



# NATIONAL CULTURE & ARTS FOUNDATION 2018 ANNUAL REPORT

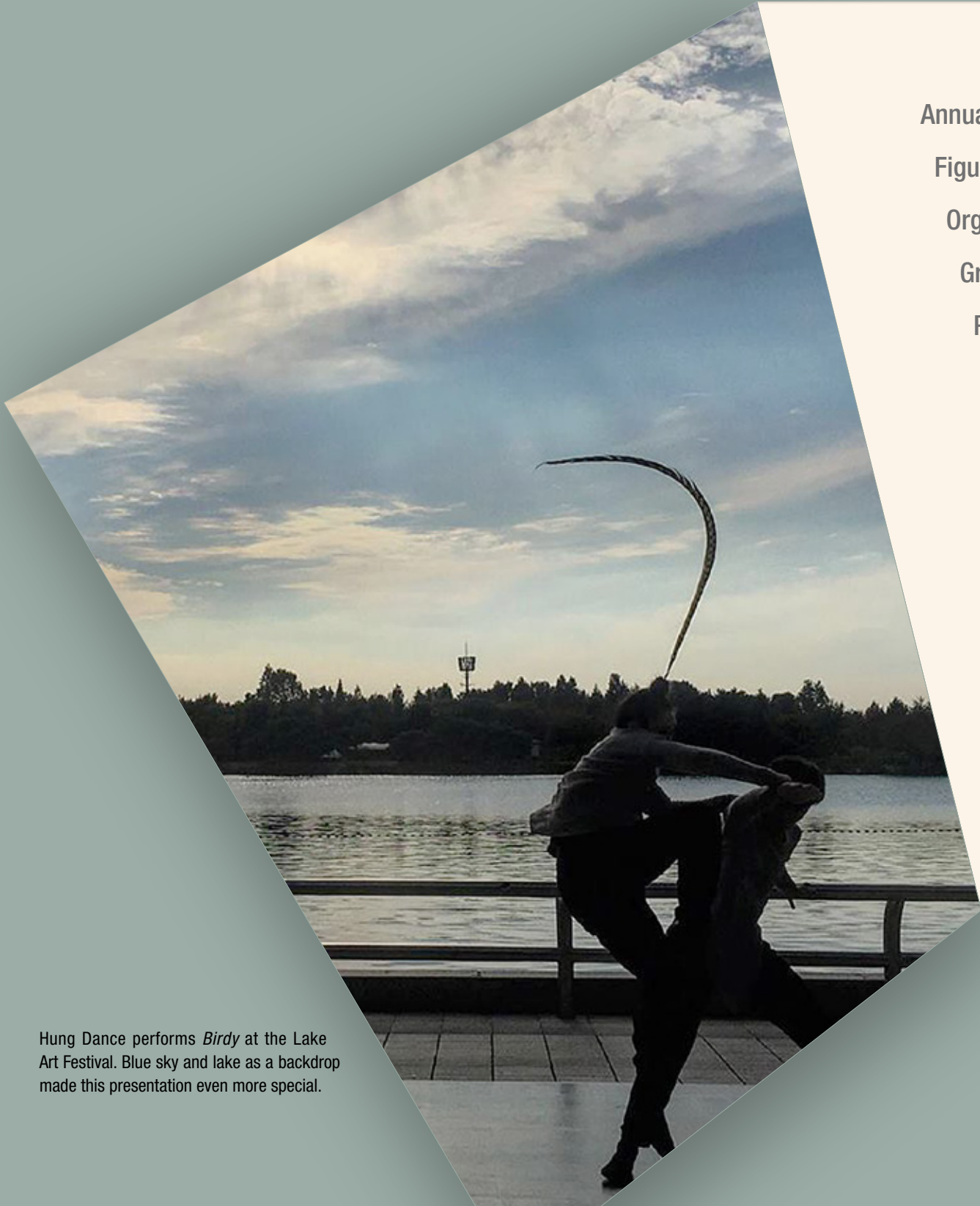




NATIONAL CULTURE & ARTS FOUNDATION  
**2018 ANNUAL REPORT**



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Hung Dance performs *Birdy* at the Lake Art Festival. Blue sky and lake as a backdrop made this presentation even more special.

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# Annual Review of Key Achievements

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Since its establishment in 1996, the National Culture and Arts Foundation has upheld an arm's length policy with respect to the construction and steady development of a favorable arts and culture environment in Taiwan. For more than twenty years, the Foundation has striven to assist those working in the field of arts and culture, reward cultural undertakings, and raise cultural standards in Taiwan. In 2018, based on these objectives, the Foundation responded to a variety of needs with regular and project grants while also extending its international communications network and encouraging public participation in the arts. Over the course of the year, the Foundation not only maintained its professional governance standards, but also ensured that its limited resources were deployed to maximal effect. The key achievements for 2018 were as follows:

## Responding to the Need for New Grant Initiatives

To develop the cultural environment, construct a comprehensive cultural network, and achieve the goal of arts to everyone, the Foundation added two new initiatives:



Golden Bough Theatre performing at the 20th National Award for Arts ceremony. (Photography / Liu Chen-hsiang)

the Writing Phenomena: Visual Arts Criticism grant and Inclusive Arts grant. The first was designed to encourage original art-criticism based on research from an international perspective and to promote private arts organizations and Internet-based platforms that effectively disseminate art criticism. The second was specifically directed at developing art-related events planning and services for seniors. The initiative continues to promote the integration of arts, social welfare and education, increase participation in the arts and social care, and implement cooperative projects between the Foundation and the British Council.

## Strengthening of Organizational Interaction Among Arts and Culture Disciplines and Implementation of Professional Governance and Collaboration in Cultural Affairs

In 2018, the Ministry of Culture opened a line item in its annual budget for the Foundation's maintenance and operating expenses, and transferred to the Foundation its existing oversight and appraisal work in the awarding of the Performing Arts Groups Three-Phase Development grants, Visual Arts Organizations Development grant, and The Rainbow Initiative grant. After many consultations with performing arts groups, it was decided to eliminate the award categories of excellent, developing, and emerging in the Performing Arts Groups Three-Phase Development grants starting in 2019, and to formally change its name to the Performing Arts Groups Annual Grants, which was announced in July of 2018. The other two grant programs would retain their original formats, and assistance to arts groups would continue to develop in a stable fashion.



Group photo including Taiwanese performing artists invited by the Foundation to take part in the Performing Arts Meeting in Yokohama (TPAM)

## Launching the Online Archive of Grant Fruitage and Rebuilding the Arts and Culture Grant Information System

In 2002, the Foundation started digitizing its Archive of Grant Fruitage in order to make online searches by the public possible. Over twenty years of accumulated information has been put into a format that audience members are accustomed to listening to and reading. In 2017, the Foundation started creating the Online Archive of Grant Fruitage, and the website went live on November 30, 2018. In order to promote the archive's contents to the arts community and general public, the Foundation strove to make the database more public-oriented, integrated, and applicable to a variety of purposes. Furthermore, the archives are maintained in cooperation with experts in various fields, who analyze its contents and survey the current arts and culture environment to promote the organic development and circulation of art and culture.

To respond to current trends in digitization, the Foundation established the completely new NCAF Grant Information System and successfully moved it online

in 2018. The system has shifted all tasks online, from application to evaluation of application packets, resulting in a more efficient, paperless, and ecologically friendly process while also reducing administrative work. The system also makes possible the archiving and organization of information such that it can be analyzed, more effectively used, and can assist in the observation of the broader art environment.

## Establishment of International Exchange Brand ARTWAVE

In 2018, the Foundation reformulated its international exchange strategy and launched ARTWAVE—Taiwan International Arts Network, a two-pronged approach to international exchange. In the first approach, the Foundation directly contacts local and international arts organizations or works with intermediary organizations to establish partner relationships. In the second, the Foundation collaborates with professional, private organizations to expand sustained, first-line networking relationships in different regions around the world.

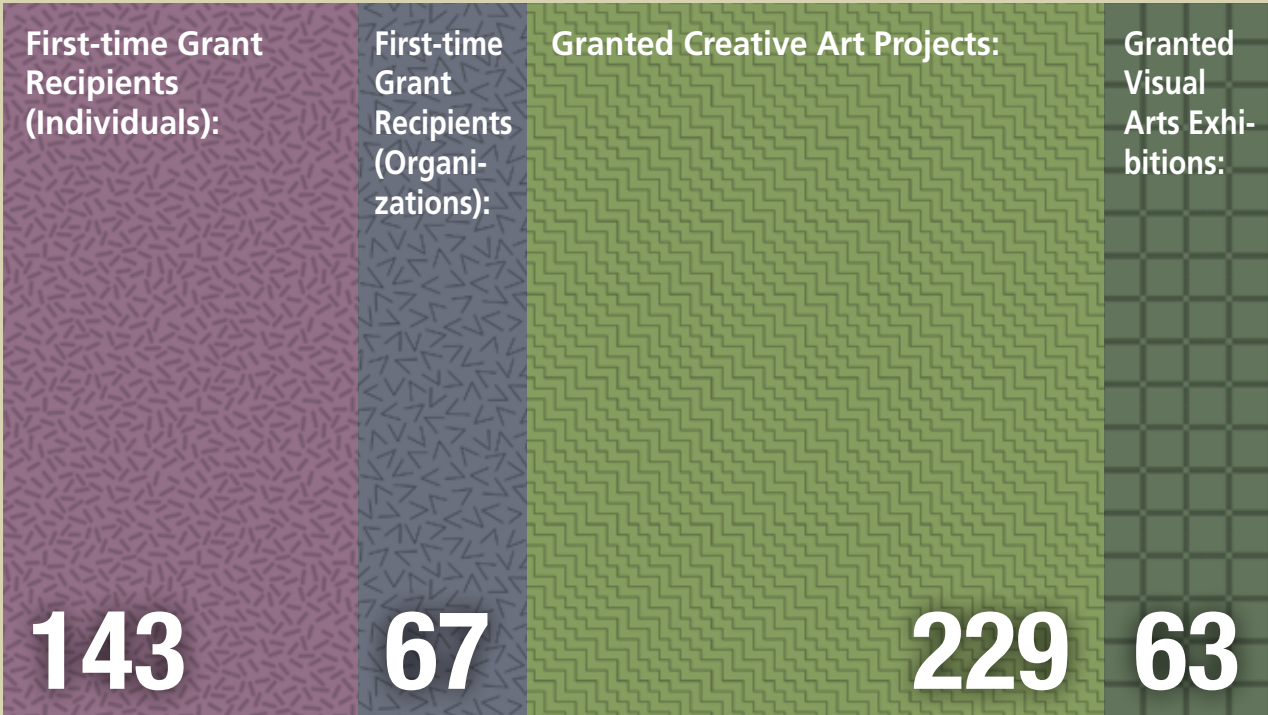
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Figures in Highlight

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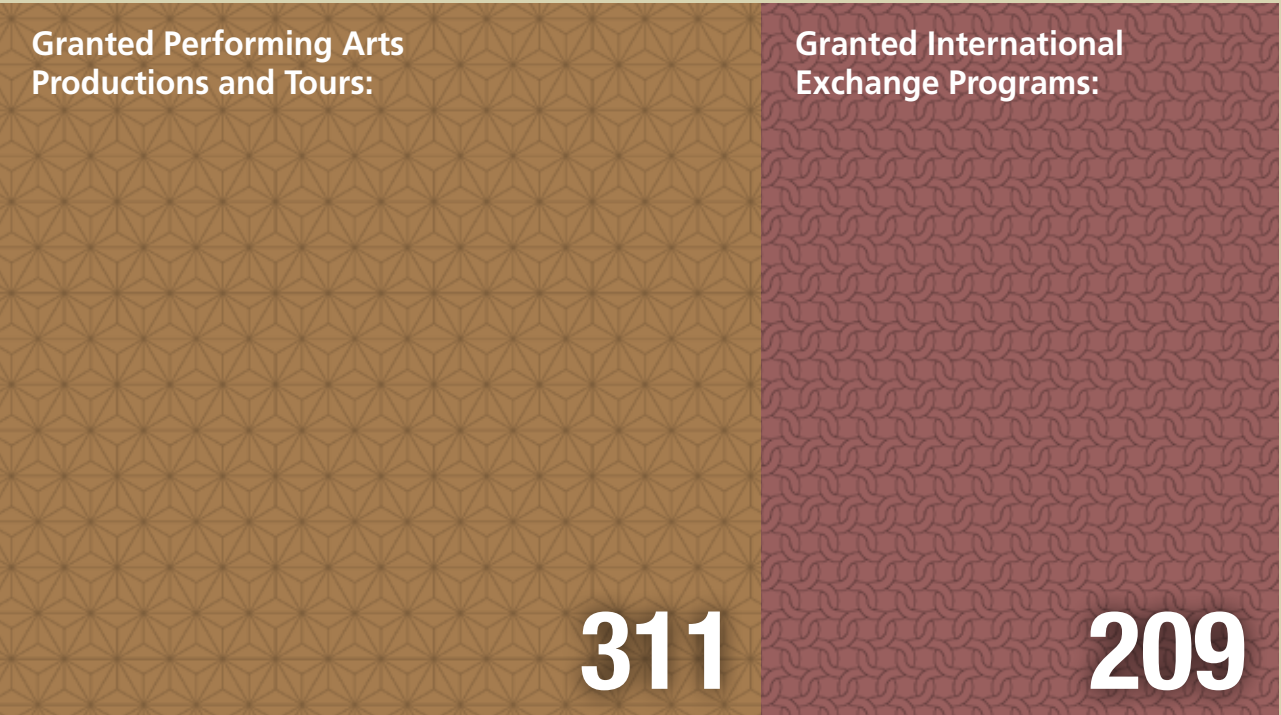
Grants in 2018



Historical Data  
1996-2018

Total Amount Granted by NCAF:  
**NT\$3.6 billion**

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Total Grant Recipients (Individuals):	Total Grant Recipients (Organizations):	Total Projects:
<b>3,808</b>	<b>2,994</b>	<b>16,559</b>

# Organization

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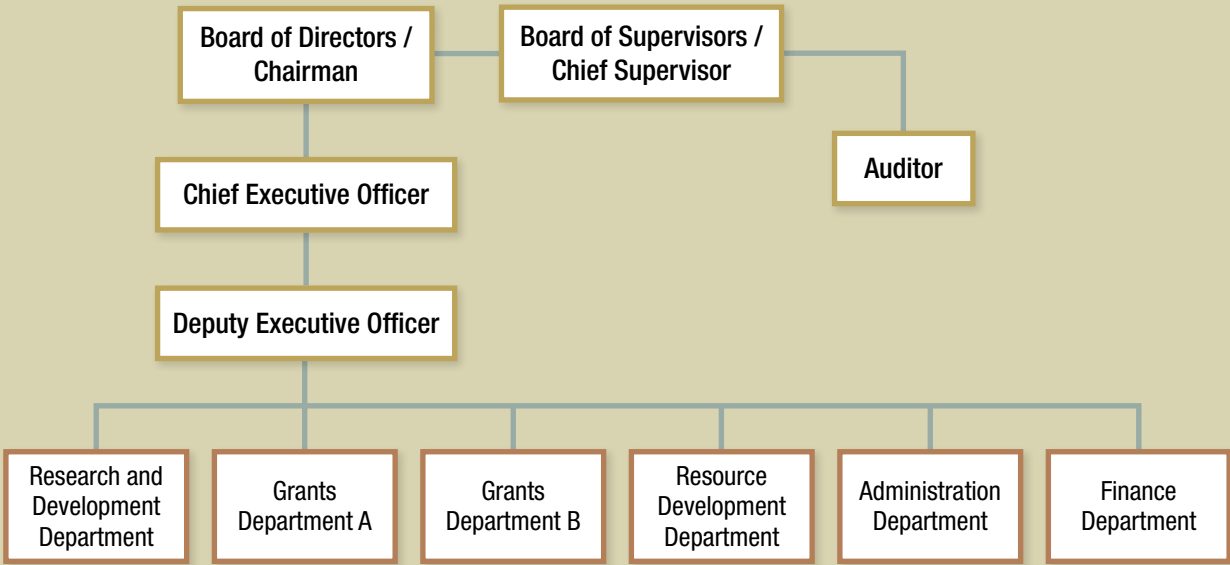
The National Culture and Arts Foundation was established in January of 1996 to create a favorable environment for the development of arts and culture, encourage professional undertakings, and raise cultural standards in Taiwan. The National Culture and Arts Foundation Founding Provisions clearly set the scope of the Foundation's service as: guiding the management of cultural events, lending financial support to cultural undertakings, encouraging those working in the cultural field, and performing the tasks set out in the National Culture and Arts Foundation Founding Provisions.

The Foundation has a twenty-one-person Board of Directors and five-person Board of Supervisors. Members include public figures from the arts and cultural fields, scholars, experts, government representatives, and other distinguished persons whom the Ministry of Culture has recommended to the president of the Executive Yuan for appointment to the boards.

