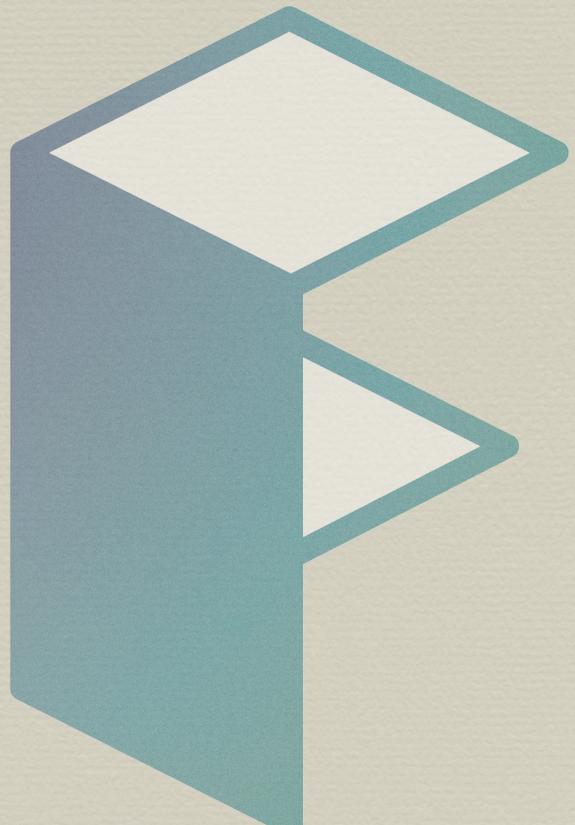
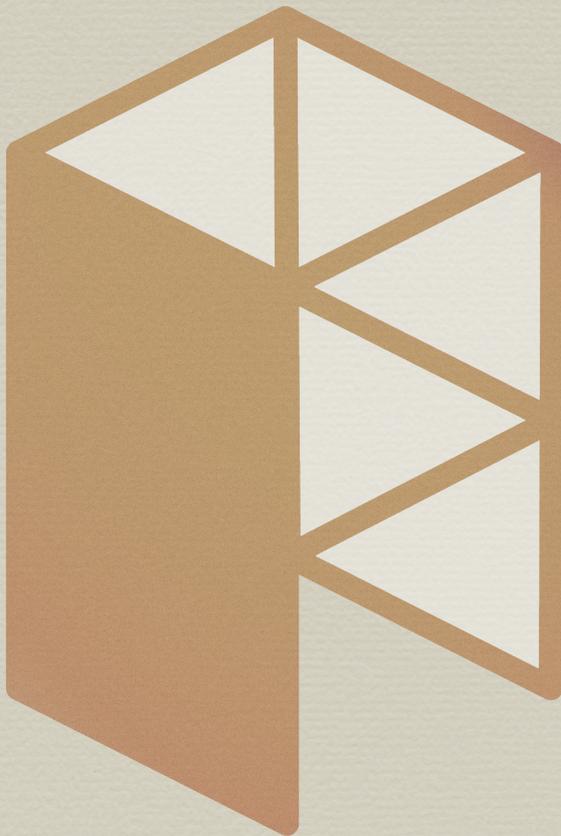
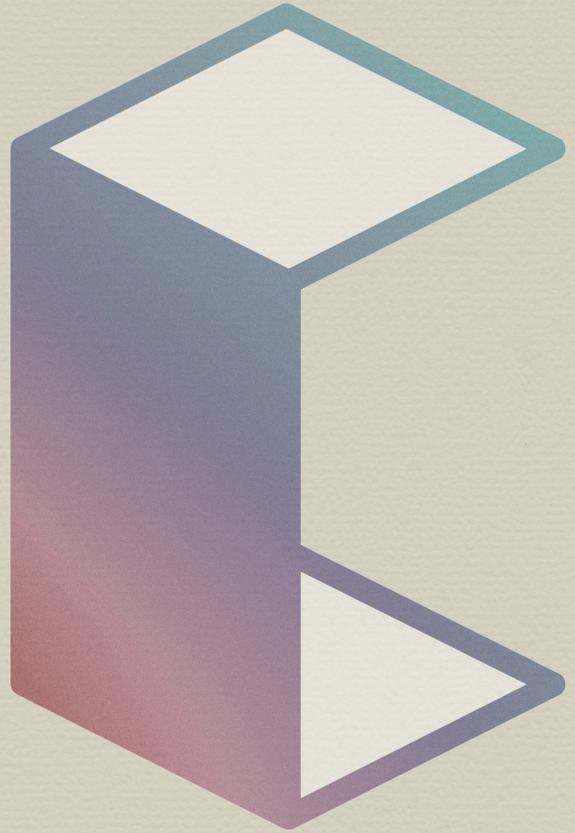
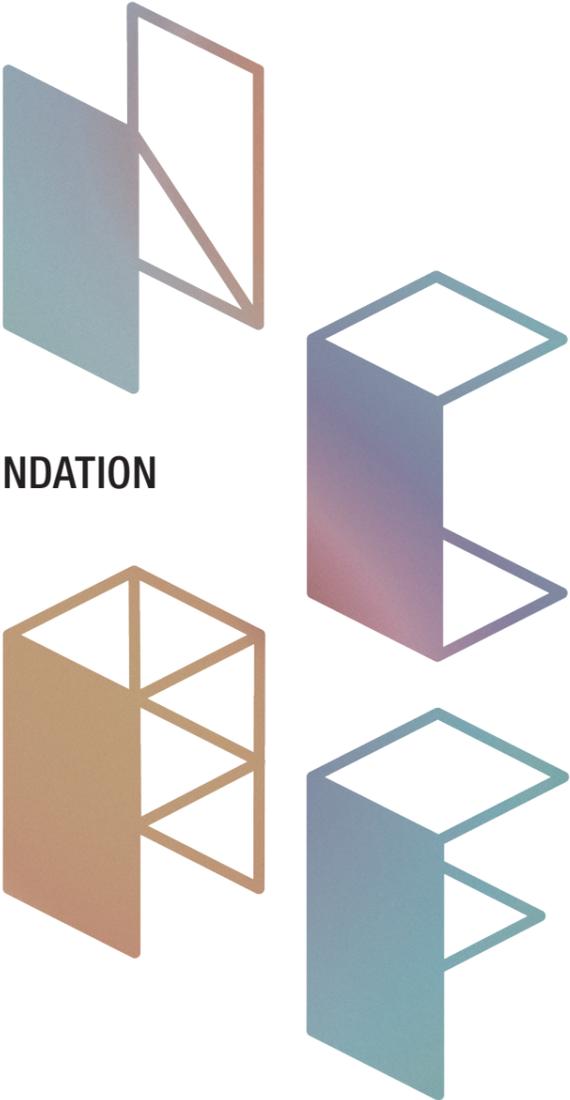


**NATIONAL CULTURE &
ARTS FOUNDATION
2020 ANNUAL REPORT**



**NATIONAL CULTURE & ARTS FOUNDATION
2020 ANNUAL REPORT**



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2020 Review of Key Achievements

Since its establishment in 1996, the National Culture and Arts Foundation has pursued an arm's length principle in encouraging and raising the standards for art and cultural undertakings in Taiwan, and has devoted itself to the construction of an exhibition and performance environment favorable to workers in the field.

In January of 2020, the Foundation's 9th Board of Directors and Board of Supervisors assumed office, and Lin Mun-lee was elected Chairperson of the Board of Directors. In February, the Board of Supervisors elected Chou Chih-hung as Chief Supervisor. In March, the Board of Directors appointed Inspector General of Grants Department Li Wen-shan to Chief Executive Officer. In September, Chou Chih-hung was appointed Minister of the Ministry of Civil Service and resigned as Chief Supervisor of the Foundation. In October, the Board of Supervisors held a special election and chose Huang Horng Wen as Chief Supervisor.

