pin CHENG  
FENG HSIN Investment Co., Ltd.

A Z Pro corp.  
LION PENCIL CO., LTD.  
CHIEH SHENG Enterprise Co., Ltd.  
Ms. Li-fen, YANG  
Compass Public Relations Ltd.  
Dream House Design  
Ms. Ching-jun LIU  
Mr. Chang-kuei HSIAO  
Mr. Yen-sheng HSIEH  
FU CHENG International Co., Ltd  
Ms .Miao-tzu SU  
Ms. Mei-chi SU  
Mr. Tan KU  
Ms. Chin-mei LU  
SHENG MEI Precision Industry Co., Ltd.  
PI PA Co., Ltd  
Mr. Chung-ying CHENG  
Mr. Hung-wen HUANG  
Ms. Ching-min CHANG  
TIEN CHENG SHUANG TE Social Welfare Foundation  
Ms. Li-ching LI  
Mr. San-chien TU  
Ms. Mei-li HSU  
Mr. San-lien HSIEH  
Deniz Co., Ltd.  
Mr. Yen-jung SU  
Ms. Ci-min WU  
Mr. Yu-shan GAO  
Mr. Guan-ye CHEN  
Moxa Inc.  
Ms. Li-ling HONG  
Mr. Zong-xi LIN  
Ferri Jewelry  
Crown Manufacturing Corporation  
King Car Industrial Co., Ltd  
Mr. Jing-hu CHEN

# Donations for Projects on Arts and Business Partnerships

## Performing Arts Abroad

NSFG Foundation NT\$800,000  
Mr. & Ms. Yuan-Dong HSU's Memorial Culture & Education Foundation NT\$800,000  
Reliable Source Industrial NT\$800,000

## Online Performing Arts Review

NSFG Foundation NT\$500,000  
Reliable Source Industrial NT\$500,000

## Overseas Arts Travel

Rodex Fasteners Corp.NT\$1,000,000

## Young Star New Vision in Performing Arts

Change Investment Company Limited NT\$700,000  
Taiwan Sangqian Arts Association NT\$700,000

## Malaysian Chinese Novel Writing and Publishing

Phison Electronics Corp. NT\$400,000  
Mr. Wen-de GUO NT\$400,000

## Novel Writing and Publishing

Pegatron Corporation NT\$1 ,000,000

## Essence of Traditional Theater Revisited and Enhanced

Hsin Wan Jen Chemical & Pharmaceutical Co., Ltd. NT\$500,000  
Cheng Shin Rubber Ind. Co., Ltd. NT\$500,000  
Kang Chiao International School NT\$500,000

## The Lantern Festival Culture Events in 12 Communities

Win Sing Construction Co., Ltd. NT\$150,000  
Chunghwa Telecom Foundation NT\$150,000  
Yung Huang Education Foundation NT\$150,000  
TSMC Foundation NT\$150,000  
LoyalHQ. Ind. Corp. NT\$150,000  
Chew's Culture Foundation NT\$150,000

AAEON Foundation, AAEON Technology NT\$150,000  
Maywufa Biopharma Group NT\$150,000  
Meinong Tian Hou Temple NT\$150,000  
Stans Foundation NT\$150,000  
Sunsino Ventures Group NT\$150,000  
Ms. Mei-zhi SU NT\$150,000



# NCAF Co-branded Credit Card

This is a credit card co-issued by NCAF and Taishin Bank.

**0.2%** of each credit transaction is contributed to NCAF in support of art-related activities.

From December 2015 to November 2016,  
the amount contributed to NCAF has reached  
**NT\$ 181,661.**



# NCAF Articles of Foundation

Promulgated on October 17, 1994 by Presidential Decree Hua-Tsong-Yi-Yi-Tsu No. 6185

- Article 1

For handling matters as determined in the Culture and Arts Reward Act, these Articles of Foundation have been enacted in accordance with the provisions of Article 19 of the Culture and Arts Reward Act in the establishment of the National Culture and Arts Foundation (hereafter referred to as The Foundation).
- Article 2

The Foundation shall take the form of a juristic person organized in accordance with provisions of the Articles of Foundation. Matters not otherwise provided for in the Articles of Foundation shall be governed by the provisions of other applicable laws.
- Article 3

The competent authority of the Foundation shall be the Council of Cultural Affairs, Executive Yuan.
- Article 4