The Chairman of the Board shall be elected by the Board of Directors. The Board shall include the Policy Committee, Fund Management Committee, and Grants Review Committee. Individual board members join committees based on professional qualifications and interest, and assist with the operation of Foundation affairs. The Board of Supervisors shall have a Chief Supervisor elected by its own board members. The Auditor reports directly to the Board of Supervisors and is responsible for assessing Foundation affairs and internal control operations, as well as ensuring the proper performance of professional work and Foundation finances.

The Executive Department shall be established by the Board of Directors; consist of a Chief Executive Officer, who is responsible for overall management of the Foundation; and a Deputy Chief Executive Officer, who assists the Chief Executive Officer. The Executive Department shall include the Research and Development Department, the Grants Department A and B, the Resource Development Department, the Administration Department, and the Finance Department.

## 1. Organizational Structure



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## 2. Duties

### Board of Directors:

- Approval of work policies
- Approval of major projects and grants
- Fund raising, custodianship, and management
- Approval of budget and audit of final accounts
- Establishment and amendment of important regulations
- Appointment and removal of important personnel
- Review or approval of other major items

### Board of Supervisors:

- Audit of funds and deposits
- Supervision of financial position
- Review of final accounts

### Executive Department

#### Research and Development Department:

Responsible for the Foundation's policies and development guidelines. Also provides arts and cultural information, surveys, statistics, analysis and research of cultural and artistic grants and special projects.

#### Grants Department A:

Responsible for the development, promotion, and execution of grants and other projects under the categories of Music, Dance, Theater, and Audiovisual Media.

#### Grants Department B:

Responsible for the development, promotion, and execution of grants and other projects under the categories of Literature, Visual Arts, Cultural Heritage Preservation and Arts Environment and Development.

#### Resource Development Department:

Responsible for raising Foundation funds, handling public relations, implementing publishing and projects for Art and Business Partnerships, handling the National Award for Arts, including award ceremony, and promotional activities.

#### Administration Department:

Responsible for the Board of Directors and Board of

Supervisors' meetings and operations; human resource management; handling of documents, seals, treasury, and general affairs; assisting other departments; and other project work.

#### Finance Department:

Responsible for the Foundation's financial planning, creating and controlling the budget, auditing expenses, accounting management, final accounts, and other project work.

## 3. Board Members

### The Eighth Board of Directors

(January 1, 2017 to December 31, 2019)

<b>Chairman</b>	Mun-lee LIN	
<b>Members</b>	Yuma Taru,	Sung-shan WANG,
	Hsing-fang HO,	Kang-kuo HO,
	Chien-lang LI,	Tsai-hsing CHIU,
	Jui-chung YAO,	Mei-hui WENG,
	Pi-han CHEN,	Chih-cheng CHEN,
	Chao-chiang TENG,	Pang-chen CHENG,
	Jung-hsing CHENG,	
	Hsin-huang Michael HSIAO,	
	Chiung-jui HSIAO,	Po-hsia HSUEH,
	Lu-fen YEN,	
	Sun-lu FAN (2018.11.2-),	
	Teng-chin CHEN (2018.10.23-),	
	Miguel Li-jei TSAO (2019.1.4-),	
	Chih-chung WU (2017.1.1-2018.4.24),	
	Lien-chuan LI (2017.1.1-2018.3.1),	
	Ji-min CHEN (2018.3.2-2018.10.22),	
	Ching-hua TSAI (2017.1.1-2018.11.1),	
	Der-li LIU (2018.4.25-2019.1.3)	

### The Eighth Board of Supervisors

(January 1, 2017 to December 31, 2019)

<b>Chief Supervisor</b>	Kuang-sheng SHIH
<b>Members</b>	Wu-chang CHIANG, Mei-hsing LIN,
	Tien-wan CHANG, Yu-hui FU





Theater grants program—*Animator 2.0* by King Kong Wave Production



# Grants

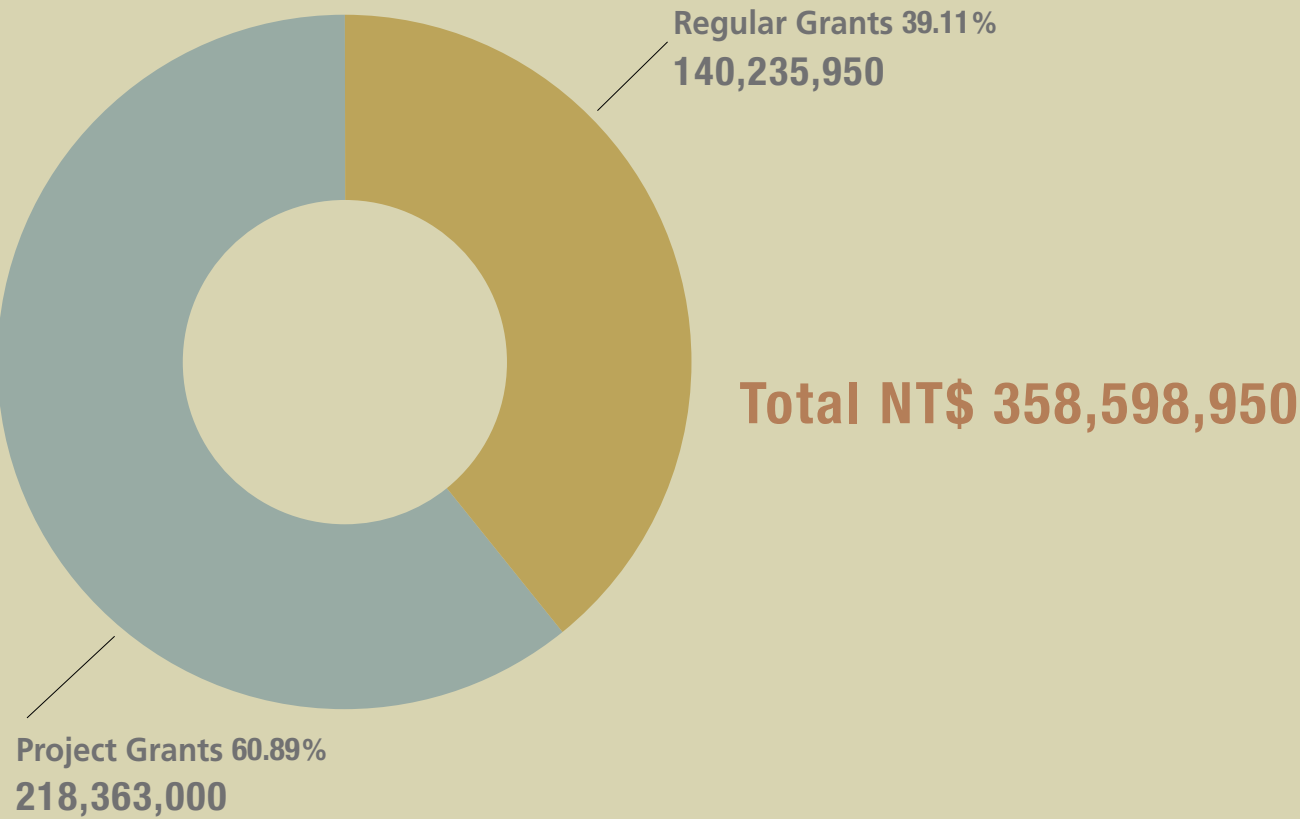
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The Foundation has striven to construct a granting mechanism that fully reflects the local art environment and makes use of limited funds to the greatest benefit. The purpose of grants is to apply public resources in a way that maximizes the public's power and to construct a cultural environment that is conducive to balanced development. The Foundation's vision for grants is based on enriching creativity, expanding expressive channels, strengthening management capabilities of art groups, and elevating international competitiveness.

The Foundation offers regular grants and project grants, and maintains an arm's length principle that aims to respect art development and needs. In 2018, the Foundation disbursed a total of NT\$ 358,598,950, of which

39.11% was for regular grants, and 60.89% for project grants. The average regular grant was NT\$ 161,749, and the average project grant was NT\$ 1,240,699. To maintain impartiality and transparency, the Foundation relies on the Grants Application Criteria adopted by the Board of Directors, which states that application information be available to the public, grant work be handled regularly, juries meet to appraise different types of grant applications, the results of appraisals be made public after approval by the Board of Directors, and that awarded projects be tracked and evaluated. The Foundation has also created the Arts Resource Platform, which provides information to arts and cultural institutions and makes it possible for those working in the arts field to instantly access grant information.

Chart: Regular Grants and Project Grants Disbursement in 2018 (pie chart)



## I

### Regular Grants

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In 2018, regular grant programs were implemented according to the Grants Application Criteria, key targets of which include:

- Forward-looking or breakthrough artistic creation
- Professional lectures and research on culture and art
- Expansion of international exchange via cultural and artistic work
- Stabilizing, extending, and improving art group management

Each year, in order to respond to changes in the art environment, the Foundation convenes meetings of board members, specialists, scholars, and representative art workers who revise the application criteria and implementation methods for its various grant programs. Next, the revised application criteria and grant targets are released at public information meetings around Taiwan. In 2018, thirteen of these meetings were held to cover all regions of the island where a total of 591 people attended.

Following trends in digitization, the NCAF Grant Information System was created and successfully moved online to offer faster and more convenient service. The system reduces administrative overhead and improves efficiency, saves paper, printing, and mailing costs, and is environmentally friendly. The system also allows juries to review, verify, and score completed applications, thus improving turnaround time and accuracy of information. In 2018, applications submitted online counted 1,671, which was 71% of the total received, and applicants reported an 82% satisfaction rate with the system.

The 2018 regular grants review process was conducted by 141 experts who were chosen by the Board of Directors, work in a variety of fields, and possess diverse perspectives. Of the 2,369 applications received for regular grants, 867, or 36.59%, were approved by the Board. Grants were awarded to 326 individuals (143 were first-time recipients), and to 328 groups (67 were first-time recipients). A total of NT\$ 140,235,950 was disbursed in 2018 to awardees of regular grants.

#### Regular Grants by Category





Literature grants program—(top row, from left) *No Big Road* by Maniniwei, *Je voudrais me réveiller dans la mer* by Tsai Wan-shuen and her daughter Ah Meng, and *The Contents of the Times* by Huang Chong-kai  
Writing and Publishing project grant—(bottom row, from left) *Ruins Walker* by Hung Tzu-ying, *Sounds of the Times: Film, Literature, and Old Records* by Li Zhiming, and *Walk along the River Ganges: From Ocean to the Head* by Hsienh Wang-ling.

Literature

Focus: To encourage high quality, innovative projects with special themes

The literature grants program strives to encourage original aesthetics and support projects with innovative ideas and special themes. In 2018, the total number of applications increased by 60 over the previous year. Grants were mainly aimed at writing and publishing, and continued to support the upcoming generation with 36 grants awarded to new projects and promising writers. Grants for projects promoting Taiwanese literature include the GEGE Company's *Taiwan Literature Board Game* and the Homeward Publishing Company's *Sounds of the Times: Film, Literature, and Old Records*. Also, two projects that were awarded NCAF literature grants in previous years received special honors in 2018: Huang Chong-kai's *The Contents of the Times* (NCAF grant in 2016) won the 2018 Golden Tripod Awards and the 2018 TIBE Book Prize, and Hsieh Wang-ling's *Walk along the River Ganges: From Ocean to the Head* (NCAF grant in 2015) won Best Prose in the 2018 Taiwan Literature Awards.



Visual arts grants program—*Sketch Series* by Chen Ying-hsiu

Visual Arts

Focus: To encourage high quality, original projects that have an impact on the contemporary art world of Taiwan

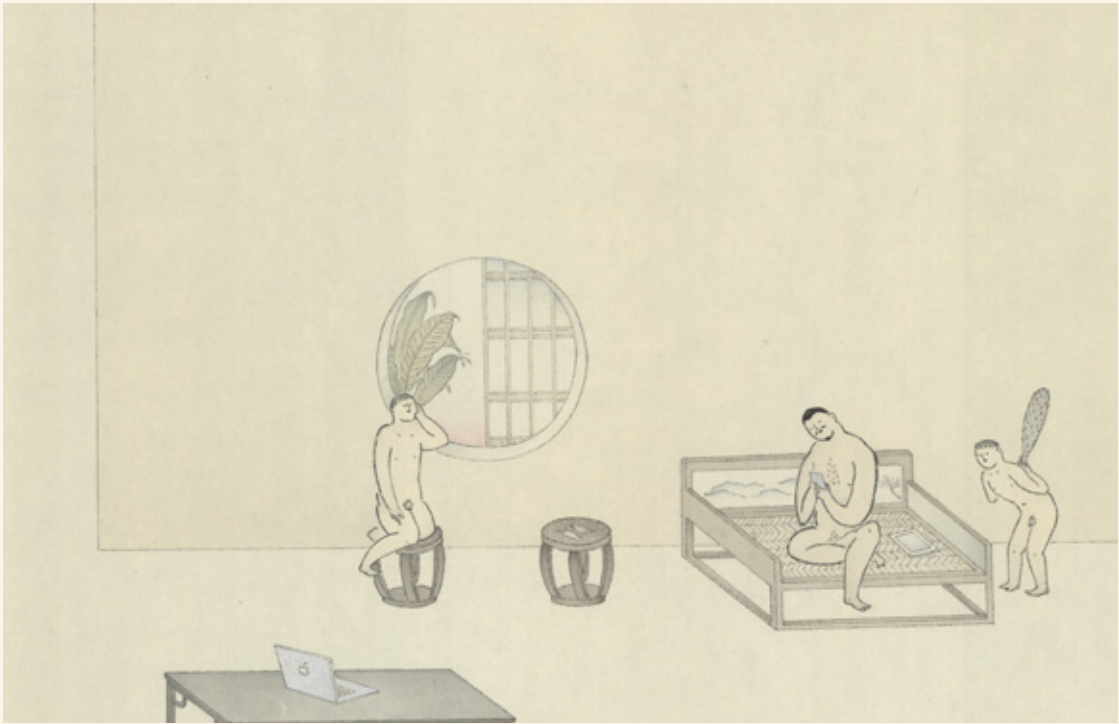
The visual arts grants program strives to encourage experimental, groundbreaking and cross-disciplinary contemporary visual art projects. In 2018, five large-scale visual art projects were awarded: Yu Cheng-ta's *Dear, This Is An Outdoor Shoot in the Live Streaming, Join In!*, Liu Ho Jang's *The Form: Marble from Eastern Taiwan*, Rahic Talif's *The Marine Museum of Art / Indifference Series*, Joa Chia-en's *The Voyage*, and Chia Chien-ju's *This Is a Laundromat Story*. Since the addition of this category in 2013, the number of awarded grants reached a new high in 2018.

Grants for exhibitions support high quality artworks and encourage discursive and contextualized curatorial practices. 2018 awardees include *In the Sunshine of the Relaxed Majorities: James Ming-hsueh Lee Solo Exhibition*, *Ambush: Ni Hao Solo Exhibition*, and *Cold Chain: Hou I-ting Solo Exhibition*. Experimental and novel thematic exhibitions were also supported, such as *Mitmachstadt Asia* by Beyond Good Intentions Studio, *WHITEUMENTA: 2018 Experimental Media Art Festival in Taiwan* by Body Phase Studio, and *Indonesia Islands Art Terrain Mapping Survey* by Ocular Studio.