In early March, due to the severity of the covid-19 pandemic, the Foundation announced grant related administrative adjustments to subsidize art and cultural workers and projects affected by the pandemic. Also, cultural workers and projects would be flexibly accommodated in case of postponement or changes to original plans, and if revision to funding schedules was needed. In view of the continuing pandemic in April and closing of certain regions around the world, international cultural exchanges were deeply affected and travel abroad was mostly stalled. To encourage artists and art groups to look past this period of isolation and continue to strategize for participation on the world stage, the Foundation released its Beyond Covid-19 program, which supports diverse and innovative international exchange oriented projects, gives artists and art groups opportunities for exchange in spite of obstructions caused by the pandemic, and continually expands energy for internationalism. The Foundation also transferred various activities to an online format; for example, the Taiwan Top Performing Arts Group Partnership Project launched online management classes for the first time, and the *NCAF Online Magazine* entrusted several artists working in different mediums with conducting online workshops in hopes of the continued provision of services and promotion of the arts during the pandemic.

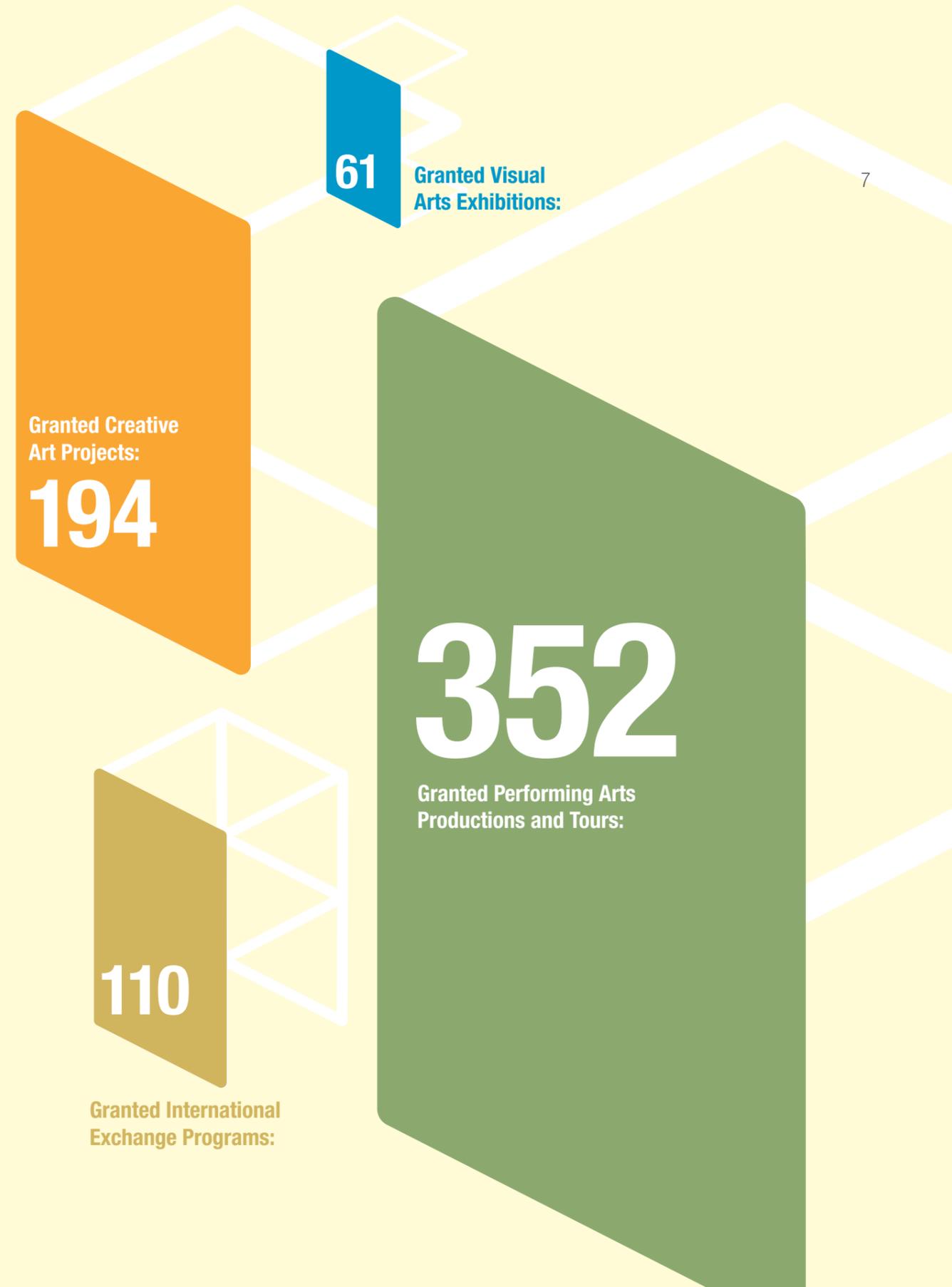
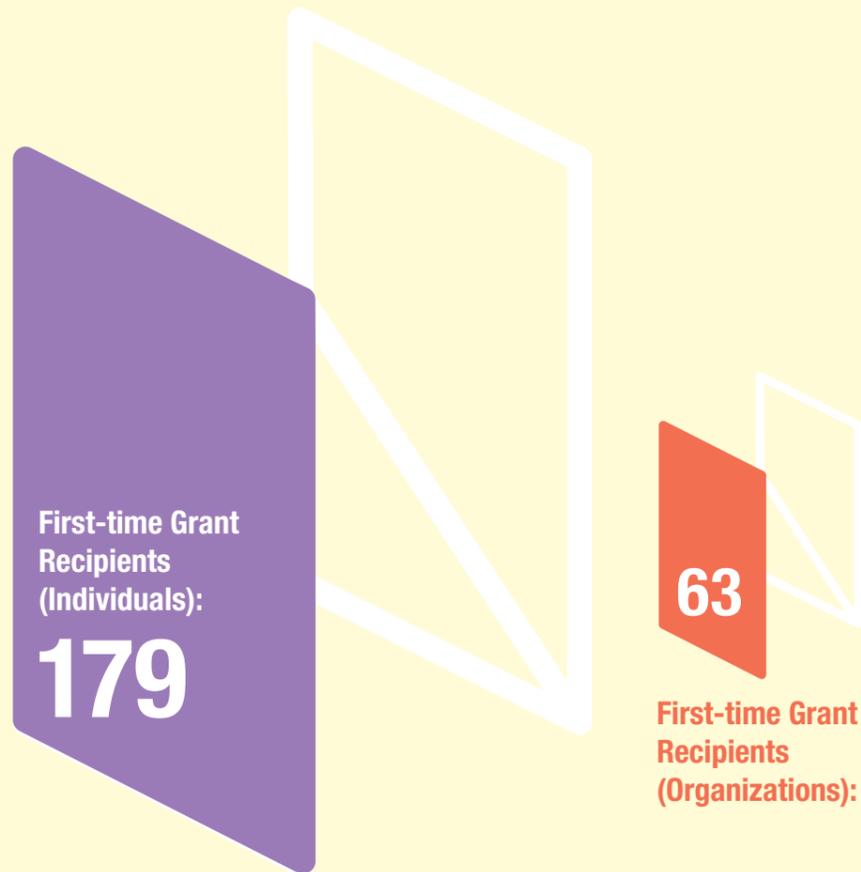
For the 21st National Award for Arts ceremony held on October 31 at Cloud Gate Theater in Tamsui District, the Foundation made short films and published monographs to introduce the seven awardees: novelist Joyce Weng, visual artist Tsong Pu, musician Chen Chung-shen, dancer Ku Ming-shen, theater artist Wang Molin, architect Wang Chiu-hwa, and documentary filmmaker Ke Chin-yuan. Furthermore, under the theme of "artists pay tribute to artists," the Foundation invited mid-career and new generation artists to create performances dedicated to the seven awardees and honor their tireless dedication to the arts. The awards ceremony included President Tsai Ying-wen, Minister of Culture Li Yong-de, and more than 200 distinguished guests from arts and cultural circles and diplomatic institutions in Taiwan to honor the winners and share their joy.