The Foundation's fund shall set as a goal the amount of NT\$10 billion. Funding for the fund shall be handled in accordance with the provisions of Article 24 of the Culture and Arts Reward Act. In addition to encouraging public donations, the competent authority shall offer budgetary contributions, with the fund to reach its funding goals within a period of 10 years. At the establishment of the Foundation, an initial budgetary contribution of NT\$2 billion shall be provided by the competent authority of the Foundation.
- Article 5

The Foundation's sources of funding shall be:

1. Interest accrued by the fund

2. Domestic and foreign, private and public, group and individual donations

3. Other forms of income
- Article 6

The Foundation's business scope shall be as follows:

1. Advising and organizing cultural and artistic activities

2. Sponsoring various cultural and artistic undertakings

3. Awarding grants to cultural workers and artists

4. Carrying out the responsibilities determined by the Culture and Arts Reward Act
- Article 7

The Foundation's Board of the Directors shall be comprised of 21 members, with one member elected as Chair of the Board by members. The Board of Supervisors shall be comprised of 3 to 5 members with one member elected as Chief Supervisor by members.
- Article 8

Members of the Board of Directors and Board of Supervisors shall be comprised of arts professionals, scholars, experts, government representatives and community members appointed by the president of the Executive Yuan on recommendations from the competent authority. Regulations governing appointments shall be formulated elsewhere. Government representatives shall not make up more than 1/5 of the Board of Directors. Terms for members of the Board of Directors and Board of Supervisors shall be three (3) years with an option of continuing for one (1) more term following the completion of the first term of service. However, the number of members on their second term of service shall not make up more than 1/2 of the Board in total.
- Article 9

When a member of the Board of Directors or Board of Supervisors resigns, passes away, undergoes a change of office, or is unable to carry out his duties, the member shall be removed from the Board. The vacancy shall be filled by the president of the Executive Yuan with recommendations from the competent authority. The replacement member's term on the Board of Directors or Board of Supervisors shall be until the completion of the original member's term.

- Article 10

The responsibilities of the Board of Directors shall be as follows:

1. Approval of work guidelines

2. Approval of major projects and grants

3. Fund collection, safekeeping, and use

4. Budgeting and final accounts audit

5. Stipulation and revision of important regulations

6. Appointment and dismissal of important personnel

7. Approval or review of other important matters
- Article 11

The responsibilities of the Board of Supervisors shall be as follows:

1. Auditing of fund and savings accounts

2. Supervision of financial conditions

3. Auditing of final accounts
- Article 12

Members of the Board of Directors and Board of Supervisors, with exception of the Chair of the Board and Chief Supervisor, shall not received a salary; however, they shall have access to discretionary travel funds when attending meetings.
- Article 13

The Foundation shall have one Chief Executive Officer and two Deputy Executive Officers who shall be appointed by the Board of Directors on recommendation of the Chair of the Board. The term of the Executive Officers shall be three (3) years, with the option to renew this term once it comes to an end. The Chief Executive Officer, under supervision by the Board of Directors, shall run the business of the NCAF. The Deputy Executive Officer shall assist the Chief Executive Officer in running the business of the NCAF.
- Article 14

The Foundation's organizational structure shall be voted on by the Board of Directors after which it shall require approval by the competent authority.
- Article 15

The Foundation's fiscal year shall be consistent with the government's fiscal year.
- Article 16

The Foundation's budget and final accounts shall be handled in accordance with the following procedures:

1. Before the beginning of the fiscal year, a business plan and draft budget shall be drawn up for the approval of the Board of Directors and submitted to the competent authority thereof in accordance with standard budget procedures.

2. At the end of a fiscal year, the work report and audited income and expenditure statements shall be reviewed for approval by the Board of Supervisors and be submitted to competent authority in accordance with standard auditing procedures.
- Article 17

The Foundation's act of endowment shall be formulated by the competent authority in accordance with the Articles of Foundation and other relevant laws and regulations.
- Article 18

If the Foundation is no longer able to meet the goals stated in the Articles of Foundation, owing to changes in circumstance, it may be dissolved. After its dissolution it shall be liquidated according to legal procedures with any remaining property and rights and interests returned to the central government.
- Article 19

The Articles of Foundation shall come into force on the day of its promulgation.