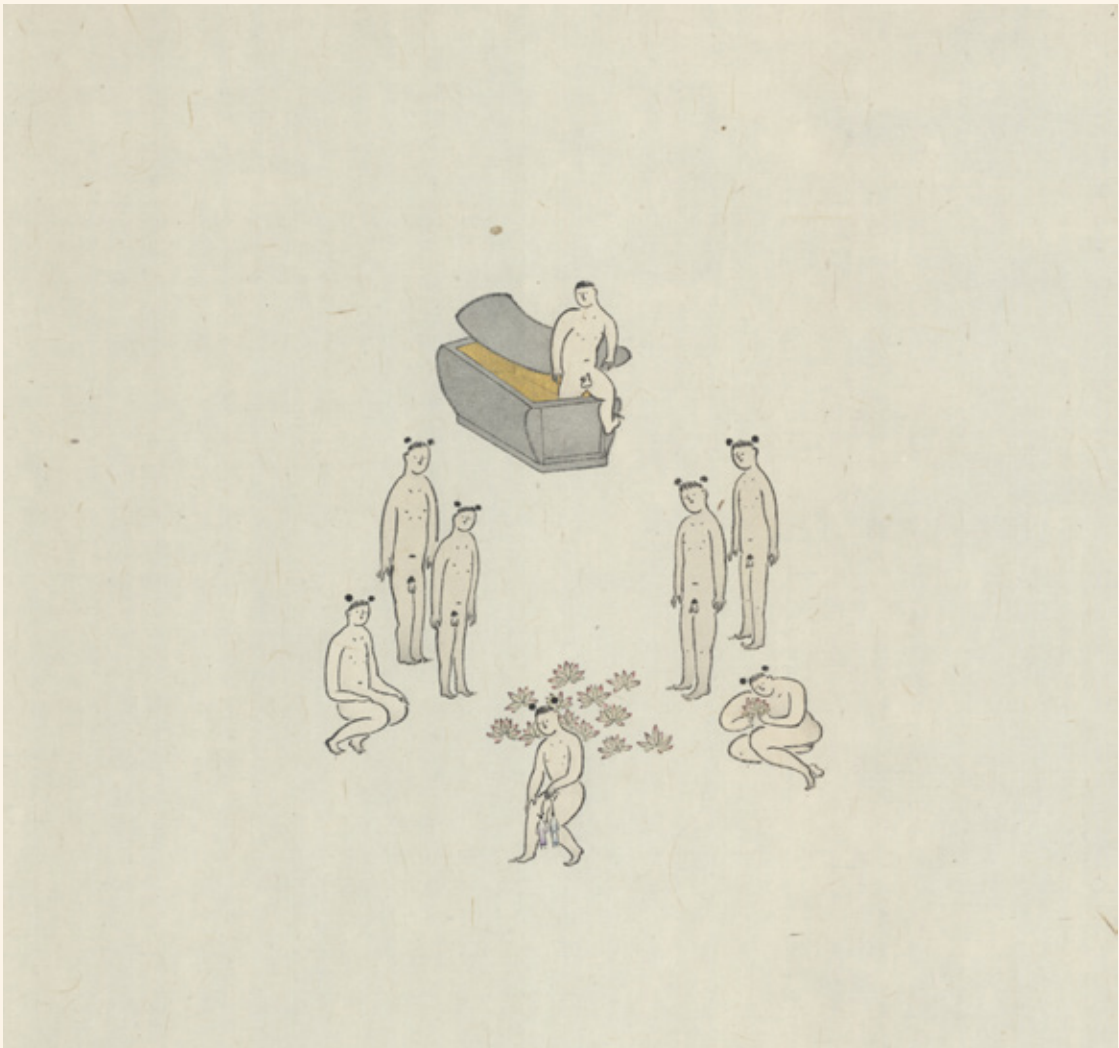


Visual arts grants program—*Moving Wind: Modern Art Style Exhibition of South Taiwan Archive, 1986 – 1997*, edited by Cheng Wen-hsien





Visual arts grants program—*Is There Such Fun?* by Jian Yi-hong



Visual arts grants program—*See a Coffin and Make a Big Fortune* by Jian Yi-hong



Visual arts grants program—*Touch* by Lee Mau-cheng





Music grants program—Taipei Genesis Chamber and Guitar Orchestra performing at the 2018 Taiwan International Guitar Festival and Competition



Music grants program—*Longing For...*, concert by Ju Percussion Group Foundation



Music grants program—Succession Percussion Group performing at the Kaohsiung Contemporary Percussion Festival

Music

**Focus:** To continue to support the creation of music, professional lectures and workshops, and music festival planning

The music grants program strives to encourage the creation and performance of musical works, to support outstanding musicians in their plans to go abroad for further study, and to fund professional lectures and workshops for those working in the field of music. Granted projects include: Lin Chia-ying, recipient of the Royal Philharmonic Society Composition Prize, for study at the Philharmonia's Young Composers Academy; and Joueurs de Flute Ensemble for joining the 2019 Taiwan International Flute Music Camp. Grants were also awarded for programming of the 2018 Arts Evolution Music Festival for Kids and for programming of the Fourth Taiwan International Guitar Festival and Competition.

Dance

**Focus:** To encourage innovative productions and to support dance platforms organized by dance companies

The dance grants program promotes innovative productions and performances and creates opportunities for emerging troupes and individuals working in the field of dance. Awardees include: *Boundless* by Hung Dance, the international collaboration *Millennials* by B. Dance and La Veronal, and the premiere of *Dance in Asia 2018* by Century Contemporary Dance Company. The program also supported the *2018 New Choreographer* platform by MeimageDance, and the *Dance X Sounds Improvisation* performance platform by Horse.





Dance grants program—*Boundless* by Hung Dance



Dance grants program—*Millennials* by B. Dance and La Veronal



Theater grants program—*The Banality of Evil* by Yang's Ensemble

Theater

**Focus:** To help theater troupes improve independently, deepen creativity, and continue to develop original work

To foster self-improvement, the theater grants program awarded grants to theater troupes to hire training consultants and lecturers. Awardees include The Puppet & Its Double Theatre, Yisingkuo Puppet Troupe, Shinehouse Theatre, and Dr. Red Nose Association. Established troupes were granted to continue the development of original work, and emerging troupes to present new work. Awardees in the these two groups include Hao x Hsiao Troupe, Studio M, the How to Eat Faust Studio, King Kong Wave Productions, the C Musical troupe, and the Double and Cross Theater Group.

Cultural Heritage Preservation

**Focus:** To promote projects that preserve and restore cultural assets, or archives with cultural value and deeply rooted significance

This grants program supported studies with special viewpoints and those rooted in cultural values, as well as projects that help preserve and restore cultural assets, such as valuable archives with reference value. Projects awarded in 2018 include *Searching for John Thomson—1871 Taiwan Cultural Heritage Discovery* by Walkers Cultural Publisher, and *Rice in Your Hands* by the Foundation Historic City Conservation and Regeneration.



Audiovisual Media

Focus: To promote projects with creative perspectives and aesthetics

Grants for audiovisual production were the main focus of 2018 and covered forms such as documentary film, experimental film, experimental documentary film, and animated short film. Subject matter was diverse, and a record number of experimental films were awarded grants to support unique creative perspectives and innovative interpretations of audiovisual media. Awarded projects include *The Cells of Myth* by Lin Shih Chieh and *Temporary Actor* by Hsu Hui-ju.

Arts Environment and Development

Focus: To promote long-term development platforms for arts and culture communities and support experimental projects

This grants program's main focus in 2018 was to develop professional service platforms, including regional art platforms and the promotion of the professional art community. Awarded projects were the *InOasis Ben Feng E Warehouse* project in Tainan by Ji-ee Industry Company, the *Changhua Art Platform* Project in Changhua by Instant 42, the *Goodunderground Art Space Professional Photography Service Platform* project in Hualien by Goodunderground, the *Awakening* project in Taitung by The Corridor, the *Professional Musician Services and International Development Platform, Phase I* project by Studio Acht, and the *Production and Promotion of Austronesian Culture Small Island Big Song Audiovisual Platform* project by Small Island Big Song Production. Awarded new experimental projects included the *ARTthon Streaming Platform* project by the Digital Art Foundation, and the experimental theater project *Wet Base* by Venue Corporation.

International Cultural Exchange

Starting in 2015, the Foundation revised the application cycle of its international cultural exchange program to six intervals per year. As of early 2019, it had held 25 application cycles, processed a total of 2,029 applications, and awarded 820 grants. In 2018, this program continued to support attendance of organizations and artists at important international exhibitions and art festivals, enabling them to expand their networks in 38 countries. Awardees include the Twincussion Percussion Duo, who was selected as the Golden Classical Music Award first prize winner in the chamber music category, and invited to New York to represent Taiwan and perform at Carnegie Hall's Weill Recital Hall; and Hung Dance, who was invited to the Lekuz Leku Festival, Trayectos Festival, and the Cádiz en Danza Festival, all in Spain, to 2018 Odoru Akita in Japan, to the Goyang International Dance Festival, and 2018 Lake Art Festival, all in Korea, and to the Macau City Fringe Festival, where they collaborated with MW Dance Theatre on an adaptation titled *Birdy- Pas de deux*. The program also supported



Visual arts grants program—*Floating* by Idas Losin

organizations in the long-term management of international networks and progressive collaborations in the creation of artworks with foreign organizations. Awardees include Very Theatre, who was invited to The Netherlands and Australia, where they expanded international and community ties by collaborating with local artists to create the plays *Facing Cities* and *Virtual Intimacy*.

The program also supported artists and curators to attend important international exhibitions and festivals. Awardees include Yang Yen Yun, who was invited to Europe numerous times to curate Taiwanese video art and film at international festivals, such as Italy's 36<sup>th</sup> Asolo Art Film Festival and Spain's LOOP Barcelona 2018; Hsu Chia-wei, who traveled to Korea to attend the Gwangju Biennale with his work *Huai Mo Village*, and the Busan Biennale with *Industrial Research Institute of Taiwan Governor-General's Office*; Tao Ya-lun, who attended the 6<sup>th</sup> Mediations Biennale Poznań; and Joyce Ho and Hou I-ting, who were invited to The 9<sup>th</sup> Asia Pacific Triennial of Contemporary Art.

Regular Grants awarded for each cycle are publicly announced on the NCAF website. For details see the following tables: *2018 Regular Grants Analysis*, *History of Regular Grants by Year*, and *History of First-Time Grant Recipients by Year*.



2018 Regular Grants Analysis

Category	Literature	Visual Arts	Music	Dance		Theater	Cultural Heritage	Audiovisual Arts	Art Environment and Development	International Cultural Exchange (6 intervals)	Total
Applications Received	264	387	550	151		292	69	87	60	509	2,369
Total Cost of Projects in Applications Received (NT\$)	78,521,622	253,158,082	419,816,595	204,629,414		529,703,482	36,138,239	105,353,831	112,964,305	298,621,786	2,038,907,356
Total Funding Requested (NT\$)	65,705,953	147,370,264	122,832,483	77,758,093		117,793,649	20,882,238	58,831,558	52,216,196	127,745,465	791,135,899
Projects Approved by Board of Directors	71	109	195	90		124	30	24	25	199	867
Percentage of Awarded Projects	26.89%	28.17%	35.45%	59.60%		42.47%	43.48%	27.59%	41.67%	39.10%	36.60%
Total Funding Requested by Awarded Projects (NT\$)	17,412,189	50,332,382	49,391,974	54,585,763		58,775,543	10,303,740	12,052,984	25,608,263	42,648,689	321,111,527
Total Funding Approved by Board of Directors (NT\$)	9,053,000	21,610,000	23,085,000	21,097,300		22,910,000	3,338,650	8,420,000	6,671,000	24,051,000	140,235,950
Ratio of Approved Funding to Requested Funding	13.78%	14.66%	18.79%	27.13%		19.45%	15.99%	14.31%	12.78%	18.83%	17.73%
Ratio of Approved Funding for Awarded Projects to Requested Funding for Awarded Projects	51.99%	42.93%	46.74%	38.65%		38.98%	32.40%	69.86%	26.05%	56.39%	43.67%

History of Regular Grants by Year

Year	First-time Grant Recipients					Cumulative Total to Date for Groups and 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	1,256
Jul 1999 - Dec 2000	136	572	214	1,034	350	1,606
2001	57	629	107	1,141	164	1,770
2002	48	677	84	1,225	132	1,902
2003	41	718	78	1,303	119	2,021
2004	56	774	91	1,394	147	2,168
2005	65	839	95	1,489	160	2,328
2006	77	916	79	1,568	156	2,484
2007	70	986	106	1,674	176	2,660

Year	First-time Grant Recipients					Cumulative Total to Date for Groups and Individuals
	Groups	Cumulative Total	Individuals	Cumulative Total	Total	
2008	52	1,038	120	1,794	172	2,832
2009	61	1,099	135	1,929	196	3,028
2010	61	1,160	129	2,058	190	3,218
2011	63	1,223	139	2,197	202	3,420
2012	56	1,279	144	2,341	200	3,620
2013	68	1,347	106	2,447	174	3,794
2014	62	1,409	131	2,578	193	3,987
2015	61	1,470	120	2,698	181	4,168
2016	68	1,538	112	2,810	180	4,348
2017	72	1,610	119	2,929	191	4,539
2018	67	1,677	143	3,072	210	4,749



History of Regular Grants by Year

Year	Applications Received	Total Cost of Projects in Applications Received (NT\$)	Total Funding Requested (NT\$)
1997	1,603	2,355,634,121	1,119,824,981
1998	1,698	2,138,430,033	990,364,800
1999	2,098	2,278,645,051	1,000,310,143
Jul 1999 - Dec 2000	3,038	3,511,392,410	1,633,058,234
2001	1,916	2,471,793,932	1,124,973,042
2002	1,165	1,356,354,722	570,440,654
2003	1,300	1,487,031,645	621,864,770
2004	1,233	1,473,639,109	588,856,399
2005	1,393	1,640,789,948	625,939,220
2006	1,332	1,561,539,593	586,237,500
2007	1,427	1,568,584,410	534,429,394
2008	1,504	1,489,921,858	550,972,158
2009	1,672	1,533,668,983	648,501,429
2010	1,733	1,893,600,855	690,147,546
2011	1,816	1,716,126,546	651,574,419
2012	1,818	2,465,569,491	717,810,503
2013	1,952	2,024,447,864	759,007,373
2014	1,783	1,749,304,343	650,501,202
2015	1,894	1,794,473,804	705,464,832
2016	1,961	1,693,441,822	665,932,562
2017	2,185	1,991,286,018	774,097,226
2018	2,369	2,038,907,356	791,135,899

Projects Approved by Board of Directors	Percentage of Approved Projects	Funding Approved by Board of Directors (NT\$)	Ratio of Approved Funding in Awarded Projects to Requested Funding in Awarded Projects
622	38.8%	110,677,340	30.0%
802	47.2%	160,245,934	44.1%
902	43.0%	199,424,060	47.3%
1,213	39.9%	299,949,919	42.1%
694	36.2%	164,145,705	37.9%
495	42.5%	102,771,210	40.4%
540	41.5%	119,337,920	40.1%
549	44.5%	118,073,505	36.8%
594	42.6%	117,907,400	35.2%
602	45.2%	104,211,629	36.7%
684	47.9%	112,895,766	37.2%
598	39.8%	108,820,560	43.3%
644	38.5%	105,660,570	38.4%
688	39.7%	122,526,020	41.9%
703	38.7%	117,507,590	43.1%
676	37.2%	107,416,600	38.6%
704	36.1%	117,365,529	36.9%
634	35.6%	109,988,100	43.5%
701	37.0%	112,538,905	39.2%
725	36.9%	116,900,473	45.5%
779	35.7%	121,370,923	44.3%
867	36.6%	140,235,950	43.8%



II

Project Grants

In addition to Regular Grants, the Foundation offers Project Grants to meet important and pressing needs in art communities. With clear objectives, these specialized programs allow only a limited number of applicants and offer more extensive funding. Through strategic planning, the Foundation pulls together resources and expertise to raise funds, carry out research and development, and to manage these grants in ways that are flexible to transcend the limitations of money, time and creativity. Project grants help improve the management of arts organizations by giving them more funds and production time, thus augmenting their power to create exhibitions and performances.

Project grants for 2018 fell into the following categories based on the source and nature of funding: projects fully funded by NCAF, projects funded by the Ministry of Culture, and projects funded partially by sponsoring businesses through Arts and Business Platform project, which will be introduced in detail in the next chapter.

In 2018, NCAF fully funded the Creative Documentary Film and Performing Arts Critics project grants. The Ministry of Culture funded the Performing Arts Groups Three-Phase Development, Visual Arts Organizations Development, and The Rainbow Initiative project grants.

Project Grants in Detail

Creative Documentary Film

This grant program was created in 2010 under a different name. The current name, adopted in 2018, emphasizes creativity and artistic expression in documentary film. Awarded films include Sayun *Simung's Spi*, Huang Shu-mei's *A Fight for My Hometown*, Asio Liu Chi-hsiung's *Refugee Boats to Penghu*, Cheng Chi-ming's *The Walking Crab*, and Luan Chen-wei's *Family Letter*. A total of NT\$5.5 million was awarded.

Performing Arts Critics

This grant program cultivates writing by talented performing arts critics and promotes getting it published. Each year, promising writers on the cutting-edge of art criticism, who offer their observations on performances and phenomena in Taiwan's performing arts world, are awarded project grants to enhance their critical powers. Eleven critics were chosen for funding in 2018 to write at least 20 essays between July 2018 and June 2019, which would then be published on the Foundation's Online Performing Arts Review website and document Taiwan's rich performing arts activity.

Performance Group Grading Award Project

In 2018, the Ministry of Culture adjusted its budget to make possible the transfer of its oversight and appraisal work for the Performance Group Grading Award Project grants to the Foundation. Based on the size and development stage of performing arts groups, the program awarded grants in the categories of *excellent*, *developing*, and *emerging* for operating expenses to stabilize the long term development of these groups. In 2018, 151 groups submitted applications, of which 82 were awarded project grants totaling NT\$1.5 billion. Music groups were awarded 16 grants totaling NT\$33.5 million, Dance groups were awarded 21 grants totaling NT\$34.2 million, Traditional Theater groups were awarded 19 grants totaling NT\$37.3 million, and Theater groups were awarded 26 grants totaling NT\$45 million.