The 21st National Award for Arts Ceremony (Photography/Liu Chen-hsiang)

Figures in Highlight

6



Historical Data 1996-2020

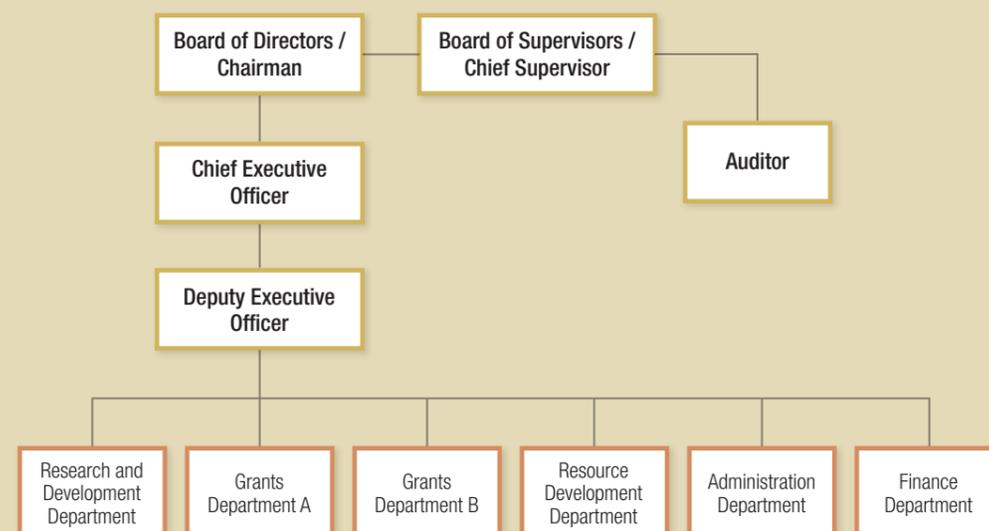
Total Amount Granted by NCAF: NT\$4.34 billion

Total Grant Recipients (Individuals):	Total Grant Recipients (Organizations):	Total Projects:
4,551	3,634	18,760

Organization

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 Culture and Arts Reward Act. The Foundation currently has a twenty-one-person Board of Directors and a four-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



2. Duties

Board of Directors:

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

Board of Supervisors:

- Audit of funds and deposits
- Supervision of financial position
- Review of income statements

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.

2. Board Members

■ The Ninth Board of Directors (January 1, 2020 to December 31, 2022)

Chairperson Mun-lee LIN
Members Teng-chin CHEN, Calivat-Gadu, Bang-jen CHEN (Ban CHERN), Jie-cheng LYU,
Huey-jiun WANG, Huey-chin TSAI, Lu-fen YEN, Ya-hsiang HSU, Jih-hao KO,
Tsai-hsing CHIU, Chao-liang SHEN, Yung-fen HU, Chiung-jui HSIAO, Geng-yu WANG,
Yu-chi HSU (Hui-chih HSU), Pi-han CHEN, Yu-hui FU, Yi-ping CHANG (43 CHANG),
Yao-chang CHEN, Sun-lu FAN (January 1 - July 1, 2020),
Ching-hua TSAI (Starting July 2, 2020)

■ The Ninth Board of Supervisors (January 1, 2020 to December 31, 2022)

Chief Supervisor Chih-hung CHOU (January 1 - August 31, 2020),
Horng Wen HUANG (Starting October 22, 2020)
Members Ying-jhen LAI, Walis-Nogang, Sheau-shei PAN



Visual arts grants program—*Taiwan To Go* by Yang Shun-fa



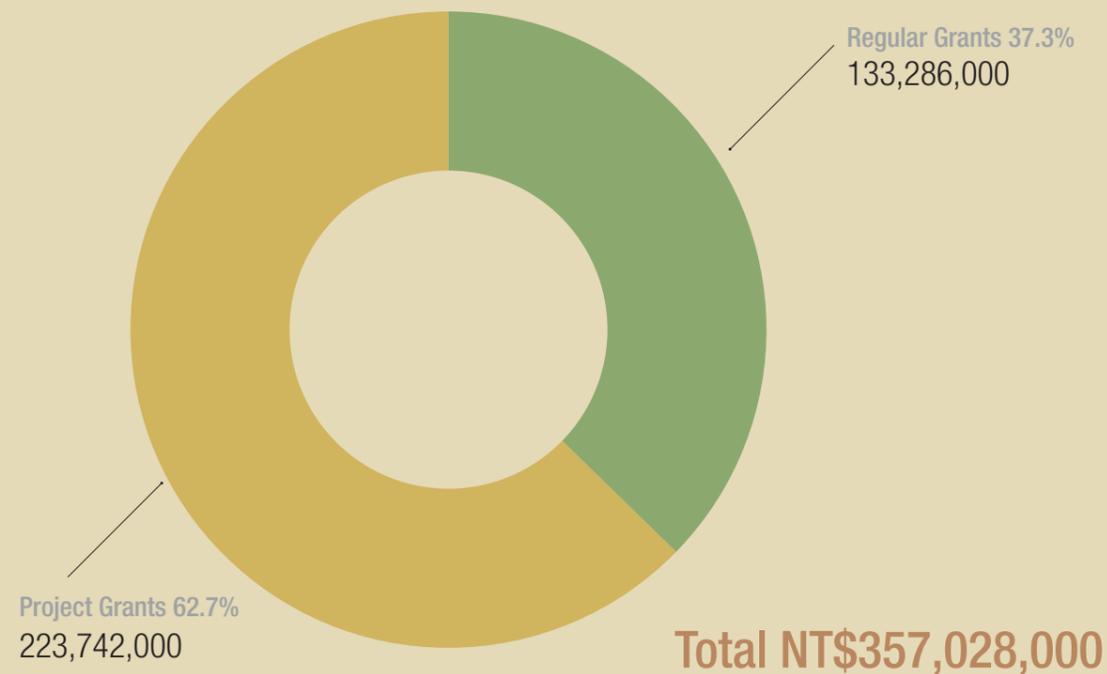
Aluayi Pulidan is invited to exhibit *The Heart Bump of the Earth*, *Black Stacking*, *Blooming*, and *The Axis of Life* at Yokohama Triennale 2020 (photography/Otsuka Keita)

Grants

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 2020, the Foundation disbursed a total of NT\$357,028,000, of which 37.3% was for regular grants, and 62.7% for project grants. The average regular grant was NT\$156,623, and the average project grant was NT\$819,568. To maintain impartiality and transparency, the Foundation relies on various measures related to project grants and the Grants Application Criteria, which have been adopted by the Board of Directors. These measures and criteria state 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.

Chart: Regular Grants and Project Grants Disbursement in 2020 (pie chart)



I. Regular Grants

In 2020, 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 latest application criteria and grant targets are released at public information meetings. In 2020, two sessions of this meeting were held in-person in Taipei, and to adhere to covid-19 prevention measures, ten sessions were held online. Total attendance of all sessions was 465 person-visits.

The 2020 regular grants review process was conducted by 136 experts who were chosen by the Board of Directors, work in a variety of fields, and possess diverse perspectives. Of the 2,375 applications received for regular grants, 851, or 35.3%, were approved by the Board. Grants were awarded to 370 individuals (179 were first-time recipients), and to 310 groups (63 were first-time recipients), for a total of NT\$133,286,000 disbursed in 2020 to awardees of regular grants.