There are 13 groups awarded project grants for the first time in 2018, including Taiwan Philharmonic Chinese Orchestra of Kaohsiung, MIT Saxophone Ensemble of Taipei, Resident Island Dance Theatre of Pingtung, Huang Yi Studio of New Taipei City, Jun Yun Lin Ge Puppet Theater of Yunlin, and the theater groups Story Works of New Taipei City and Mr. Wing Theatre Company of Taipei.

The Foundation also invited 55 grant selection committee jurors with expertise working in or observing various art fields. To promote artistic development and improve management, the jurors appraised performances, visited groups, observed operations, and consulted with groups on subject matter.

The Foundation also collaborated with the Republic of China Performing Arts Alliance to realize the principle of “accompanying performing arts groups to foster management development” at three information exchange events in Kaohsiung and Taipei in July and August. The three events focused on brand positioning and medium and long term planning, marketing and cooperating with other industries, and developing audience and industry networks. Furthermore, interdisciplinary lectures and discussions were held to share experiences among groups, and in-depth discussions were held with participants. In December, the selection committee confirmed each group's annual evaluation, and then these evaluations were referenced in each group's application for a 2019 project grant.





2018 Performing Arts Group grant recipients exchanging ideas and experiences related to institutional operation and development

Visual Arts Organizations Development

In 2018, the Ministry of Culture delegated its oversight and appraisal work for the Visual Arts Organizations Development grant to the Foundation, which administers the grant program with the same framework used by the Ministry and holds information meetings in Yilan, Taichung, Kaohsiung, and Taipei during the application period. Twenty-three visual arts organizations submitted applications in 2018. After applications were examined, the organizations were interviewed, and the Board of Directors approved, fifteen organizations were selected and a total of NT\$12 million was awarded.



Visual Arts Organizations Development project grant—Visiting the photography organization Lightbox

In addition to the grant program's original spirit of sustaining the operation of visual arts organizations with a variety of interests, including art creation, curatorial work, research, and promotion, the Foundation has extended the program to encourage the stable operation of experimental, multi-disciplinary exhibition and performance spaces, and to strengthen their programming capabilities. In 2018, five organizations were first-time recipients of this grant: The Digital Art Foundation, ET@T Lab Theater, Lightbox, Taiwan Art Space Alliance, and the Arts Development Association of Taiwan.

The Rainbow Initiative

In administering this grant program, the Foundation maintains the original approach of the Ministry of Culture, which is to encourage local art groups to create new works in collaboration with international art institutions. In 2018, a total of four international collaborative projects received grants: *Moon* by the Virtual and Physical Media Integration Association of Taiwan, *Mr Dongguo And The Wolf*, an experimental and cross-disciplinary work by Benshi Theatre Company, *L'errance de la Station* by Voleur du Feu Theatre in collaboration with the French theater troupe Le Théâtre du Soleil, and *Facing Cities* by Very Theatre in collaboration with artists from The Netherlands.



# Project Grants for Arts and Business Partnerships

In awarding grants, the Foundation follows general trends and developments in various fields, which serve as reference points for adjusting criteria for regular grants and programming project grants, as well as for seeking business partnerships and allocating funds to areas that show potential for development.

In addition to seeking corporate sponsorship, the Foundation recruits business leaders and art professionals through The Friends of NCAF, an organization established in February 2004 to promote arts and business exchanges, tacit cooperation, and other opportunities for collaboration. Since then, the Foundation together with The Friends of NCAF has implemented a number of art and enterprise collaborations in the areas of the performing arts, visual arts, international exchange, and art education. In some of these projects, a matching fund model has been employed to subsidize projects.

In 2018, the Foundation starting accepting applications for its Inclusive Arts, Writing Phenomena: Visual Arts Criticism, and Writing Taiwan project grant programs. Below is a chart showing project grants for the Foundation's Arts and Business Partnerships, a listing of sponsors, amount of sponsorship, and an overview of project grants by category. The Writing Taiwan project grant program only began soliciting corporate sponsorship in late 2018.

## Arts and Business Partnerships Project Grants:

	Project Grant	Sponsors	Description
1	Performing Arts Abroad	NSFG Foundation, Mr. and Mrs. Y.D. Hsu Memorial Culture and Education Foundation, RSI Group	Each organization pledged NT\$800,000 annually for three years ending in 2018, totalling NT\$7.2 million
2	Online Performing Arts Review	NSFG Foundation, RSI Group	Two organizations donated a total of NT\$1 million in 2018
3	Overseas Arts Travel	Rodex Fasteners Corporation, Szu I Industries Corporation	Two organizations donated a total of NT\$1.5 million in 2018
4	Young Star New Vision in Performing Arts	Change Investment Company, Sung Chiao International Corporation, Taiwan Sunchain Arts Promotion Association	Each organization pledged NT\$500,000 annually for three years ending in 2019, totalling NT\$4.5 million
5	Novel Writing and Publishing	Pegatron Corporation	Pledged NT\$1 million annually for three years ending in 2018, totalling NT\$3 million
6	Malaysian Chinese Novel Writing and Publishing	Phison Electronics Corporation, Mr Guo Wende	Each organization or individual pledged NT\$400,000 annually for three years ending in 2018, totalling NT\$2.4 million
7	Production Grants to Independent Curators in Visual Arts	Tung Ho Steel Enterprise Corporation	Donated NT\$ 1 million in 2018
8	Documentary Filmmaking—Release and Promotion Plan	HuaYang International Investment Corporation, Change Investment Company Limited, Grand View Culture & Art Foundation, Jing Republic	Six organizations or individuals donated a total of NT\$2 million in 2018
9	Inclusive Arts	Mr. Chiu Tsai-hsing, StanShih Foundation, NSFG Foundation, Shinnyo-en Taiwan, Tung Hung Enterprises Company, Decheng Culture Foundation	Two organizations or individuals donated a total of NT\$1 million in 2018
10	Writing Phenomena: Visual Arts Criticism	Winsing Arts Foundation, Ms. Su Mei-chih	Two organizations or individuals donated a total of NT\$1 million in 2018
11	Writing Taiwan	Taiwan Sunchain Arts Promotion Association, Gold Classic Enterprise Ltd.	Each organization pledged NT\$500,000 annually for three years ending in 2019, totalling NT\$3 million





Performing Arts Abroad project grant—*Café Lumière* by Shakespeare's Wild Sisters Group





Performing Arts Abroad project grant—*Unsolved* by Polymer DMT

### Performing Arts Abroad

**Sponsors:** NSFG Foundation, Mr. and Mrs. Y.D. Hsu Memorial Culture and Education Foundation, RSI Group

This project grant encourages performing arts groups and artists to produce high-quality works, market their works, and strengthen networks while developing in-depth international exchanges and long-term collaboration. 2018 international performing arts collaborations include an adaptation of Wang Zhen-he's novel *An Oxcart for Dowry* by the Our Theatre troupe and the Japanese troupe Ryuzanji Company, which was their second collaborative project and premiered in June at The Chiayi Performing Arts Center in Minxiong Township, Chiayi.

Performosa Theatre allied with Macao's Hiu Kok Theatre to bring France's Le Théâtre du Soleil into a collaborative, improvisational theater project. Shaghayegh Beheshti, a senior member of Le Théâtre du Soleil, was invited to Taiwan to lead Asian theater artists in a workshop and to direct a performance. After two years of field work, workshoping, improv, and training, their experimental theater piece *Kaléidoscope* was performed at the National Theater in Taipei, and then traveled to the Macao Cultural Centre, where it was performed in September.

Polymer DMT, a troupe focusing on cross-disciplinary work and cross-cultural collaboration, comprises artists from Taiwan and Germany. The troupe started



Performing Arts Abroad project grant—*An Oxcart for Dowry* by Our Theatre

preliminary work on *Unsolved* in 2017 by choosing Taipei, Taichung and Kaohsiung as areas for field studies. *Unsolved* was premiered at Pact Zollverein Theatre in Essen, Germany, in September, and then performed at Taipei's Huashan Umay Theater in October.

Nicole's Creative Artists Agency held *Focus on Holland* at the National Concert Hall in November, inviting TIIMF, an organization representing the top impromptu musicians of the Netherlands, to co-produce the performance and related workshops, talks and master classes.

In 2016, Shakespeare's Wild Sisters Group collaborated with Dainanagekijo of Japan, thus establishing a tacit understanding and working foundation. In 2018, they completed their third collaborative work *Café Lumière* based on Taiwanese director Hou Hsiao-hsien's film of the same name. The work, which focuses on daily life in the home countries of the two theater troupes—Taiwan and Japan, was invited to be performed at Festival/Tokyo in October and then presented at Taipei's Cloud Gate Theater in December.

### Online Performing Arts Review

**Sponsors:** NSFG Foundation, RSI Group

The Performing Arts Review website officially launched in September 2011 and is the most popular platform of its kind in Taiwan. Senior art writer Chi Hui-ling serves as coordinator and has invited numerous senior and emerging performing arts critics to serve as special guest writers or regular columnists, which entails publishing professional commentary in a timely manner and continual monitoring of Taiwan's performing arts scene. As of 2018, a total of 516 submissions had been published on the website, which is nearly 10 articles per week. Commentary concerns 360 performances in Taiwan, and the website receives more than 50,000 pageviews every month. The program also included a series of seven seminars titled Theater Talks, which complemented online commentary with further exploration of the performing arts environment and phenomena.





Overseas Arts Travel project grant recipient Chang Hsiao-ling visiting the independent art initiative Tentacles in Bangkok, Thailand

Overseas Arts Travel

Sponsors: Rodex Fasteners Corporation, Szu I Industries Corporation

By facilitating travel abroad, this grant program encourages awardees to combine career plans in their professional field with a deep investigation of art, expanded vision, and unlimited imagination. It is hoped that travel will develop skills such as artistic creation, performance, and organizational management. In 2018, sixteen young awardees working in the fields of music, dance, theater, visual art, audiovisual media, and literature traveled for at least 30 days between April and November.



Overseas Arts Travel project grant recipient Chang Wen-hsuan giving a talk after his return to Taiwan



Young Star New Vision in Performing Arts project grant—*We* by Chang Ching-ju

Young Star New Vision in Performing Arts

Sponsors: Change Investment Company, Sung Chiao International Corporation, Taiwan Sunchain Arts Promotion Association

Established in 2008, this project grant encourages recent graduates starting their art careers, solicits applicants through a public call for entries, and provides awardees with opportunities and funding to enhance the quality of their work and for performance tours. In addition, the Foundation will assist awardees with promotion and publicity.

In 2018, the upper age limit for the grant was changed to 35, which increased the number of applications to 52. Three works by three choreographers were chosen through two stages of appraisal by the judges: *The Day* by Lin Hsiu-yu, *We* by Chang Ching-ju, and *The Other* by Wang Ning. These three works were performed at Taipei's SongYan Creative Lab, Kaohsiung Experimental Theater, and Yuanlin Performance Hall between November 16 and December 1, 2018. Each work enjoyed seven performances where approximately 80% of the tickets were sold.





Young Star New Vision in Performing Arts project grant—*The Day* by Lin Hsiu-yu



Young Star New Vision in Performing Arts project grant—*The Other* by Wang Ning



Novel Writing and Publishing project grant—*Petri Dish: Novels for Young Adults* program, students from the Affiliated Senior High School of National Taiwan Normal University, Taipei Municipal Fuxing Senior High School, and National Miaoli Senior High School participating in a discussion

### Novel Writing and Publishing

Sponsor: Pegatron Corporation

This project grant encourages the creation and publication of high quality Chinese novels with contemporary and international perspectives that have the potential to become classics. Since its launch in 2003, the grant has subsidized a total of 59 projects, and published and promoted 32 novels. In 2018, four outstanding writers, Chang Ying-min, Chou Mei-chun, Kan Yao-ming and Chu Chih-hsien, were selected and awarded NT\$ 500,000 each. Hung Tzu-ying, who was awarded in 2014, published and introduced at a book launch event her novel *Ruins Walker* in 2018 with help from this project grant.

On the occasion of the fifteenth year of the Novel Writing and Publishing project grant, and in conjunction with the establishment of its Grant History Archive, the Foundation launched the Novel Writing and Publishing Project Grant Results Special Program in 2018. Experts were invited to participate in the program by exploring publishing, education, interdisciplinarity, and internationalism in relation to the results of the past 15 years of the project grant through research writing and documentary filmmaking. For the program's education theme, attendees included teachers from Taipei First Girls High School, Affiliated Senior High School of National Taiwan Normal University, Taipei Municipal Jianguo High School, National Chang-Hua Senior High School, Taipei Municipal Fuxing Senior High School, National Miaoli Senior High School, and Wanfang Senior High School, who developed the *Petri Dish: Novels for Young Adults* program during teaching information exchanges, course discussions, and inter-school exchanges at teaching community and work conferences. They subsequently held the *How to Teach Fiction* midterm sharing session on July 30 at the Affiliated Senior High School of National Taiwan Normal University's Wisdom Hall, where approximately 80 teachers had lively discussions.

### Malaysian Chinese Novel Writing and Publishing

Sponsors: Phison Electronics Corporation, Mr. Guo Wende

Based on the long-term success of the Novel Writing and Publishing project grant, the Foundation added the Malaysian Chinese Novel Writing and Publishing project grant in 2016. Previously, the number of project grants for novels was limited to 4, but with the addition of this program focusing on Malaysian authors writing in the Chinese language, the number of grants has been expanded to 1. In 2018, Li Zishu (also known as Lim Pow Leng) was selected and awarded NT\$ 500,000.





Production Grants to Independent Curators in Visual Arts—*So Far, So Right* by curator Fan Yen hsiang at the Kuandu Museum of Fine Arts



*So Far, So Right* by curator Fang Yen-hsiang at the Kuandu Museum of Fine Arts

Production Grants to Independent Curators in Visual Arts

Sponsor: Tung Ho Steel Enterprise Corporation

This project grant program started soliciting application in 2004 and encourages excellent and creative research projects, and collaborative exhibition proposals by independent curators and exhibition professionals that integrate theory with artwork.

In 2018, fourteen exhibitions were subsidized in Taiwan and abroad. Awardees include Fang Yen-hsiang and the Taipei Contemporary Art Center for the exhibition *So Far, So Right* held at Taipei's Kuandu Museum of Fine Arts from December 29, 2017 to February 2, 2018;

Lo Hsiu-chih Sandy and Hyacinth Culture for the exhibition *Topography of Mirror Cities* held at the Britto Art Trust in Dhaka, Bangladesh, from January 2 to March 16, 2018, Thailand's Bangkok Art and Culture Center from April 6 to 22, 2018, Taipei's Hong-Gah Museum from April 15 to May 20, June 10 to July 15, and July 21 to September 2, 2018, and GudSkul Ekosistem in Jakarta, Indonesia, from November 2 to 17, 2018; Amy Cheng and TheCube Project Space for the exhibition *Towards Mysterious Realities* held at the Seoul's Total Museum of Contemporary Art from April 26 to June 24, 2018; Li Szu-hsien and Sinpin Pier Art Association of Kaohsiung for the exhibition *The Islands and Islanders—Fishsnipers: Taichung Project* held at Yatang Hall, Building C, in Taichung's Cultural Heritage Park from June 5 to July 8, 2018; Huang Sun-quan and Hsieh Ying-Chun's Atelier-3 & Design For People Co.,Ltd. for the exhibition *Acts Without Effort—The Societal Architecture of Hsieh Ying-Chun* held at the Kaohsiung Museum of Fine Arts from September 21 2018, to February 10, 2019; Huang Shan-shan and Zero in Art Company for the exhibition *The Flying Land*



Production Grants to Independent Curators in Visual Art—*Wandering Seeds: Moving and Migration—Stories of Moving from a Place to Others* by curator Wu Shang-lin at the National Museum of Prehistory

held at Taipei's Jut Art Museum from October 5 to December 2, 2018; Wu Shang-lin and Hot Spring Project Studio for the exhibition *Moving and Migration—Stories of Moving from a Place to Other* held at Taitung's National Museum of Prehistory from July 13 to October 14, 2018 and at the Taipei Botanical Garden from October 20 to November 11, 2018; and Huang Chien-hung and The One Production Studio for the exhibition *Trans-Justice: Para-Colonial@Technology* at the Museum of Contemporary Arts, Taipei from August 4 to October 21, 2018.

In 2019, this project grant continued to solicit applications and selected four exhibition plans and three curator resident research projects. Exhibition plans were *Among the Silence—In Search of Art as Resistance and Shelter* by Art Square Taiwan and curator Lai Yi-hsin Nicole; *Trilogy of Future Memories* by TheCube Project Space and curator Amy Cheng; *Greater Popping City: A Technical Guide to a Great City* by Popping City Art Studio and curator Tsai Pei-kuei; and *Invisible Danger—Ocean Debris, Maritime Space, Sea Sacrifice* by Wata Creative Integration Company and curator Nakaw Putun. The curator resident research grants were awarded to Chang I-wen, Hsu Fang-tze, and Takamori Nobuo, who will submit exhibition proposals in October of 2019 after their residencies have ended.