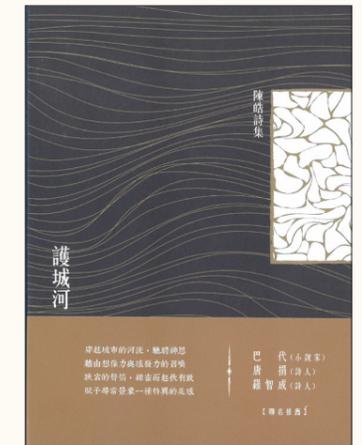
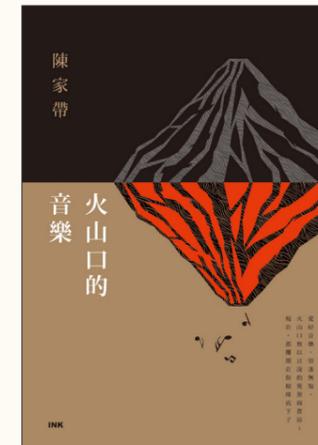


Visual arts grants program—*How It Ends* by Shi Jin-hua

Literature

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

The literature grants program encourages innovative aesthetics and supports projects with specific characteristics and creative viewpoints. Grants in 2020 mainly focused on creative writing and included Marula Liu's road novel *Wish You Were Here*, Lin Hsi-hui's *Algorithm of Being Human—Science Fiction Novel Creation Project*, and Dior Hou's creative writing project *Little Factory in the Republic of Wine*, which looks back on the last hundred years of alcohol production technology in Taiwan. Two projects that were awarded NCAF literature grants in 2019, Luo Yi-shan's *Everything I Told You about That Mountain* and Tsai Hsiang-jen's *Sunlight Sheep*, were honored with 2020 Taiwan Literature Awards.



Literature grants program—(from left) *Patinbunguan Mountains* by Salizan Takisvilainan, *Mountain Spirit* by Hai De-wei, *Enchanted Fragrances* by Huang Hsi, *Breathe Life into Poetry* by Kuo Han-chen, *Poetry, Illness, Field, Garden, Flowers* by Yan Shang, *Impervious to Time* by Hsu Chen-ling, *Crater Music* by Chen Chia-dai, and *Moat* by Chen Hao

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 visual art projects with contemporary aesthetics. In 2020, fourteen large-scale projects were awarded, including Eleng Luluan's *SWALISI*, presented in the 2021 international invitational exhibition *Resurgence and Solidarity: Indigenous Taiwanese Women's Art*, which traveled to Karasjok, Norway, London, UK, and Guam, USA; Jam Wu's *Black Box and White Cube*; Kao Jun-honn's *Three Forbidden Mountains*; Chiu Chen-hung's *Daylighting*; and ET@T's new-media theater work *Who Anne Huang Is: Body Genealogy Laboratory*.

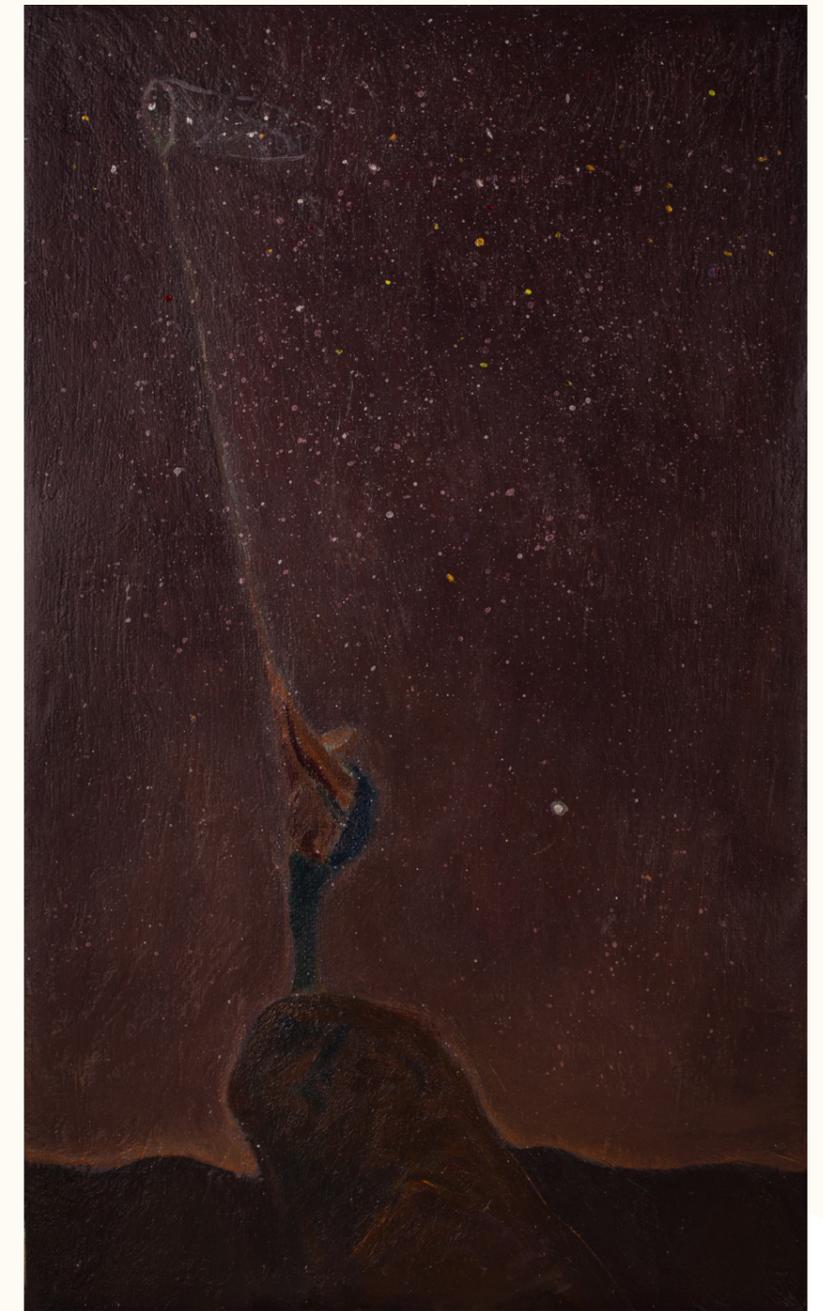
Exhibition grants support high quality solo and curated exhibitions that focus on artist development and discursive perspectives. 2020 awarded solo exhibitions include those featuring the work of Wang Ya-hui, Lee Jo-mei, Cheng Nung-hsuan, and Wu Zong-long. Curatorial projects include *Tree Tree Tree Person – Taroko Arts Residency Project IV* by the Taiwan Cultural Industries Association, and *Zoo of Inverted Forms: The Ultimate Other for Imagining Humanity* by Waley Art gallery. Publications and research projects related to contemporary Taiwanese visual art were also awarded, including the inaugural issue of *ArtThon* magazine published by the Digital Art Foundation, and the research project *The Possibility of Transforming Local Tainan Handicrafts Into Contemporary Art* by Ocular.



Visual arts grants program—*Bookmarks in the Library* by Chen Jing-ying



Visual arts grants program—*Sparkle House* by Wu Zong-long



Visual arts grants program—*Chasing Stars* by Chen Kueiyen



Visual arts grants program—*Biosignal* by Chou Chiao-chi



Music grants program— *Past Stories: Compositions by Chien Nan-chang and Jin Chengzhi* presented by the Taipei Philharmonic Chamber Choir

Music

Focus: To encourage the creation of music and foster cross-disciplinary curatorial and performing projects.

Music grants promote groundbreaking creative projects by local musicians. Projects awarded in 2020 include the *2020 Taipei International New Music Festival* organized by ISCM—Taiwan Section, *2020 Chinese Orchestral Compositions Concert* by the Chinese Music Association, Taiwan, and *Past Stories: Compositions by Chien Nan-chang and Jin Chengzhi* presented by the Taipei Philharmonic Chamber Choir.

Transdisciplinarity exhibitions and performances were also awarded in 2020, such as Uni Percussion's homecoming exhibition *Oops! Mommy, My Body Is Getting Smaller!* and One Litre Sound's *Reverberation: MuYu*.