Production Grants to Independent Curators in Visual Arts—*The Flying Land* by curator Huang Shan-shan, the photo shows *Balcony City* Civilization: Quotations of the Block City by artist Lin Shu-kai at Taipei's Jut Art Museum





Production Grants to Independent Curators in Visual Arts—*Towards Mysterious Realities* by curator Amy Cheng at Seoul's Total Museum of Contemporary Art



Production Grants to Independent Curators in Visual Arts—*The Islands and Islanders—Fishsnipers: Taichung Project* by curator Li Szu-hsien at Taichung's Cultural Heritage Park



Production Grants to Independent Curators in Visual Arts—*Acts Without Effort—The Societal Architecture of Hsieh Ying-chun* by curator Huang Sun-quan at the Kaohsiung Museum of Fine Arts





Production Grants to Independent Curators in Visual Arts—*Acts Without Effort—The Societal Architecture of Hsieh Ying-Chun* by curator Huang Sun Quan at the Kaohsiung Museum of Fine Arts





Film still from Huang Shu-mei's documentary *Coming Home*



Documentary Filmmaking—Release and Promotion Plan, Huang Shu-mei's *Coming Home*

### Documentary Filmmaking—Release and Promotion Plan

**Sponsors:** HuaYang International Investment Corporation, Change Investment Company Limited, Grand View Culture & Art Foundation, Jing Republic

To assist artists who have received a Documentary Filmmaking project grant with film release and promotional screening tours, and to raise the visibility of excellent domestic documentary films, the Foundation offers funding via its Release and Promotion Plan grant. Awardees for 2018 include Huang Shu-mei for the film *Coming Home* and Ho Chao-ti for *Turning 18*. In late 2018, screening tours for both films traveled around Taiwan. *Coming Home* was chosen for the closing film at the 2018 South Taiwan Film Festival. *Turning 18* was chosen for England's 2018 Sheffield International Documentary Festival, South Korea's Busan International Film Festival, and the Singapore International Film Festival, which was a brilliant achievement.

### Inclusive Arts

**Sponsors:** Mr Chiu Tsai-hsing, StanShih Foundation, NSFG Foundation, Shinnyo-en Taiwan, Tung Hung Enterprises Company, Decheng Culture Foundation

Started in 2018, this project grant encourages arts and culture organizations and artists to focus on topics concerning senior citizens, including exhibitions, performances, activities, and the promotion of services. Projects should advance the integration of art, social welfare, and education, encourage participation in the arts and social care in ways that echo NCAF's overall goal of Arts to Everyone, and collaboration with the British Council.

In 2018, fifty-two applications were received and after a two-stage selection process, six projects were awarded including *Invisible Salt X Touchable Fields* by Tsui Tsai-shan, *Growth Rings* by MAD Theater, *Wholistic Life* by Spring Wind Art Theatre, *Here I Am, at This Moment—A Program Designed for Art Workshops of Dementia Elders* by Yang Chun-luan, *A Duet with You* by Horse Dance Theater, and *The Ancients of Gentle Music* by Hua Chin-yu. These programs were implemented in Taipei, Taichung, Yunlin, Chiayi, Kaohsiung, Hualien, and other locales.



Inclusive Arts project grant—*Invisible Salt X Touchable Fields* by Tsui Tsai-shan at the 3080s Showcase



Inclusive Arts project grant—*Invisible Salt X Touchable Fields* by Tsui Tsai-shan (Photography / Tsai Meng-chang )





Writing Phenomena: Visual Arts Criticism project grant—*The Age of Keywords: Geography as Metaphor* by Taipei Contemporary Art Center

Writing Phenomena: Visual Arts Criticism

Sponsors: Winsing Arts Foundation, Ms Su Mei-chih

Accepting applications for the first time in 2018, this project grant encourages art critics to propose a series of original research topics with international perspectives, and promotes effective dissemination of art commentary by local arts organization or through the establishment of Internet platforms. Twenty eight applications were submitted by 17 individuals and 11 organizations, of which a total of eight were awarded. Grantees focused on science and technology, interdisciplinary art, photography, cultural studies and policy, and other topics. Their articles were published on domestic and foreign online platforms, art magazines, journals, and shared during different activities such as seminars.

Writing Taiwan

Sponsors: Taiwan Sunchain Arts Promotion Association, Gold Classic Enterprise Ltd.

First soliciting applications in December of 2018, this project grant encourages non-fiction writing about the realities of living in Taiwan that convey humanitarian concerns, reshape historical memory, and capture the spirit of the times. The expectation is that the practice of writing can highlight contemporary issues, promote social transformation, and open up new ways of thinking.

In order to provide applicants with more guidance for this project grant, the Foundation held the information meeting Taiwan Writing Project Grant: What to Write and How to Apply in Taipei on November 16, in Tainan on November 25, and in Hualien on December 20. Those working in the arts and culture field were invited to exchange ideas regarding current events in Taiwan that relate to global issues. Description of the grant and consultation services for this project grant were provided.



Writing Phenomena: Visual Arts Criticism project grant—*Asian Art Festival Series – The Traveler, the Tourist, and Art Field* by Enkaryon Ang



# Research and Development

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As a cornerstone of NCAF's sustainable operation and strategic development, the Research and Development Department has focused on its role and organizational functions for many years. Through data collection and research, the Department pays close attention to changes in relevant cultural policies and laws, as well as to trends in global art granting mechanisms and cultural institutions. Relying on forward-thinking strategies to foster arts and culture, the Department effectively responds to changes in the art environment.

The Department has always collected data regarding the work of contemporary Taiwanese artists and arts organizations who have been awarded grants. As a means of fostering the country's overall arts and culture environment, the Department endeavoured to share this asset with the public by starting the first phase of construction for the NCAF Online Archive of Grant Fruitage in 2017, which involved the reorganization of the Foundation's rich store of historical grant information. In 2018, among other key tasks, the Department launched the online archive with a completely new user interface allowing the public to search and browse information about 2,900 successful grant proposals. The Department also invited scholars in various fields to undertake thematic research, and review and organize the achievements of awardees over the years.

The second task was to form a cooperative alliance with the Taiwan-Asia Exchange Foundation and join the Asia Engagement Consortium, which was done under the ARTWAVE-Taiwan International Arts Network Platform, to achieve the goal of establishing an international intermediary partner network. The Department also continued to collect information on international art trends and important issues, and especially to analyze documents related to the medium and long-term strategic planning of international intermediary arts organizations. The goal was to track arts and cultural development at home and abroad and to respond to the Foundation's promotion of its international cultural exchange policy.

Finally, the Foundation and Ministry of Culture established a long-term partnership to evaluate arts and culture policies and programs, thus expanding the policy analysis function of the Research and Development Department.



Home page of the NCAF Online Archive of Grant Fruitage

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## I. Establishment of the Online Archive of Grant Fruitage—Enhancing the Impact of Grants

When the revised grant archives was publicly launched in November 2018, priority was given to the results of regular grants awarded from 2013 to 2016 and to 15 completed project grants. Following this initial stage, information about grants completed before 2013 and after 2016 has been continuously added with the expectation of making the entire history of NCAF grant results available to the public.

In addition to serving as a data repository, the archives is expected to promote the Foundation's vision for cultural environment development by encouraging the production of knowledge based on information processing and availability. The Foundation is currently setting up other databases, such as the Young Star New Vision in Performing Arts Database and the Taiwan Composers Database that went live in November 2018 and January 2019 respectively, that will enable thematic search of past grant results, compilation, and other research. It is anticipated that these special topic databases will enhance the impact of NCAF grants by promoting the use and circulation of arts and culture information.

### The Young Star New Vision in Performing Arts Database

This database comprises information about 48 performers who were awarded the Young Star New Vision in Performing Arts project grant. Quantitative data, research writing, video recordings, and artists' resumes and artworks resulting from NCAF grants are viewable on the database website, where they are organized in four sections titled Introduction, Research Diagram, Artwork Chronology, and Video Documentation. It is expected that this will serve as a promotional platform for these artists and their works.

### The Taiwan Composers Database

This database fulfills the need to share artwork and to put it to use by compiling the work of composers who were awarded NCAF grants between 1997 and 2016. Professor Pan Hwaong-long was engaged in the capacity of a consultant to serve as General Project Advisor for the database, which contains information about 125 composers and more than 4,000 compositions, including those awarded NCAF grants, and is organized into four broad categories: About, Composers, Work, and Grant Results Research. It is expected that this information exchange platform, where composers and others can find information about compositions, will support the continued performance of these works.

On the foundation laid by the grant results archives, the Research and Development Department continued its Grant Programs Database Research Project in 2018. The Department responded to the needs of the arts and culture environment by



(top) Home page of Young Star New Vision in Performing Arts Database  
(bottom) Home page of Taiwan Composers Database





(top left) Taiwan Contemporary Theater Developmental Trajectories Forum panel discussion  
(top right) More than 100 enthusiastic audience members attending the Forum  
(bottom) Taiwan Contemporary Theater Developmental Trajectories Forum attendees (left to right): Dr Mun-lee Lin, Chairman of NCAF; Minister of Culture Cheng Li-chiun; Professor Emeritus Wu Jing-ji; Professor Emeritus Chiu Kun-liang; and Wang Jung-wen, Chairman of the Taiwan Culture & Creativity Development Foundation

giving priority to the focus set by NCAF's grant policy, thereby choosing to research the categories Novels, International Cultural Exchange, and Inclusive Arts. Information was collected on projects funded in these categories and specialists were invited to write articles. A portion of this work is expected to be added to the website in 2019.

Novels

In this project, the Research and Development Department organized information regarding novels that were awarded grants, and tracked their impacts through data collection, statistical analysis, and research articles. Articles include an overview of the grant's impact authored by Ying Feng-huang, once an associate professor in the Graduate School of Taiwanese Culture at National Taipei University of Education.

Also, to promote the fifteen-year anniversary retrospective of the Novel Writing and Publishing project grant, six experts were invited to produce work on the topic of the Taiwanese novel with regard to the past and future development of publishing, education, interdisciplinarity, and internationalism. Subsequently, five articles and three short documentaries on the theme of *In Search of a New Generation of Readers* were produced, and these works, along with collected archival information, statistical charts, and audiovisual content were to be published on the Novel Writing and Publishing Database section of the NCAF website in 2019.

International Cultural Exchange

In this project, the Research and Development Department has established an archives documenting the impact of the NCAF International Cultural Exchange grant program. Researchers Chih-yung Aaron Chiu, Betty Chen, Sun Yi-cheng, and Chen Yi-min were invited to create an overview of the development of international exchanges involving Taiwanese artists and art groups through statistical analysis and research on the impact of awarded grants, and by integrating important international exchange information and trends. The research period was scheduled to start in July of 2018 and end in April of 2019. Research results were to be published on the International Cultural Exchange Database section of the NCAF website thereafter.

Inclusive Arts Documentary Project

This research project concerns the Foundation's Inclusive Arts project grant, specifically the collection of information regarding intersections between art and senior citizens. In collaboration with documentarians, interactions between artists and the senior community were recorded and researched. The research period was scheduled to start in September of 2018 and end in September of 2019. Results were set to be published on the NCAF website thereafter.

In addition to establishing online archives, the Research and Development Department held the Taiwan Contemporary Theater Developmental Trajectories Forum in conjunction with Taipei National University of the Arts, *Performing Arts Review*, and the Taiwan Culture & Creativity Development Foundation on May 3 and 4, 2018. The forum was based on the Department's Taiwan Contemporary Theater Developmental Trajectories Study, thus activating the results of previous research as well as archives. The content of the forum was later published by Yuan-Liou Publishing Company as a book titled *40 Years of Taiwan Contemporary Theater (1978-2018)*, and was to be officially released at a new book event held at the Taipei International Book Exposition in February of 2019. It was expected that the circulation of knowledge would be greatly extended by promoting the book to the general public as well as art communities.



Cover of 40 Years of Taiwan Contemporary Theater (1978-2018)





2018 Yushan Forum: Sharing Cultural Richness—(from left to right) Stephan Kutniak, Director of Artistic Exchanges at Institut Français; Mr Phloeun Prim, Executive Director of Cambodian Living Arts; Michael Hsiao, Chairman of Taiwan-Asia Exchange Foundation; Dr Mun-lee Lin, Chairman of NCAF; and Nick Marchland, Director of Arts of China and North-East Asia at the British Council (Photography / Central News Agency)

II. Predicting Arts and Culture Trends—Establishing an International Intermediary Art Organization Network

In 2018, in coordination with the Foundation's ARTWAVE-Taiwan International Arts Network project, the Research and Development Department continued collecting information about international arts and culture organizations, trends in policy development, as references for the Foundation's work in promoting its policies. To support the strategic goal of establishing partnerships with both local and international intermediary arts organizations, the Department participated in planning the Yushan Forum and International Symposium on Governance and Collaboration of Intermediary Arts Organizations, two events focused on international organizations with structural qualities and positioning similar to those of the Foundation. It was expected that through the establishment of these two international platforms, intermediary organizations involved in arts grants and management, cultural exchange, and policy research could be linked.

2018 Yushan Forum

Held on October 11 and 12, the 2018 Yushan Forum: Sharing Cultural Richness harnessed the resources of national cultural and diplomatic systems for the first time. The forum was coproduced by the Research and Development Department and the Taiwan-Asia Exchange Foundation, and hosted by Michael Hsiao, Chairman of Taiwan-Asia Exchange Foundation. Dr Mun-lee Lin, Chairman of NCAF, served as a panelist. Invited speakers included Nick Marchland, Director of Arts of China and North-East Asia at the British Council; Stephan Kutniak, Director of Artistic Exchanges at Institut Français; and Mr Phloeun Prim, Executive Director of Cambodian Living Arts, who shared their experiences in promoting transnational cultural exchange and cooperation in the area of cultural affairs, as well as building regional cooperation networks. It was



Art Education Taking Root: 2018 Tutorial Visiting and Evaluation Program commissioned by the Ministry of Culture—Hai Duan Primary School performance

expected that events like this forum would continue to strengthen international cultural exchange networks in the Asia-Pacific region.

International Symposium on Governance and Collaboration of Intermediary Arts Organizations

The International Symposium on Governance and Collaboration of Intermediary Arts Organizations was cosponsored by NCAF, the Ministry of Culture, National Taiwan University of the Arts, and the Taiwan Association of Cultural Policy Studies. Held on November 2 and 3, 2018, the symposium focused on governance of and cooperation among intermediary arts organizations. Guest speakers included Diane Dodd, Regional Adviser for the International Federation of Arts Councils and Culture Agencies; Kojima Hiroyuki, Managing Director of the Planning Department of The Japan Foundation; Serene Lim, Director of Policy and Planning at the National Arts Council of Singapore; Rosemary Hinde, Manager of International Development at the Australia Council for the Arts; Kyu Won Kim, Director of the Culture and Leisure Policy Division of the Korea Culture and Tourism Institute, and Akira Oguma, previously Associate Professor at J. F. Oberlin University in Tokyo, Japan.

III. Policy Evaluation and Research, and the Construction of a Collaborative Administrative System

As a non-government, non-profit, independent organization, the Foundation has long played a professional third-party role in activating the arts and culture environment of Taiwan. The Foundation is also a close policy partner with the Ministry of Culture and assists in the implementation of policy evaluation and research work, and together these two institutions have established a cultural-administrative cooperative system.





Art Education Taking Root: 2018 Tutorial Visiting and Evaluation Program commissioned by the Ministry of Culture—Shui Shang Primary School students practicing dance

Through its evaluation programs, the Foundation has provided professional third-party advice and observations of developments in national cultural policy and the regional arts and culture environment.

In 2018, the Ministry of Culture encouraged local governments, in order to nurture talented art professionals and art appreciation among the general population, to cultivate local regional characteristics and hold festivals promoting cultural identity. The two grant programs Art Education Taking Root and Taiwan Cultural Festival Internationalization and Local Cultural Support were launched in 2018 and awarded funds to selected projects. The Foundation invited experts in related fields to be part of a review team and offer professional feedback to the Ministry of Culture and local governments so they could continue to adjust their cultural policies.

In 2018, the Art Education Taking Root program subsidized projects in ten counties and cities, including Taoyuan City, Yilan County, Nantou County, Changhua County, Yunlin County, Chiayi County, Tainan City, Kaohsiung City, Pingtung County and Taitung County. Awarded projects in the field of performing arts included puppet shows, operas, festival parades, and folk music, and in the field of visual arts, wood and bamboo art forms.

The Taiwan Cultural Festival Internationalization and Local Cultural Support program was awarded in eleven counties and cities, including Taoyuan City, Yilan County, Miaoli County, Nantou County, Changhua County, Yunlin County, Chiayi City, Tainan City, Kaohsiung City, Pingtung County and Lianjiang County. Art festivals presenting a variety of forms in the fields of performing, visual, and folk art were awarded, including puppet theater, *guan* music, ceramic art, steel sculpture, beehive fireworks displays, parade floats, and land art.