Dance grants program—Dashing Theatre's premier performance *Elder* (retitled after application)

Dance

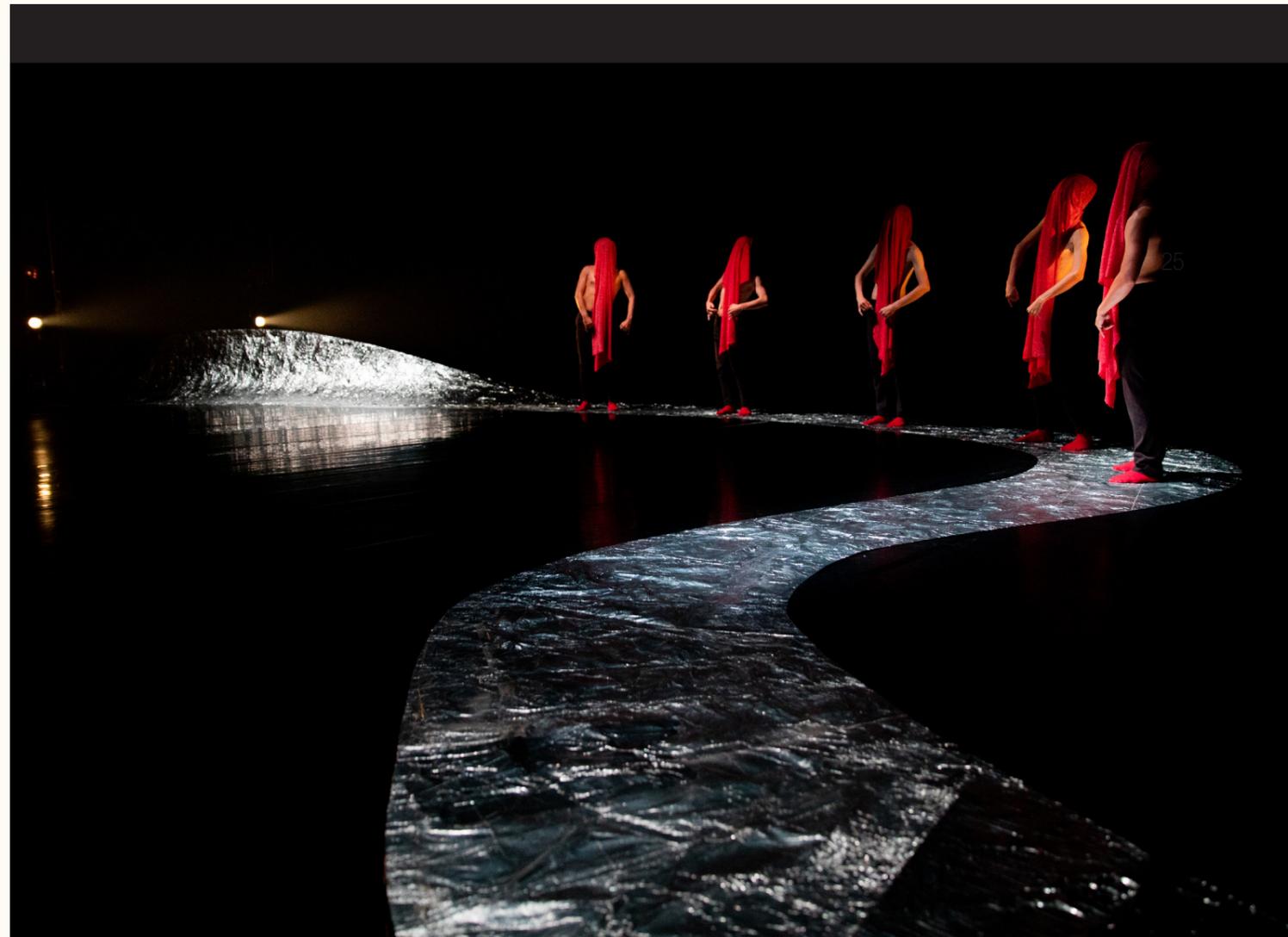
Focus: To encourage innovative productions and performances, support emerging organizations and activate the overall development of local arts and culture.

The dance grants program promotes innovative productions and performances, and creates opportunities for emerging troupes and individuals working in the field of dance. Supported projects include Dashing Theatre's premier performance of *Elder*, and Eye Catching Circus's series of works *#Since1994*, focusing on women's circus. High quality performance projects by dance troupes and the general development of local arts and culture located outside of the greater Taipei area were also supported in 2020, including *Deadly Romantic, Contemporary Dance and Environmental Theater* by the Changhua based troupe S. Dance, LIMA—Bulareyaung Dance Company 5th Annual Special by the Taitung based Bulareyaung Dance Company, and *Forest* by the Hualien based troupe TAI Body Theatre.





Dance grants program—*No, Me* by Hung Dance and Cheng I-han



Dance grants program—*Forest* by the TAI Body Theatre



Dance grants program—*Deadly Romantic, Contemporary Dance and Environmental Theater* by S. Dance



Theater grants program—*A Midsummer Night's XXX Dream* by Tainaner Ensemble

Theater

Focus: To foster innovative new works, encourage curated theater programing, and support residencies for artists to work with theater troupes.

In 2020, the theater grants program fostered the creation of new work by playwrights, including Tai Hua-hsu's script writing project *A Day in Hukou*, Sung Hou-kuan's *Cocoon*, Shi Rufang's *Nanbeiguan Theater: Telling Whale Island*, Chiu An-chen's script writing project *Fog Sailing*, and Birdy Fong's script writing project *The Brain Care that You Need*. Awarded theater programs curated by local troupes include Flying Group Theatre's *2020 Close to YOU International Performing Object Festival*, the Little Theatre School's *Birds of a Feather—Little Theatre School 10th Anniversary Group Performance*, and the Kaohsiung based We Art Together Foundation's *2020 Let's Be Together Arts Festival*. Grants in the final category include residencies for guest director Huang Chiao-wei invited by Guang-Xin-Ge Puppet Troupe, guest vocal director Hsu Hsiu-nien invited by Yi-Shin Taiwanese Opera Troupe, and guest composer Li Meng-lien invited by Wind and Ear Studio.



Theater grants program—*To All the Daughters: 2020 Kunqu Dream of the Red Chamber* by Taiwan Kunju



Theater grants program—*White Snake?!* by Theatre de la Sardine



Theater grants program—*Are You Ready?* by GarsonPlay Studio



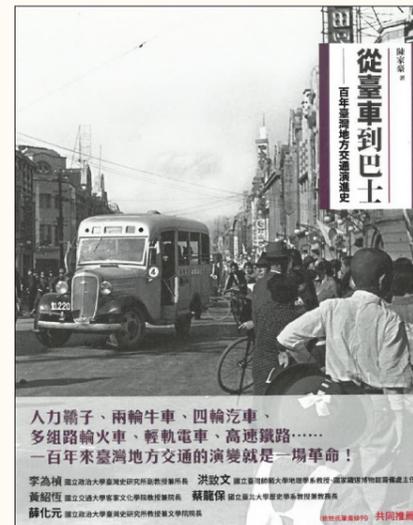
Theater grants program—*Non Reading Club EP.3* by C MUSICAL



Theater grants program—*Anna and Susan* by Approaching Theatre



Cultural Heritage Preservation grants program—*Mr. Takaishi in Taipei* by the Institute for Historical Resources Management



Cultural Heritage Preservation grants program—*From Handcar to Bus* by Walkers Cultural Enterprise

Cultural Heritage Preservation

Focus: To promote projects that preserve and restore cultural assets, and archives with cultural value

This grant program supports research with special viewpoints rooted in cultural values, and projects that help preserve and restore cultural assets including archives with research value. Projects awarded in 2020 include *Investigation into the History of Tawtawazay Family Migrations*, a research project by Hewen Tawtawazay; *Passing Down: Jiào Qián Chui—Playing Nanguan in Front of the Sedan Chair*, a project by the Fen Ya Zhai Nanguan Orchestra; and *Your Story, Our History II: The Chuang and Huang Families of Tainan—Stories of Chuang Weifan and Huang Ching-hua*, published by the Wu San-Lien Foundation for Taiwan Historical Materials.