Taiwan Cultural Festival Internationalization and Local Cultural Support Program: 2017 and 2018 Tutorial Visiting and Evaluation Program commissioned by the Ministry of Culture—The opening ceremony of Hengchun Peninsula World Music Festival



Taiwan Cultural Festival Internationalization and Local Cultural Support Program: 2017 and 2018 Tutorial Visiting and Evaluation Program commissioned by the Ministry of Culture—*A Day to Become a Cloud in Madou* by Takahito Kimura at the Madou Sugar Industry Art Triennial



Taiwan Cultural Festival Internationalization and Local Cultural Support Program: 2017 and 2018 Tutorial Visiting and Evaluation Program commissioned by the Ministry of Culture—Parade floats at the Beigang International Arts Cultural Festival



Taiwan Cultural Festival Internationalization and Local Cultural Support Program: 2017 and 2018 Tutorial Visiting and Evaluation Program commissioned by the Ministry of Culture—Taniwha dance group at Nanying International Folklore Festival



## Resource Development

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As an organization awarding grants to art professionals, NCAF shoulders the responsibilities of providing the art world with information and helping artists and groups that have received grants to promote their works, and anticipates that encountering good artwork will help people to recognize and understand art more effectively. In 2018, the work of the Resource Development Department entailed three aspects: the National Award for Arts awards ceremony and the promotion of work by awardees; the integration of arts and business resources; and public relations activities, which included arts and culture information services. The list of winners of the twentieth National Awards for Arts was released at the end of 2017, and in April of 2018, the Foundation held the awards ceremony at Cloud Gate Theater in Tamsui District to celebrate the achievements of the award's seven recipients.

Since the early days of its founding, NCAF has encouraged private businesses and individuals to donate funds for its programming, and established the Friends of NCAF to marshal resources and encourage different kinds of partnerships between arts and business. In 2018, the foundation continued to play the role of facilitator between arts professionals and businesses, bringing more resources to arts and culture industries by creating an arts and enterprise cooperative platform and striving to initiate cooperative ventures among people working in different fields. The Foundation along with the Taiwan High Speed Rail Corporation co-organized the Taiwan High Speed Rail Opening Year of Arts program in 2018 to promote the introduction of art in public spaces, and expects that these creative partnerships will promote both arts and business.



The Twentieth National Award for Arts ceremony—(from left to right) Huang Sheng-yuan, Yao Shu-fen, Sakuliu Pavavaljung, Taiwan President Tsai Ying-wen (presenting awards for the NCAF), Lee Kuei-shien, Gordon Shi-wen Ching, Chen Sheng-kuo and Lim Giong (Photography / Liu Chen-hsiang)

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Award trophy being handed to grant recipients—(from top to bottom) Lee Kuei-shien, Lim Giong, Gordon Shi-wen Ching, and Yao Shu-fen (Photography / Liu Chen-hsiang)

### I. The Twentieth National Award for Arts Ceremony and Promotion of Artwork

The Twentieth National Award for Arts ceremony was held on April 3, 2018 at Cloud Gate Theater in Tamsui District. Awardees were the poet Lee Kuei-shien, artist Sakuliu Pavavaljung, composer Gordon Chin, choreographer Yao Shu-fen, playwright Chen Sheng-kuo, architect Huang Sheng-yuan, and film composer Lim Giong. Taiwan President Tsai Ying-wen, Minister of Culture Cheng Li-chun, founder of Cloud Gate Dance Theater Lin Hwai-min, film director Hou Hsiao-Hsien, Chairperson and President of Taiwan Public Television Station Tchen Yu-chiou, and scholars Wu Jing-yi and Chiu Kun-liang were among the more than 200 people who attended to celebrate the glory of those who received awards.

At the ceremony, President Tsai presented gifts to each of the winners, praised their artistic achievements, expressed the government's support for the arts, and encouraged the winners to continue creating innovative works for the Taiwanese art world. Each winner was awarded a trophy and NT\$1,000,000.

A special publication and film composed of three-minute introductions of each awardee were presented at the ceremony, which was produced by Tête-à-tête Events under the theme of Spring Blossoms at a Roadside Banquet. The seating at Cloud Gate Theater was removed so that traditional Taiwanese round banquet tables could be set up, thus breaking with the ceremony's tradition and creating a grand and congenial atmosphere. The Golden Bough Theatre company led by Wang Rong-yu introduced artistic qualities associated with each awardee through different styles of performance. A traditional aboriginal harvest festival celebration was then performed, which was a perfect ending for the awards ceremony. Echoing the Roadside Banquet theme, pastries decorated with characteristics representative of Tamsui District and the hometowns of the seven awardees were served and provided guests with a wide variety of impressions.

#### Promotion of Awardees' Artworks

To introduce the winners of the National Award for Arts and their artworks to the public, NCAF collaborated with Philharmonic Radio Taipei to produce the Winners of the 20th National Award for Arts program. The program features discussions with awardees about their backgrounds and creative processes, and can be heard via traditional radio broadcast, the Internet, or the radio station's cellphone application.

The Foundation also collaborated with the General Education Center of National Chiao Tung University's Arts Center to produce the 2018 National Award for Arts Lectures, where the seven awardees were invited to share their experiences and artworks with young students. Designed to introduce topics in the arts and humanities to polytechnic students, the lectures were also open to the public and well received.





Award trophy being handed to grant recipients—(from top to bottom) Chen Sheng-kuo, Huang Sheng-yuan, and Sakuliu Pavavaljung (Photography / Liu Chen-hsiang)



National Award for Arts recipients sharing the development of their art work at National Chiao Tung University (Photography / National Chiao Tung University Arts Center)

In addition to radio programs and lectures, the Foundation also provided resources to the awardees for individual promotional activities. Awardees promoted their artistic concepts in formats such as published books, documentary films, concerts, performances and opera workshops. Completion of these projects is expected by the end of 2019.

## II. Integrating Arts and Business Resources

### The Friends of NCAF

NCAF established the partnership platform Arts and Business Taiwan to propose projects that would attract businesses. In the process of implementing the program, businesses were introduced to the idea of collaboration with artists and how it is practiced to increase the possibility of gathering resources. Implemented since 2003, the program has arranged countless collaborations and accumulated a wealth of professional experience. Following the recruitment of corporate allies, the Friend of NCAF was formally established on February 26, 2004, to encourage the cultural enrichment of members through their participation in exhibitions, performances, and events, and ultimately cultivates the support of these corporate partners for the arts.

In addition to providing members with an in-depth understanding of partnership

requirements and how they are formed, the Foundation also expects that members will share ideas with the arts and culture community during panel discussions or over meals, such that two-way networks will form. As of 2018, there were sixty-eight members of the Friends of NCAF, including Chang Shun-li, general manager of Rodex Fasteners Corporation and president of the Friends of NCAF; and Kega Yao, director general of Taiwan Sunchain Arts Promotion Association and vice president of the Friends of NCAF. Upon the request of Foundation Chairman Lin Mun-lee, the Strategy Development Committee was formed to enhance cohesion, focus creativity, and discuss the implementation of arts and business partnerships. Thirteen rich and varied events were held in 2018, including exhibitions and performances focusing on aesthetics, music, and dance, and cultural excursions.

### Taiwan High Speed Rail Opening Year of Arts

As national level institutions, the Taiwan High Speed Rail and NCAF combined resources from the national transportation industry and arts and cultural community for the first time. Through the collaborative project Taiwan High Speed Rail Opening Year of Arts, Taiwan's high-speed railway has become a visual and performing arts venue. Train stations and rail cars have become bridges connecting the public with the arts, and people riding the high-speed rails have met with art unexpectedly, which is truly the spirit of Arts To Everyone.

The project was divided into three stages: infiltration, diffusion, and internalization. In the first stage, artist Michael Lin was invited to create a large window sticker installation at the High Speed Rail Station in Taichung, which created a wonderful experience of light and shadow for riders. In addition, train tickets are chosen randomly to be decorated with artwork, and flash performances of drama and dance happen every weekend. These events transform the high-speed rail station into an art venue, bring people closer to art, and have been well received by passengers.

The second stage, diffusion, is an interdisciplinary collaborative project titled *Nowhere* by director Wang Chia-ming of Shakespeare's Wild Sisters Group and artist Lin Kun-ying of LuxuryLogico. The work combines theater, visual art, and a smart technology in a cell phone application called ART. Passengers can download the software and during the event, scan specific equipment or the back of a high-speed rail ticket with their mobile devices for an augmented-reality experience of their high-speed rail journey.

The third stage, internalization, focuses on the promotion of art education for Taiwan's high-speed rail employees. It encourages employees to participate in arts and cultural activities, and enhances their aesthetic experiences through contact, understanding, and familiarity. By firmly establishing art education in society, the spirit of art comes true in our lives, and by expanding art from the core to the greater organization, or from one group to the overall environment, the high-speed rail becomes an art-friendly company linking high technology with the humanities.





The Friends of NCAF art study activity at the Jut Art Museum



Press conference kicking off the Taiwan High Speed Rail Opening Year of Arts—(from left) Hochen Tan, Minister of Transportation and Communications; Chiang Yao-chung, Chairman of Taiwan High Speed Rail; Dr. Mun-lee Lin, Chairman of NCAF; and Cheng Li-chiun, Minister of Culture jointly presiding over the opening ceremony



Book launch event for 2014 Novel Writing and Publishing project grant awardee *Ruins Walker*—Author Hung Tzu-ying (right) talking with friend Xu Yu Cheng

### III. Public Relations Activities and Arts and Culture Information Services

#### Public Relations Activities

As an important resource in the domestic arts and cultural environment, the Foundation publicizes information about its relevant work. NCAF's public relations activities include publicity and press conferences, inviting the media to grant results presentations, and actively promoting the media visibility of grant awardees. The Department held a total of ten press events in 2018, including the Joint Presentation of the Fifth Overseas Arts Travel Grant Project; Joint Presentation of the Sixth Overseas Arts Travel Grant Project; UK-Taiwan Exchange Forum: Inclusive Arts-Creativity with Older People; ARTWAVE Participating in TPAM, Japan; Taiwan Contemporary Theater Developmental Trajectories Forum; How to Teach Fiction: Novels for Young Adults Press Conference; Book Launch Event for *Ruins Walker*, by the 2014 Novel Writing and Publishing Project Grant Awardee; and the Young Star New Vision in Performing Arts Project Grant Press Conference. These events were reported in newspapers and magazines, and on online media, radio and television.

In addition to issuing press releases, the Foundation also actively cooperated with arts and cultural publications to introduce the works of grant recipients in thematic articles and to promote Taiwanese artists and their works with effective publicity.

The Foundation also published its bilingual Chinese/English annual report, which provides an overview of the Foundation's important professional achievements and financial affairs. The complete report is available for anyone to view on the NCAF website.

#### Official Foundation Website and Social Media

The official website (<https://www.ncafroc.org.tw/>) continues to focus on promoting the Foundation's achievements and announcing the results of grant applications. Relevant policies and project announcements are all immediately publicized and linked on the Foundation's group of websites, thus facilitating convenience by providing instant messages, as well as easy use of the NCAF Grant Information System. The website also includes the Arts Resource Platform, which disseminates exhibition information and employment needs in the arts and cultural world through its Exhibitions and Performance News Feed and Job Opportunities sections.

In addition, the Foundation's Facebook page operates in concert with its official website to publish various types of information, such as information about the artworks of grant recipients, to reach target audiences in a more active and immediate way, and enhance interactivity.



### NCAF Online Magazine

The purpose of the Foundation's magazine (<https://mag.ncafroc.org.tw/>) is to share news, large and small, with the public. Through in-depth editorial programming that strives to make the difficult easy to understand, the magazine promotes grant recipients and their artwork. Content is presented in the two sections Cover Story and Special Projects. In Cover Story, a single topic in arts and literature is explored through the discussion of excellent examples in a series of articles. The Special Projects section includes several columns providing rich content in each of their articles.

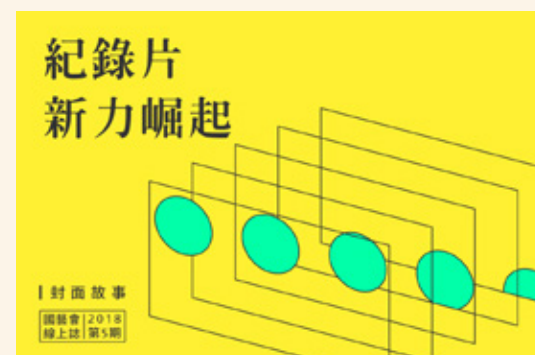
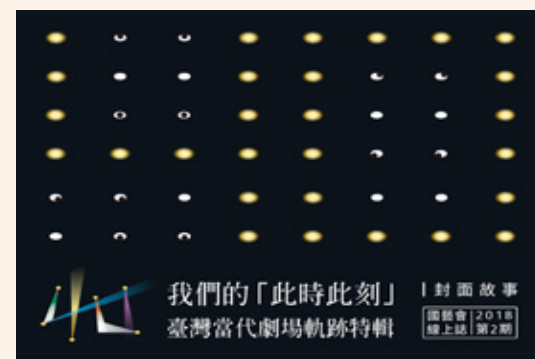
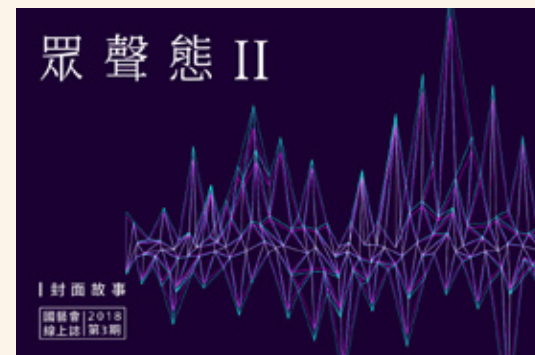
A total of eight issues, containing almost seventy articles in the Cover Story section, were published in 2018. Among these, the special report *Celebrating a Flourishing Art Scene in the Springtime* reported on the winners of the 20th National Award for Arts; *Our Moment* explored the trajectory of Taiwan's contemporary theater world; *Public Sound State II* reviewed Taiwan's sound art scene, and *The Rise of New Documentarians* introduced the cutting edge ideas of four documentary film directors.

Cover Story articles promoting NCAF granted projects included *In Search of a New Generation of Readers*, which reported on the Foundation's promotion of the novel in Taiwan's high schools; *Becoming One Another*, which explored the popularity of inclusive art; *Let's dance! New Stars in Contemporary Dance*, which promoted the work of three choreographers who participated in the 2018 Young Star New Vision in Performing Arts project grant; and *Composing the Music of an Era*, which was based on artistic development and musical compositions by Taiwanese composers.

In the Special Project section, the columns *Emerging Artists* promoted up and coming artists, *Up Close and Personal* presented interviews with art field professionals, Recommended Reading introduced literary works, *Travel and Art* chronicled the activities of artists and art groups while abroad, *Global View* presented firsthand observations of the global art scene, *Arts and Business* reported on new information about arts and business collaboration, *Valley of Light and Shadow* promoted artworks employing audiovisual media, and *Firsthand Experience* highlighted lectures and events.

### Arts and Business Taiwan

Arts and Business Taiwan (<http://www.anb.org.tw/default.aspx>) concerns the administration of domestic and international collaborations between the fields of arts and business. Its management structure is divided into three parts: Projects, which documents and shares the origins and achievements of the Foundation's various arts and business projects over the years; Reports, which invites arts professionals and arts promoters in the business world to share their perspectives on culture, and provides the latest examples of arts and business cooperation through news reports



Cover designs for the 2018 NCAF online magazine

and case studies; and the third, Resources, which organizes resources for arts and business partnerships, including links to organization's websites and a database of businesses that sponsor the arts.

The Reports section of the website comprises four themes: Special Profiles, which profiles art lovers working in the business world; Closer to the Arts, which reports directly on events related to the Friends of NCAF; Art Proposals, which introduces excellent collaborations between arts and business at home and abroad; and Arts and Business News, which introduces the latest art activities related to art and business collaborations throughout Taiwan.

In 2018, Arts and Business Taiwan also reported news regarding arts and business, and their collaborative works, at home and abroad to encourage local businesses to support the arts.





# International Exchange

In this age of globalization, international art exchanges are regarded as commonplace. The Foundation has included the International Cultural Exchange grant in its regular grant program, and more recently, large-scale project grants have been added that are focused on exchange between international and local arts and cultural organizations. Based on these existing grants, in 2014 the Foundation, under the guidance of its board of directors, resolved to comprehensively evaluate and plan a development strategy for the international expansion of Taiwanese art. In 2015, the three-year Projects for International Arts Networks Development program was officially launched, and teams of professionals were entrusted with the planning and execution of seven international development platforms for the performing arts, visual art, literature, and documentary filmmaking.

At the close of 2017, the three-year Projects for International Arts Networks Development program officially came to an end. The Foundation examined the program's achievements and based on this, reformulated its international exchange strategy for 2018 as ARTWAVE–Taiwan International Arts Network. The program's name was formed by joining “art,” the Internet country code for Taiwan, “tw,” and “wave,” which suggests Taiwan's surging international exchanges and the fact that it sits at the confluence of ocean currents.

Two kinds of international exchanges are conducted on the ARTWAVE platform. The first is a Foundation initiative encouraging partnerships with intermediary arts and cultural organizations at home and abroad. The second is collaboration with professional private organizations to make use of their flexibility and networking potential, thus continuing the Foundation's networking and expansion in various regions around the world.



Contract signing ceremony with the Taiwan-Asia Exchange Foundation for the Asia Engagement Consortium

## I. Partnerships with Organizations

As an arts and culture intermediary organization, the Foundation is more flexible than the government in terms of organizational traits, and this flexibility allows the Foundation to expand alliances with other organizations at home and abroad. By using its existing resources and horizontal integration, the Foundation can strategically collaborate to increase the benefits of international exchange. The objects of this year's cooperation are as follows.

### The British Council

At the end of 2017, the Foundation and the British Council signed a memorandum of cultural exchange and cooperation. In 2018, the two organizations set Inclusive Arts as the main axis of their collaboration and held the seminar *UK-Taiwan Exchange Forum: Inclusive Arts - Creativity with Older People* in February. Nine professionals from the UK and Taiwan were invited to share their experiences with other Taiwanese practitioners in the field. In October, under an arrangement made by the British Council, Anne Gallacher, director of the UK's Luminare Festival, was invited to share her experiences with the Foundation's 2018 Inclusive Arts grant recipients, where the possibility of inclusiveness in the arts was discussed.

### Taiwan-Asia Exchange Foundation

The Taiwan-Asian Exchange Foundation is a think tank and contributor to Taiwan's diplomatic system. Its main focus is research and exchange with Southeast Asian and South Asian countries. In 2018, NCAF joined the Asia Engagement Consortium, which was established by the Taiwan-Asia Exchange Foundation to implement Taiwan's diplomatic strategy in Asia and assist the government in advancing its New Southbound Policy. As a non-governmental organization connecting different fields, think tanks, and organizations, the Asia Engagement Consortium promotes collaborative projects between Asian countries based on common issues and facilitates strategic alliances.

In 2018, NCAF and the Taiwan-Asia Exchange Foundation held Sharing Cultural Richness, Session 8 of the Yushan Forum and invited representatives of three international organizations to participate in the event. Upon the recommendation of the Taiwan-Asia Exchange Foundation, NCAF met with VICAS Art Studio in October, a governmental organization in Vietnam, to plan an official visit to Taiwan, in which visitors would explore the diversity and development of Taiwan's contemporary art world.





Group photograph of NCAF staff members and speakers at the seminar *UK-Taiwan Exchange Forum: Inclusive Arts - Creativity with Older People* (Photography / Wing Tseng)

## Pro Helvetia

Since 2017, Pro Helvetia has hosted seminars in key Asian cities every year. Through a global call for entries, Pro Helvetia, in cooperation with the national art organizations of various countries, selected twelve performing artists aged 35 and under to participate in a two-week workshop led by theater advisors and producers. To encourage young Taiwanese artists to communicate with artists of other countries and create more possibilities for collaboration, NCAF, in cooperation with Pro Helvetia, selected two Taiwanese choreographers to participate in a seminar in Taipei 2018.

## II. Advancing Collaboration with the Public

To leverage the professionalism and dynamism of private arts organizations, NCAF has forged close relationships with outstanding arts industry professionals who work as performance managers, curators, producers, art administrators, and in other capacities. The Foundation together with these professionals undertook brainstorming, research, and the eventual execution of international networking development projects. In 2018, the following two international art festivals were advanced.



Participants of a seminar held by NCAF and Pro Helvetia visiting Taipei

## Performing Arts Meeting in Yokohama

Established in 1995, the Performing Arts Meeting in Yokohama (TPAM) is one of the most representative and experimental international performing arts exchange platforms in Asia. In 2018, NCAF attended this meeting to continue advancing its international platform. In the first three years of implementing its Projects for International Arts Networks Development, the Foundation commissioned private professional managers and producers to participate in TPAM. After careful consideration, the Foundation decided to continue participating in TPAM in 2018 to expand its scope of engagement.

In 2018, NCAF held three seminars on different topics related to Taiwan for TPAM's Exchange-Group Meeting program. Performances were also curated by River Lin for the TPAM Fringe program, marking the first time that Taiwanese artists participated in this event. Lin chose three groups of artists and art groups to perform at the event: the Against Again Troupe, Kappa Tseng and Chiang Tao, and Huang Ding-yun. A Taiwan-themed reception was also held to promote Taiwan's outstanding performance teams and works to international professionals.



Taiwanese curator River Lin presiding over a seminar on Taiwan at 2018 TPAM's Exchange-Group Meeting program



The percussion group Freedom Beat performing at the OzAsia Festival

## OzAsia Festival

The OzAsia Festival in southern Australia is the country's only Asian-themed art festival. Since its inception in 2007, the Festival has attracted about 200,000 Australian and international visitors each year. In collaboration with the Adelaide Festival Centre Trust, NCAF supported Taiwanese artists and art groups to attend the OzAsia Festival in Adelaide. Three participants from Taiwan, the band Freedom Beat, choreographer Lin Yuju, and writer Badai were selected by the OzAsia Festival Director Joseph Mitchell in 2018. Two musical performances, the two-week Dance Lab project, and a literary panel discussion were held.



The main source of funding for NCAF is interest earned from the Foundation endowment. Other sources include monies raised from the private sector. In view of market volatility, the Foundation strives for steady operation and improvement of overall fund performance. In 2018, the endowment's portfolio included NT\$2 billion on deposit, NT\$3 billion in long-term stock investment, and NT\$1 billion in fixed-income securities.

In 2018, investments yielded NT\$237 million, which exceeded the budgeted amount of NT\$201.4 million by NT\$35.6 million.

I. Revenue

Total revenue for the Foundation in 2018 was NT\$490,377,709.

- Service Income: The Foundation received NT\$4,949,529 from the Ministry of Culture and private sources for commissioned projects including five multi-year projects that were in progress as of 2018.
- Donation Income: NT\$19,421,359 in donations was received via the Friends of NCAF or sponsorships designated for project grant programs.
- Financial Income: The rate of return on investments was 3.92% in 2018, for a total of NT\$236,994,074 in income, which included interest from financial institutions, and profits from stocks and fixed-income securities.
- Government Appropriation: Through the Ministry of Culture, the government supported the mission of NCAF with NT\$224.6 million in 2018 for operational costs and its various grant programs. The main use of these funds was for the implementation of the Performing Arts Groups Three-Phase Development project grant, Visual Arts Organizations Development project grant, The Rainbow Initiative project grant, the International Cultural Exchange grant program (six intervals per year), regular grants and for administrative expenses.
- Non-Operating Income: Totalled NT\$4,412,747 and included deductions charged against grants approved in or before 2017, and other miscellaneous sources.

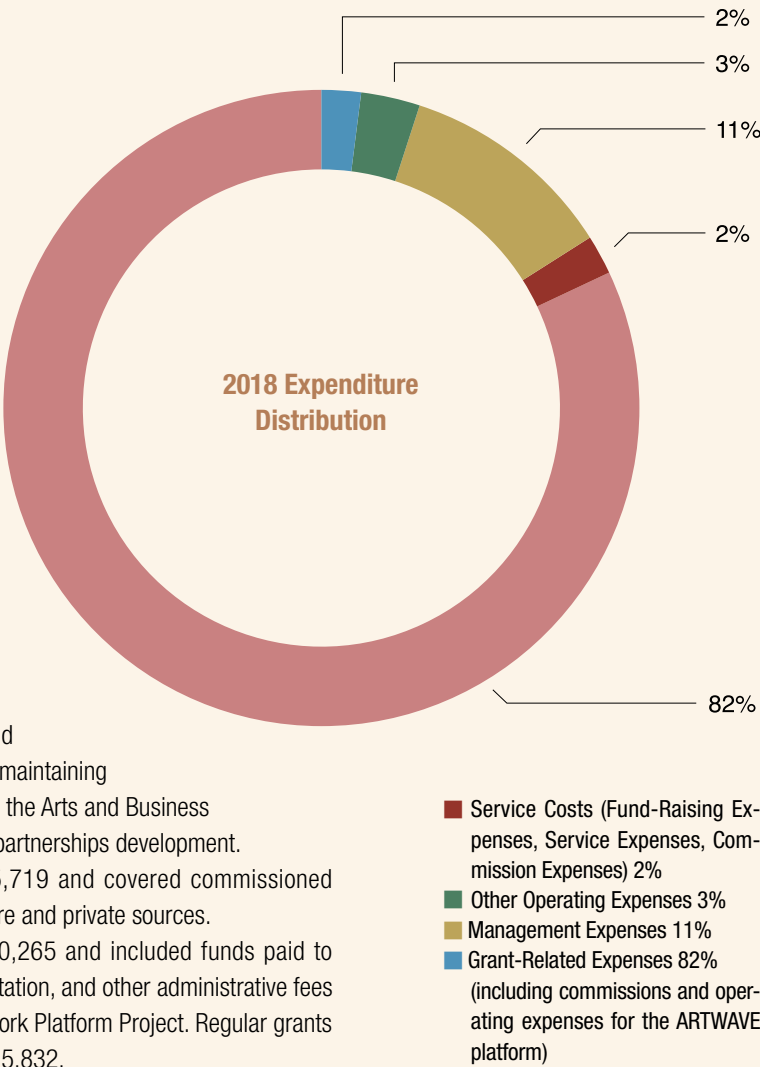
II. Expenditure

Expenditures in 2018 totaled NT\$460,675,460.

- Service Costs: NT\$9,653,619 was disbursed for expenses related to fundraising, services, and commissions.
  1. Fund-Raising Expenses: Totalled NT\$2,136,486 and covered activities for the Friends of NCAF.
  2. Service Expenses: Totalled NT\$2,651,414 and included costs incurred for establishing and maintaining the NCAF database, operating the NCAF and the Arts and Business Taiwan websites, and for arts and business partnerships development.
  3. Commission Expenses: Totalled NT\$4,865,719 and covered commissioned projects undertaken for the Ministry of Culture and private sources.
- Grant-Related Expenses: Totalled NT\$379,000,265 and included funds paid to grant recipients and for assessment, implementation, and other administrative fees for the ARTWAVE-Taiwan International Art Network Platform Project. Regular grants and project grants for 2018 totaled NT\$350,015,832. Commissions paid for the ARTWAVE platform totaled NT\$6,766,040. Operating expenses, assessment and other related administrative expenses for the ARTWAVE platform totaled NT\$22,218,393.
- National Award for Arts Related Expenses: Totalled NT\$8,544,244 and covered the 20th National Award for Arts Ceremony and related costs for promotional activities.
- Management Expenses: Totalled NT\$49,605,057 and covered personnel and general administrative costs.
- Other Operating Expenses: Totalled NT\$13,872,275 and covered the services and promotional activities related to the acquisition and maintenance of information systems, legal affairs, research and development projects, the editing and printing of the annual report, public relations visits and international exchanges, financial consultants, and other services.

Surplus

Revenues for 2018 were NT\$490,377,709 and expenditures totaled NT\$460,675,460, leaving a surplus of NT\$29,702,249.





Balance Sheet

Unit:NT\$

Accounting Items	2018.12.31		2017.12.31	
	Amount	%	Amount	%
Current Assets	581,274,089	9.1	265,792,266	3.9
Cash	562,605,671	8.8	251,407,175	3.7
Receivables	13,022,327	0.2	13,821,508	0.2
Advance payments	658,945	0.0	459,797	0.0
Other current assets	4,987,146	0.1	103,786	0.0
Investments, long-term receivables, loans and reserve funds	5,777,280,018	90.6	6,444,315,383	95.7
Non-current financial assets	5,748,943,864	90.1	6,406,915,383	95.2
Reserve funds	28,336,154	0.4	37,400,000.0	0.6
Property, plant, and equipment	11,945,880	0.2	13,596,982	0.2
Transportation and communication equipment	903,003	0.0	903,003	0.0
IT equipment	6,954,637	0.1	6,180,182	0.1
Office equipment	4,889,003	0.1	4,889,003	0.1
Other equipment	5,915,798	0.1	5,915,798	0.1
Leasehold improvements	2,485,922	0.0	2,485,922	0.0
Minus: Accumulated depreciation	(9,202,483)	(0.1)	(6,776,926)	(0.1)
Intangible assets	5,978,750	0.1	6,730,583	0.1
Intangible assets	5,978,750	0.1	6,730,583	0.1
Other assets	1,996,562	0.0	1,996,562	0.0
Miscellaneous assets	1,996,562	0.0	1,996,562	0.0
Total assets	6,378,475,299	100.0	6,732,431,776	100.0
Current liabilities	192,780,350	3.0	169,242,850	2.5
Payables	188,349,813	3.0	166,128,282	2.5
Advance payment	4,298,713	0.1	3,007,791	0.0
Other current liabilities	131,824	-	106,777	-
Other liabilities	2,112,265	0.0	-	-
Miscellaneous liabilities	2,112,265	0.0	-	-
Total liabilities	194,892,615	3.0	169,242,850	2.5
Funds	6,048,361,900	94.8	6,048,361,900	89.8
Established funds	2,000,000,000	31.4	2,000,000,000	29.7
Donated funds	4,048,361,900	63.5	4,048,361,900	60.1
Reserves	28,336,154	0.4	37,400,000	0.6
Special reserves	28,336,154	0.4	37,400,000	0.6
Accumulated surplus or deficit	121,171,046	1.9	83,422,130	1.2
Accumulated surplus(Accumulated deficit)	121,171,046	1.9	83,422,130	1.2
Net worth of other items	(14,286,416)	(0.2)	394,004,896	5.9
Accumulated other comprehensive surplus or deficit	(14,311,294)	(0.2)	394,004,896	5.9
Net loss not recognized as pension cost	24,878	0.0	-	0.0
Total net worth	6,183,582,684	97.0	6,563,188,926	97.5
Total liabilities and net worth	6,378,475,299	100.0	6,732,431,776	100.0

Income Statement

Unit:NT\$

Category	Current year (2018.1.1–2018.12.31)		Previous year (2017.1.1–2017.12.31)	
	Amount	%	Amount	%
Revenue				
Operating income	485,964,962	99.1	280,106,907	98.1
Service income	4,949,529	1.0	12,964,111	4.5
Donation income	19,421,359	4.0	12,378,275	4.3
Financial income	236,994,074	48.3	254,764,521	89.2
Interest income in current year Net investment income in current year	NT\$23,815,685 NT\$213,178,389			
Government Appropriation for Operations	224,600,000	45.8	-	-
Non-operating income	4,412,747	0.9	5,505,665	1.9
Total income	490,377,709	100.0	285,612,572	100.0
Expenditure				
Operating expenses	460,675,460	94.0	254,472,722	89.1
Service costs	9,653,619	2.0	17,971,364	6.3
Fund-raising expenses in current year Service expenses in current year Commission expenses in current year	NT\$2,136,486 NT\$2,651,414 NT\$4,865,719			
Grant-related expenses	379,000,265	77.3	175,628,998	61.5
National Award for Arts Related Expenses related expenses	8,544,244	1.7	8,133,372	2.9
Management expenses	49,605,057	10.1	43,891,837	15.4
Other operating expenses	13,872,275	2.8	8,847,151	3.1
Total expenditures	460,675,460	94.0	254,472,722	89.1
Surplus or deficit in this period	29,702,249	6.0	31,139,850	10.9
Other surplus or deficit in this period				
Category	Current year		Previous year	
Other surplus or deficit in this period				
Other comprehensive surplus or deficit in this period	(408,291,312)	(83.3)	187,829,030	65.8
Total other surplus or deficit in this period	(408,291,312)	(83.3)	187,829,030	65.8



Statement of Changes in Net Worth

Unit:NT\$

Category	Funds		Special reserves		Accumulated surplus or deficit	Net worth of other items			Total
	Established funds	Donated funds				Unrealized gains or deficit of financial instrument	Accumulated other comprehensive surplus or deficit	Net loss not recognized as pension cost	
Balance as at January 1, 2017	2,000,000,000	4,047,959,916	25,390,937		64,505,375	206,175,866			6,344,032,094
Surplus in 2017					31,139,850				31,139,850
Execution fees for Projects for International Arts Networks Development			12,009,063		(11,821,111)				187,952
Surplus of the donation from Development of Art as Social Enterprise Project		401,984			(401,984)				-
Changes in unrealized surplus or deficit of financial instrument						187,829,030			187,829,030
Balance as at December 31 2017	2,000,000,000	4,048,361,900	37,400,000		83,422,130	394,004,896			6,563,188,926
Effect of retrospective application and retrospective restatement					(1,828,194)	(394,004,896)	394,004,896		(1,828,194)
Balance as at January 1 2018 - as restated	2,000,000,000	4,048,361,900	37,400,000		81,593,936	-	394,004,896	-	6,561,360,732
Surplus in 2018					29,702,249				29,702,249
Execution fees for Projects for International Arts Networks Developmen			(9,063,846)		9,874,861				811,015
Changes in unrealized surplus or deficit of avaiaible-for-sale financial instrument							(408,316,190)		(408,316,190)
Net loss not recognized as pension cost								24,878	24,878
Balance as at December 31, 2018	2,000,000,000	4,048,361,900	28,336,154		121,171,046	-	(14,311,294)	24,878	6,183,582,684