Audiovisual Media

Focus: To promote projects with creative perspectives and aesthetics

The focus of this grant is the production of documentary, experimental, and animated films presenting diverse subject matter, unique perspectives and innovative imagery. Awarded projects in 2020 include Yang Yung-shiuan's short animated film *I'm on My Way to Find You*, Huang Liang-hsin's *Lethe*, Chang Ming-you's documentary film project *In the Same Boat*, Image Group Culture's documentary film project *Photographing Taiwan*, and Chen Kuan-chun's documentary film about Tyler Ho, *Today, You are You*.

Arts Environment and Development

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

The main focus of this grant program is to develop professional service platforms, including regional art platforms, and to promote the professional art community. Awarded projects in 2020 include the Digital Art Foundation's *Arthon Streaming Platform*, Wet Base's 2020 *Wet Base Experimental Theater Project*, Ji-Ee Industry Company's *InOasis—Art Immersion Project*, and instant 42's *instant42 x Changhua Art Platform Project III*.



Arts Environment and Development grants program—I of Arts

International Cultural Exchange

Focus: To encourage participation in important international exhibitions, events, and festivals, and develop international networks

In 2015, the Foundation revised its International Cultural Exchange Program application cycle to six intervals per year, and as of early 2021, had completed a total of 37 cycles. In 2020, the Program continued to support the participation of organizations and artists in important international exhibitions and art festivals in 36 countries, thus enabling them to expand their networks and enhance their sustainability for future development. Awardees include Hung Dance, who toured their production *Birdy* throughout Europe; B.Dance, who performed their *Floating Flowers* at the WOMADelaide Festival in Australia; and film director Wu Fan, who participated in the 2020 CIRCLE Women Doc Accelerator Workshop with her documentary film *XiXi*. Artists and curators were also awarded grants to attend important international exhibitions, including artist Chen Yin-ju, who was invited to attend the Gwangju Biennale; artists Chen Fei-hao and Cheng Ting Ting, invited to the 2020 Tokyo Biennale; and Wang Hong-kai for a solo exhibition at Arts Maebashi in Gunma, Japan.

Regular grants awarded for each cycle are publicly announced on the NCAF website. For details see: *2020 Regular Grants Analysis, History of Regular Grants by Year, and History of First-Time Grant Recipients by Year.*

2019 Regular Grants Analysis

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Category	Literature	Visual Arts	Music	Dance	Theater	Cultural Heritage Preservation	Audiovisual Media	Arts Environment and Development	International Cultural Exchange (6 intervals)	Total
Applications Received	403	513	564	161	289	76	85	69	215	2,375
Total Cost of Projects in Applications Received (NT\$)	115,668,727	299,779,828	422,175,416	189,997,893	480,907,542	30,399,137	112,023,269	100,031,686	130,815,671	1,881,799,169
Total Funding Requested (NT\$)	101,365,527	205,690,503	121,772,622	78,113,040	184,011,375	22,405,573	53,973,216	49,293,965	55,093,392	871,719,213
Projects Approved by Board of Directors	99	145	189	103	125	30	19	31	110	851
Percentage of Awarded Projects	24.6%	28.3%	33.5%	64.0%	43.3%	39.5%	22.4%	44.9%	51.2%	35.8%
Total Funding Requested by Awarded Projects (NT\$)	26,584,704	64,523,119	43,329,343	52,823,042	56,234,300	8,583,449	10,954,200	24,433,961	24,877,707	312,343,825
Total Funding Approved by Board of Directors (NT\$)	11,700,000	26,167,000	21,905,000	19,300,000	21,245,000	3,700,000	6,850,000	9,250,000	13,169,000	133,286,000
Ratio of Approved Funding to Requested Fundin	11.5%	12.7%	18.0%	24.7%	11.5%	16.5%	12.7%	18.8%	23.9%	15.3%
Ratio of Approved Funding for Awarded Projects to Requested Funding for Awarded Projects	44.0%	40.6%	50.6%	36.5%	37.8%	43.1%	62.5%	37.9%	52.9%	42.7%

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History of First-Time Grant Recipients 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
2008	52	1,038	120	1,794	172	2,832

Year	First-time Grant Recipients					Cumulative Total to Date for Groups and Individuals
	Groups	Cumulative Total	Individuals	Cumulative Total	Total	
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
2019	49	1,726	175	3,250	224	4,973
2020	63	1,789	179	3,429	242	5,215

History of Regular Grants by Year

Year	Applications Received	Total Cost of Projects in Applications Received (NT\$)	Total Funding Requested (NT\$)	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
1997	1,603	2,355,634,121	1,119,824,981	622	38.8%	110,677,340	30.0%
1998	1,698	2,138,430,033	990,364,800	802	47.2%	160,245,934	44.1%
1999	2,098	2,278,645,051	1,000,310,143	902	43.0%	199,424,060	47.3%
Jul 1999 - Dec 2000	3,038	3,511,392,410	1,633,058,234	1,213	39.9%	299,949,919	42.1%
2001	1,916	2,471,793,932	1,124,973,042	694	36.2%	164,145,705	37.9%
2002	1,165	1,356,354,722	570,440,654	495	42.5%	102,771,210	40.4%
2003	1,300	1,487,031,645	621,864,770	540	41.5%	119,337,920	40.1%
2004	1,233	1,473,639,109	588,856,399	549	44.5%	118,073,505	36.8%
2005	1,393	1,640,789,948	625,939,220	594	42.6%	117,907,400	35.2%
2006	1,332	1,561,539,593	586,237,500	602	45.2%	104,211,629	36.7%
2007	1,427	1,568,584,410	534,429,394	684	47.9%	112,895,766	37.2%
2008	1,504	1,489,921,858	550,972,158	598	39.8%	108,820,560	43.3%
2009	1,672	1,533,668,983	648,501,429	644	38.5%	105,660,570	38.4%
2010	1,733	1,893,600,855	690,147,546	688	39.7%	122,526,020	41.9%
2011	1,816	1,716,126,546	651,574,419	703	38.7%	117,507,590	43.1%
2012	1,818	2,465,569,491	717,810,503	676	37.2%	107,416,600	38.6%
2013	1,952	2,024,447,864	759,007,373	704	36.1%	117,365,529	36.9%
2014	1,783	1,749,304,343	650,501,202	634	35.6%	109,988,100	43.5%
2015	1,894	1,794,473,804	705,464,832	701	37.0%	112,538,905	39.2%
2016	1,961	1,693,441,822	665,932,562	725	36.9%	116,900,473	45.5%
2017	2,185	1,991,286,018	774,097,226	779	35.7%	121,370,923	44.3%
2018	2,369	2,038,907,356	791,135,899	867	36.6%	140,235,950	43.8%
2019	2,527	1,871,741,386	797,942,022	892	35.3%	149,767,234	50.3%
2020	2,375	1,881,799,169	871,719,213	851	35.8%	133,286,000	42.7%

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 accept only a limited number of applications and offer more extensive funding. Through strategic planning, the Foundation gathers 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 2020 have been categorized 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 the Arts and Business Platform project, which is introduced in detail in the next chapter.

In 2020, NCAF fully funded the two project grants Creative Documentary Film and Performing Arts Critics, and in response to the unique circumstances and severe impact of covid-19 on international exchange, added the project grant Beyond Covid-19. The Ministry of Culture funded the Taiwan Top Performing Arts Groups, Visual Arts Organizations Development, and The Rainbow Initiative project grants.



Creative Documentary Film project grant—Still from Chang Ming-yu's *Where Can the Dust Alight?*



Screening promotion, Creative Documentary Film project grant—Poster for Lee Chia-hua's *Me and My Condemned Son*

Creative Documentary Film

First established in 2010, this grant program was given its current name in 2018 to emphasize support for creativity and artistic expression in documentary film. In 2020, five projects were awarded: Hsiao Chu-chen's documentary film project *South-Link Railway Worker*, Huang Shu-mei's *To the Future You*, Su Yu-ting's *A House from a Book*, Chang Ming-yu's documentary film project *Where Can the Dust Alight?*, and Laha Mebow's *Atayal Bale*. A grant was also provided to implement and promote a total of thirty screenings of Lee Chia-hua's *Me and My Condemned Son* in Taoyuan, Hsinchu, Taichung, Tainan, Chiayi, Taitung, and Kaohsiung.

Performing Arts Critics

This grant program fosters talented performing arts critics by promoting their writing and its publication. Each year, project grants are awarded to promising writers on the cutting-edge of art criticism. Twelve individuals chosen for funding in 2020 have been tasked with reviewing performances and offering observations of Taiwan's performing arts world. Each has been asked to write at least 20 essays over the course of this year's program cycle, and their essays are then to be published on the Foundation's *Reviewing Performing Arts Taiwan* website. The program aims to hone the critical powers of these writers as they continue their dialog with artists and document Taiwan's rich performing arts activity.

Taiwan Top Performing Arts Groups

In 2019, the Foundation renamed its Performing Arts Groups Three-Phase Development grant as the Taiwan Top Performing Arts Groups, refocusing its mission to develop performing arts groups and encourage an earlier start to their annual programming. Through this grant, resources from the Ministry of Culture and the Foundation are integrated to assist groups with one to three year operating plans or one to three year operating plans and annual programming. As outstanding Taiwanese performing arts groups, awardees also receive the distinction of being promoted globally through the grant's Taiwan Tops Performing Arts Group brand.

In 2020, 138 performing arts groups submitted applications, of which 88 were awarded project grants. There were three groups awarded grants in the two-year operating plan category, three awarded in the three-year operating plan category, and 71 groups awarded in the one-year operating plan category. There were also 11 groups awarded grants in the one-year operating plan and annual programming category. Provided by the Ministry of Culture, funding for operating plan grants totaled NT\$150 million in 2020. Provided by NCAF through its regular grant program, funding for the annual programming aspect of this grant totaled NT \$4.21 million in 2020.

Table I. Overview of 2020 Taiwan Top Performing Arts Groups by Type

	Music	Dance	Traditional Theater	Contemporary Theater	Total
Applications Received	32	30	22	50	134
Two and Three Year Operating Plan Grants Awarded in 2019		2	2		4
Applications Awarded	18	23	18	29	88
Awarded Funding for Operating Plan Grants (in ten thousand of NT\$)	3,480	3,590	3,070	4,860	15,000
Awarded Funding for Annual Programming Grants (in ten thousand of NT\$)	156	150	0	115	421

Table II. Overview of 2020 Taiwan Top Performing Arts Groups Recipients by Grant Category

	Music	Dance	Traditional Theater	Contemporary Theater	Total
One-Year Operating Plan	13	17	16	25	71
One-Year Operating Plan and Annual Programming	5	3	0	3	11
Two-Year Operating Plan	0	2	1	0	3
Three-Year Operating Plan	0	1	1	1	3



Awardees in the three-year operating plan category of the 2020 Performing Arts Groups Annual Grants include Huang Yi Studio (2019 – 2021), Contemporary Legend Theatre (2019 – 2021), and the Puppet and Its Double Theater Group (2020 – 2022). Awardees in the two-year operating plan category include Meimage Dance (2019 – 2020), Yi-Shin Taiwanese Opera Troupe (2019 – 2020) and B.Dance (2020 – 2021). Seven groups were first-time awardees: The Taichung Chamber Choir for music; Kaohsiung's Hung Dance and Pingtung's Seed Dance Company for dance; Chiayi's Chang Yi Ge Glove Puppet Theater for traditional theater; and Taoyuan's GarsonPlay Studio, C Musical Productions, and Fantasy Theatre for contemporary theater.

To promote artistic development and improve management of art groups, the Foundation invited 58 grant selection committee jurors with expertise working in or observing various art fields to visit and evaluate their performances, observe their operations, and offer consultation on subject matter.

The Foundation commissioned the Republic of China Performing Arts Alliance to create the workshop of Taiwan Top Performing Arts Group Partnership Project and realize the principle of "accompanying performing arts groups to foster management development." To respond to the covid-19 pandemic, the Foundation invited art groups and individuals to attend its online courses Taiwan Tops Advanced Management for Performing Arts Groups from April 20 to 24, and Taiwan Tops Performing Arts Group Management in the Post-Pandemic Period from July 20 to 24, which together tallied almost 1,500 person-visits. In December, the selection committee performed its annual evaluations of various art groups, which will be included in each group's 2021 project grant application.



Taiwan Top Performing Arts Group holds the Online classes - Advanced Management for Performing Arts Groups

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. Twenty-four visual arts organizations submitted applications in 2020. After applications were examined, the organizations were interviewed, and approval was conferred by the Board of Directors, seventeen organizations were selected, including three first-time grant recipients: Taipei Art Creator Trade Union, i/o Lab, and Good Underground Art Space. A total of NT\$12 million was awarded under this grant in 2020.

In addition to the grant program's original spirit of sustaining the operation of visual arts organizations having a variety of interests, such as 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. The grants cover miscellaneous expenses for annual projects promoted by awardees, including staff salaries, administrative and management costs, and venue rentals.



Visiting Visual Arts Organizations Development project grant recipient i/o Lab



Beyond Covid-19 program—Studio Acht performing at the 2020 Jeonju International Sori Festival

Beyond Covid-19

This project grant was established to address the unavoidable impact that the global covid-19 pandemic has had on the Foundation's overseas exchange program, and aims to maintain the power and momentum of international projects with regard to individual artists and art groups. The grant encourages those engaged in the arts and Culture to continue to accumulate artistic energy, and continue to develop diversified and innovative exchange programs during this slack period. In 2020, three grant cycles under the Foundation's Beyond Covid-19 program were completed, drawing 264 applications and awarding 95 international projects focused on online collaboration, exhibitions, preliminary research, and foreign language localization of websites and databases.

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 2020, a total of six international collaborative projects received grants: Huang Jing-han's *Revenge Scenes*, a commissioned project for the International Film Festival Rotterdam and Taipei's Digital Art Center; Ku Kuang-yi's *Studiosopia - Ku Kuang-yi x Gluon x VIB* in collaboration with the Gluon arts and science project and VIB Research Institute, both in Belgium; HORSE's *Taking Tomorrow Off*, a collaborative project with CalArts Center for New Performance in the United States; Thunar Circus's collaboration with France's Jérôme Thomas Company; Our Theatre's *Tales at a Shrimp Farm: Contemporary Puppet Theater Experimentation Project*, a collaborative project involving puppet master Yang Hui's travels in France; and TimeArtStudio's *TimeArtStudio + Ictus*, a collaborative project with the Belgian Ictus Ensemble.

Arts and Business Partnerships Project Grants

In awarding grants, the Foundation follows general trends and developments in various fields. These also 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, literature, international exchange, and art education. In some of these projects, a matching fund model has been employed to subsidize projects.

The chart below shows project grants for the Foundation's current Arts and Business Partnerships, a listing of sponsors, amounts of sponsorship, and an overview of project grants by category. Detailed information about sponsors can be found in the *Acknowledgements* section of this report.