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Visual arts grants program—*Bona Fide Boundary* by Lai Yue-hong



Cash Flow Statement

Unit:NT\$

Category	Amount in current year (2018.1.1–2018.12.31)	Amount in previous year (2017.1.1–2017.12.31)
	Subtotal	Subtotal
Cash flow from operating activities:		
Surplus or deficit before tax	29,702,249	31,139,850
Adjustment of interest and dividends	(210,956,396)	(136,094,750)
Surplus or deficit before interest, dividends, and tax	(181,254,147)	(104,954,900)
Adjustment of non-cash items:		
Depreciation expenses	2,425,557	1,783,537
Amortization	1,098,333	275,973
(Increase) decrease in receivables	1,609,073	(5,519,856)
Increase in advance payments	( 199,148)	(23,069)
(Increase) decrease in other current financial assets	(4,883,360)	787,051
Increase (decrease) in payables	23,032,546	18,610,782
Increase in advance receipts	1,290,922	436,418
Increase (decrease) in other current liabilities	25,047	21,146
Increase in net defined benefit liability	308,949	-
Cash inflow (outflow) before interest and dividend	(156,546,228)	(88,582,918)
Interest received	23,005,793	27,913,287
Dividend Received	187,140,711	108,001,960
Net cash inflow (outflow) from operating activities	53,600,276	47,332,329
Cash flow from investment activities:		
Decrease in investments, long-term receivables, loans and reserve funds	249,655,329	(1,028,946,198)
Decrease in reserve funds	9,063,846	-
Increase in property, plant, and equipment	(774,455)	(8,679,005)
Increase in intangible assets	(346,500)	(4,851,000)
Increase in other assets	-	(75,256)
Net cash inflow (outflow) from investment activities	257,598,220	(1,042,551,459)
Net increase (decrease) of cash and cash equivalents	311,198,496	(995,219,130)
Cash and cash equivalents at the beginning of the period	251,407,175	3,284,026,305
Cash and cash equivalents at the end of the period	562,605,671	2,288,807,175



Visual arts grants program—*Turn Away* by Huang Zan-lun



# Major Events

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Date	Major Events
1/1 -1/31	The first term for accepting regular grant applications.
2/5 、 2/8	The forum Inclusive Arts— Creativity with Older People is jointly held by, NCAF, the British Council, and Kaohsiung Museum of Fine Arts.
2/6	Seventh meeting of the eighth Board of Directors is held.
2/10-2/18	Performing arts professionals, including individual artists, artist groups, and representatives of performance venues, are called together and proceed to the Performing Arts Meeting in Yokohama.
3/13	Eighth meeting of the eighth Board of Directors is held.
3/19	Third meeting of the eighth Board of Supervisors is held.
4/3	The Twentieth National Award for Arts ceremony is held at Cloud Gate Theater in Tamsui District.
4/10	Ninth meeting of the eighth Board of Directors is held.
4/11-4/12	2018 Performance Group Grading Award Project Grants Information and Direction Sessions are held in Taipei and Tainan. Eighty two groups attend and receive suggestions on application for this grant.
4/15-5/7	Inclusive Arts project grant applications are accepted for the first time.
4/23	The Consultation Meeting of Performance Group Grading Award Project is held.
4/30	Press conference held at the Taichung High Speed Rail Station for the first phase of the Taiwan High Speed Rail Opening Year of Arts
5/9	The New Guidelines for the Performance Group Grading Award Project Seminar is held at the Taipei Public Library International Conference Hall. Invited performing arts groups from all over Taiwan are briefed about and discuss changes to the grant.
5/1-5/15	Applications for the Writing Phenomena: Visual Arts Criticism grant are accepted for the first time.
5/3-5/4	NCAF, the Taiwan Cultural and Creativity Development Foundation, National Taipei University of the Arts, and <i>Performing Arts Review</i> jointly hold the Taiwan Contemporary Theater Developmental Trajectories Forum.
5/28	The Consultation Meeting of Performance Group Grading Award Project is held.
6/1-7/2	The second term for accepting regular grant applications
6/19	Tenth meeting of the eighth Board of Directors is held.
	Board of Directors ratifies proposal to formally change the name of the Performance Group Grading Award Project to the Performing Arts Groups Annual Grants, and also to announce its application guidelines on the Foundation's official website on July 10, and to accept applications from November 1 to 30.

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Date	Major Events
7/24, 7/25, 8/1	Three information exchange activities for the 2018 Performance Group Grading Award Project are held in Taipei and Kaohsiung, where brand positioning and medium and long term planning, marketing and cooperating with other industries, and developing audience and industry networks are discussed, and performing arts groups share their experiences.
7/30	The How to Teach Fiction midterm sharing session is held at the Affiliated Senior High School of National Taiwan Normal University.
8/8	NCAF joins the Asia Engagement Consortium established by the Taiwan-Asia Exchange Foundation.
8/8-8/19	The Foundation holds a seminar in collaboration with Pro Helvetia.
9/11	Eleventh meeting of the eighth Board of Directors is held. The first revision to the Foundation's rules regarding donations and organization is approved.
10/3	The Foundation and British Council hold an Inclusive Arts exchange meeting and invite Anne Gallacher, director of the UK's Luminate Festival to share her experience.
10/11-10/12	NCAF and the Taiwan-Asia Exchange Foundation hold Sharing Cultural Richness, Session 8 of the Yushan Forum.
10/25-11/11	NCAF, in collaboration with the Adelaide Festival Centre Trust, supports Taiwanese artists to attend the OzAsia Festival.
11/8	A press conference for the 11th Young Star New Vision in Performing Arts Project Grant is held.
11/9, 11/16	Information meetings for the 2019 Performing Arts Groups Annual Grants are held in Taipei and Tainan, in which instructions are given for filling out online applications and other updated procedures.
11/15	Information meeting for the 2019 Visual Arts Organizations Development project grant is held.
11/16-12/1	The 11th Young Star New Vision in Performing Arts project grant holds a total of 7 performances at Taipei's Song Yan Creative Lab, the Kaohsiung Experimental Theatre, and Yuanlin Performance Hall.
11/30	The NCAF Online Archive of Grant Fruitage goes live.
12/1-2019/1/2	Applications for the Writing Taiwan project grant are accepted for the first time.
12/4	Twelfth meeting of the eighth Board of Directors is held.
12/14	The Friends of NCAF year end dinner is held at the Renaissance Taipei Shihlin Hotel.
12/19	The Joint Presentation of the Sixth Overseas Arts Travel Grant Project is held at Tingba Lounge in Ximending. Sixteen grant recipients share their travel experiences.



# Acknowledgements

NCAF would like to acknowledge the support of individuals and organizations in 2018 through the Friends of NCAF and Arts and Business Partnerships projects.

## The Friends of NCAF Membership Dues

### Members: Annual dues NT\$ 100,000

Ms Mei-li HSU  
Ms Mei-chao LI  
Puyong Archiland  
Mr San-lien HSIEH  
Mr Hou CHOU  
Ms Ching-min CHANG  
Chew's Culture Foundation  
Mr Ming-hsien CHEN  
RSI Group  
Jin Zon Enterprise Co., Ltd.  
NSFG Foundation  
Tung Ho Steel Enterprise Corporation  
Mr Kuang-ming WANG  
Ms Pi-chiao LIN  
Mr Hai-pin CHENG  
Mr Shun-li CHANG  
HuaYang International Investment Corporation  
Triple Force Inc.  
Ms Miao-tzu SU  
Mr Chia-huang CHANG  
Mr San-chien TU  
Ms Tzu-min WU  
Jih Sun International Leasing and Finance Co., Ltd.  
Mr Tse-min CHEN  
International Material Supplier Co., Ltd.  
Lion Pencil Co., Ltd.  
Golden Orange Corporation  
Compass Public Relations Ltd.  
Tung Hsin Cheng Corporation  
Mr Tan KU  
Fubon Art Foundation  
Shinnyo-en Taiwan  
Platinum-Music Taiwan  
Ten-Chen Medical Group  
Mr Chang-kui HSIAO

Taiwan Mobile Co., Ltd.  
Taishin International Bank  
Mr Chung-ying CHENG  
Deniz Electric Glass Co., Ltd.  
Chanware Enterprise  
Mr Chun-an CHEN  
MU EN Education Foundation  
Advantech Foundation  
Mr Chun-sheng HSU  
Mr Daniel T.H. Tsai  
Ms Chun-mei LI  
Mr Stan SHIH  
Mr Tien-shun CHEN  
Lih Pao Cultural Arts Foundation  
Mr Chun-hsiu CHEN  
Mr Chia-hsun LIN  
Ms Wen-wen CHENG  
Ms Mei-chih SU  
Mr Yen-liang LI  
Winsing Arts Foundation  
Sunmake Cultures Foundation  
Mr Kuan-yeh CHEN  
Harvard Management Services, Inc.  
Mr Sheng-chieh HSU  
Ms Ching-jung LIU  
Taiwan Sunchain Arts Promotion Association  
Kai Yang Investments Co., Ltd.  
Mr Jen-hua HSU  
PoSantek Ltd.  
Ms Shu-mei KAO  
Mr Hsu-yuan KUO  
Ms Hsiao-fen WANG  
Ms Sun H. CHOU

## Arts and Business Partnerships Project Grants

### Performing Arts Abroad

NSFG Foundation	NT\$800,000
Mr. and Mrs. Y.D. Hsu Memorial Culture and Education Foundation	NT\$800,000
RSI Group	NT\$800,000

### Online Performing Arts Review

NSFG Foundation	NT\$500,000
RSI Group	NT\$500,000

### Overseas Arts Travel

Rodex Fasteners Corporation	NT\$1,000,000
Szu I Industries Corporation	NT\$500,000

### Young Star New Vision in Performing Arts

Change Investment Company	NT\$500,000
Sung Chiao International Corporation	NT\$500,000
Taiwan Sunchain Arts Promotion Association	NT\$500,000

### Malaysian Chinese Novel Writing and Publishing

Phison Electronics Corporation	NT\$400,000
Mr Wende GUO	NT\$400,000

### Novel Writing and Publishing

Pegatron Corporation	NT\$1 ,000,000
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### Production Grants to Independent Curators in Visual Arts

Tung Ho Steel Enterprise Corporation	NT\$1,000,000
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### Documentary Filmmaking—Release and Promotion Plan

Change Investment Company Limited	NT\$250,000
HuaYang International Investment Corporation	NT\$250,000
Grand View Culture & Art Foundation	NT\$250,000
Jing Republic	NT\$250,000

### Inclusive Arts

NSFG Foundation	NT\$400,000
Shinnyo-en Taiwan	NT\$400,000
StanShih Foundation	NT\$400,000
Mr Chiu Tsai-hsing	NT\$400,000
Tung Hung Enterprises Company	NT\$200,000
Decheng Culture Foundation	NT\$200,000

### Writing Phenomena: Visual Arts Criticism

Winsing Arts Foundation	NT\$500,000
Ms Mei-chih SU	NT\$500,000

### Writing Taiwan

Taiwan Sunchain Arts Promotion Association	NT\$500,000
Gold Classic Enterprise Ltd.	NT\$500,000



Appendix: NCAF Founding Provisions

Promulgated on October 17, 1994 by Presidential Decree Hua-Tsong One - Yi, No. 6185  
Revisions to Article 3, Article 5, and Article 8 promulgated on December 13, 2017 by Presidential Decree Hua-Tsong One - Yi, No. 10600149541

- Article 1
- These founding provisions have been enacted in accordance with Article 19 of the Culture and Arts Reward Act to establish the National Arts and Culture Foundation (NCAF).
- Article 2
- As a juridical person, NCAF shall be established in accordance with laws promulgated in the Founding Provisions; items not provided for in these provisions shall be governed by other relevant laws.
- Article 3
- The competent authority of NCAF is the Ministry of Culture.
- Article 4
- Funding for NCAF is set at NT\$10 billion. The full amount of NT\$10 billion, which is addition to any private donations, shall be provided by the competent authority and allocated within 10 years of NCAF's founding as stipulated by Article 24 of the Culture and Arts Awards Act. At the time of its founding, NCAF shall receive NT\$2 billion from the competent authority.
- Article 5
- NCAF's funding sources shall be:

1. Funds allocated by the government

2. Investment revenue

3. Donations from private and public organizations or individuals located in Taiwan or abroad

4. Other revenue
- Article 6
- The scope of NCAF's service shall be:

1. Guiding the management of cultural events;

2. Lending financial support to cultural undertakings;

3. Encouraging those working in the cultural field;

4. Performing the tasks set out in the Culture and Arts Reward Act.
- Article 7
- NCAF shall have a twenty-one-person Board of Directors, including a Chairman elected by the Board of Directors; and a five-person Board of Supervisors, including a Chief Supervisor elected by its own board members.
- Article 8
- Members of the Foundation's Board of Directors and Board of Supervisors shall include public figures from the arts and cultural fields, scholars, experts, government representatives, and other distinguished persons whom the Ministry of Culture has recommended to the president of the Executive Yuan for appointment to the boards. Regulations governing member appointment shall be formulated separately. For members of the Board of Directors and Board of Supervisors, neither gender shall number less than one third of the total members. Government representatives shall not make up more than one fifth of the Board of Directors and shall hold only one seat on the Board of Supervisors. Terms for members of the Board of Directors and Board of Supervisors shall be three years with an option of continuing for one 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 half of either Board in total.
- Article 9
- If 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 or her duties, the president of the Executive Yuan, upon recommendation from the competent authority, shall appoint a replacement Board member whose term shall continue until the expiration of the original member's term.
- Article 10
- The duties of the Board of Directors shall be:

1. Approval of work policies;

2. Approval of major projects and grants;

3. Fund raising, custodianship, and management;
4. Approval of budget and audit of final accounts;
5. Establishment and amendment of important regulations;
6. Appointment and removal of important personnel;
7. Review or approval of other major items.
- Article 11
- The duties of the Board of Supervisors shall be:

1. Auditing of funds and deposits;

2. Supervision of financial position;

3. Review of final accounts.
- Article 12
- Except for Chairman and Chief Supervisor, positions on the Board of Directors and Board of Supervisors are non-remunerative; however, members will receive travel allowances for attending meetings.
- Article 13
- The Foundation shall have one Chief Executive Officer and one or two Deputy Officers who shall be appointed by the Board of Directors upon recommendation of the Chairman of the Board. The term of the Executive Officers shall be three years and may be renewed. The Chief Executive Officer, under supervision by the Board of Directors, shall manage the operation of NCAF with assistance from the Deputy Officers.
- Article 14
- NCAF's organizational structure shall be approved by the competent authority following ratification by the Board of Directors.
- Article 15
- NCAF's fiscal year shall be consistent with the government's fiscal year.
- Article 16
- The compilation, audit and review of NCAF's budget and final accounts shall be handled in accordance with the following procedures:

1. Before the beginning of a fiscal year, an operation plan and draft budget shall be drawn up for approval by 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 submitted to the competent authority in accordance with standard auditing procedures.
- Article 17
- NCAF's regulations regarding donations shall be formulated by the competent authority in accordance with the Founding Provisions and other relevant laws and regulations.
- Article 18
- If the goals stated in the Founding Provisions cannot be met regardless of the circumstances, NCAF shall be dissolved. After dissolution, any assets held by NCAF shall be liquidated according to legal procedures, and the remaining property or rights to the property shall be returned to the central government.
- Article 19
- The Founding Provisions shall be in effect from the day of their promulgation.





# National Culture and Arts Foundation 2018 Annual Report

<b>Chairman</b>	Mun-lee LIN
<b>CEO</b>	Chun-heng PENG
<b>Deputy CEO</b>	Hua-hsiang SUN
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<b>Executive Editors</b>	Chi-yi CHAN, Chia-chun HSIEH, Tzu-yi WANG, Meng-chia LIU, Ying-te YU
<b>Editorial</b>	Ying-hui WU
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<b>Address</b>	Rm. 202, 2F., No. 136, Sec. 3, Ren'ai Rd., Da'an Dist., Taipei City 10638
<b>Phone</b>	+886-2-27541122
<b>Fax</b>	+886-2-27072709
<b>URL</b>	<a href="http://www.ncafroc.org.tw">http://www.ncafroc.org.tw</a>
<b>E-mail</b>	<a href="mailto:ncaf@ncafroc.org.tw">ncaf@ncafroc.org.tw</a>

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