Inclusive Arts project grant—*Make Me Gorgeous One More Time* by Spring Wind Theater

	Project Grant	Sponsors	Description
1	Performing Arts Abroad	NSFG Foundation, RSI Group, and Puyong Archiland	Each organization pledged NT\$800,000 annually for three years ending in 2021, totalling NT\$7.2 million. 2020 was the second year of this annual pledge.
2	Reviewing Performing Arts Taiwan	RSI Group	Donated NT\$500,000 in 2020
3	Overseas Arts Travel	Rodex Fasteners Corporation and Wang Guang-ming	Donations from the organization and individual totalled NT\$1 million in 2020.
4	Young Star New Vision in Performing Arts	Change Investment Company (Hsu Sheng-chieh), Taiwan Sunchain Arts & Culture Promotion Association (Merit All Global Limited), and The Tango Group (Kodak Trading Company)	Each organization pledged NT\$500,000 annually. Change Investment Company for three years ending in 2022, and Sunchain Arts Promotion Association and The Tango Group for two years ending in 2021, totalling NT\$1.5 million in 2020.
5	Novel Writing and Publishing	Pegatron Corporation	Pledged NT\$1 million annually for three years ending in 2021, totalling NT\$3 million. 2020 was the second year of this annual pledge.
6	Production Grants to Independent Curators in Visual Arts	Tung Ho Steel Enterprise Corporation	Donated NT\$1 million in 2020
		Lion Pencil Company, RSI Group	Each organization pledged NT\$750,000 annually for three years ending in 2022, totalling NT\$4.5 million. 2020 was the first year of this annual pledge.
7	Inclusive Arts	Mr. Chiu Tsai-hsing, Shinnyo-en Taiwan, the British Council, Rodex Fasteners Corporation, Taiwan Sunchain Arts & Culture Promotion Association (Merit All Global Limited), Mecom Pharmacy, and Daniel T. H. Tsai	Seven organizations or individuals donated a total of NT\$2 million in 2020
8	Writing Phenomena: Visual Arts Criticism	Winsing Arts Foundation	Donated NT\$1 million in 2020
9	Writing Taiwan	Taiwan Sunchain Arts Promotion Association (Merit All Global Limited), and Cheng Chung-ying	The organization and individual each pledged NT\$500,000 annually for three years ending in 2021, totalling NT\$3 million. 2020 was the second year of this annual pledge.

Project Grants for Arts and Business Partnerships:

Performing Arts Abroad

Sponsors: NSFG Foundation, RSI Group, and Puyong Archiland

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. Each awarded group must comprehensively plan and complete an international exchange project within the three-year time frame of the grant cycle.

The Performing Arts Abroad grant was launched in 2015, and held its second call for applications in 2018. Six projects were selected for funding over a three-year time frame from 2019 to 2021. Awarded groups were Tjimur Dance Theatre, Hsing Legend Theatre, Puppet & Its Double Theater, Very Theatre, Studio Acht, and TMC Culture and Arts Foundation. Due to the impact of the covid-19 pandemic, awarded art groups were forced to reschedule international travel and adjust their usual ways of working in 2020. In March, Very Theater, in collaboration with Australia's ActNow Theatre, premiered its work *Virtual Intimacy* in Melbourne and participated in the Australian Performing Arts Market. However, the performance of the play in Taiwan, which relied on ActNow Theatre's presence in Taiwan in the second half of 2020, had to be implemented via remote connection and prerecorded video.

Reviewing Performing Arts Taiwan

Sponsor: RSI Group

Launched in September of 2011, Reviewing Performing Arts Taiwan was designed and has been operated exclusively as a website. Currently, the project's coordinator is the senior art writer Chi Hui-ling. Both mature and up-and-coming critics are invited to submit commentary on domestic and foreign performing arts programs, as well as deeper explorations of specific perspectives and subject matter in the performing art world that will extend and deepen the content of art commentary.

Due to the impact of the covid-19 pandemic, the number of domestic performances declined in the first half of 2020. However, the total number of submitted reviews and articles remained high throughout the year, ultimately totaling 491 reviews of 309 performances in Taiwan, and the website averaged 30,000 page-views per month. In response to the growing number of online media formats, the Foundation also launched its podcast channel in 2020, and 10 episodes have already been recorded and made available to listeners. To reach a wider audience of art aficionados, the channel broadcasts audio commentary by local art critics.



Performing Arts Abroad project grant—*Virtual Intimacy* by Very Theater (Photography/Michelle Grace Hunder)

Overseas Arts Travel

Sponsors: Rodex Fasteners Corporation and Wang Guang-ming

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 their artistic creation, performance, and organizational management skills. In 2020, fourteen young people working in the fields of music, dance, theater, and visual art were awarded. However, due to the seriousness of the covid-19 pandemic, awarded projects have been postponed until 2022.



The 12th Young Star New Vision in Performing Arts project grant—*The Traces* by Wang Yeu-kwn (Photography/Michelle Grace Hunder)



The 12th Young Star New Vision in Performing Arts project grant—*The Wall* by Hsueh Tzu-chieh (Photography/Chen Yu-wei)



The 12th Young Star New Vision in Performing Arts project grant—*The Rest* by Chen Ping-jung (Photography/Michelle Grace Hunder)

Young Star New Vision in Performing Arts

Sponsors: Change Investment Company (Hsu Sheng-chieh), Taiwan Sunchain Arts & Culture Promotion Association (Merit All Global Limited), and The Tango Group (Kodak Trading Company)

Since its launch in 2008 and with eleven application cycles completed, this project grant has encouraged recent graduates starting their art careers, solicited applicants through public calls for entry, and provided awardees with opportunities and funding to enhance the quality of their work and embark on performance tours. In addition, the Foundation routinely assists awardees with promotion and publicity.

For its twelfth cycle, the upper age limit for the grant was changed to 35, and through two jury phases, judges chose three works: one by the choreographer Wang Yeu-kwn, and one from each of the directors Chen Pin-jung and Hsueh Tzu-chieh. The three works were to be performed in May of 2020 at the Experimental Theater of the National Theater and Concert Hall in Taipei, the Black Box of the National Taichung Theater, and in the Paint Shop of the National Kaohsiung Center for the Arts, which would have marked the first time that the Foundation used all three of Taiwan's national level performing arts venues for this event.

Due to the severity of the covid-19 pandemic, the original plan of presenting these works at the three national performing arts venues in the north, central, and south of Taiwan was changed to a single presentation of each performance in Taipei where only curators and theater critics were invited to offer suggestions for further development of these works. Also, public television resources were allocated to record the performances, which were then broadcast on channels operated or authorized by Public Television Service. The performances scheduled for Taichung and Kaohsiung were changed to related promotional activities.



Novel Writing and Publishing project grant—Seven schools from Taiwan and Malaysia's Sin Min Independent High School jointly hold online literature classes for Petri Dish: Novels for Young Adults project

Novel Writing and Publishings

Sponsor: Pegatron Corporation

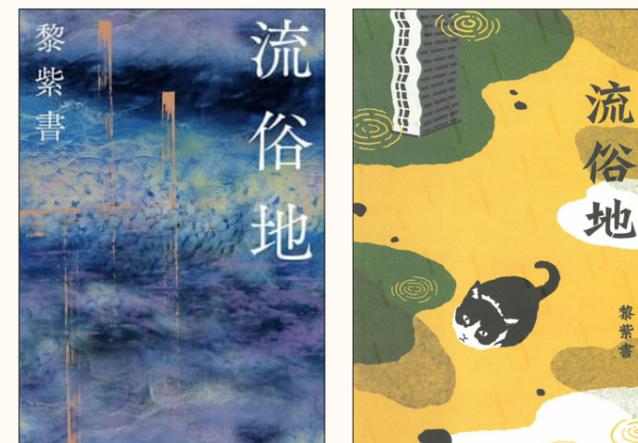
This project grant is aimed at novel creation and publication by Taiwanese writers, and bringing high quality, contemporary classics to light. From its launch in 2003 to 2020, the grant has subsidized 65 projects, and assisted in the publishing of 39 novels. Applications were solicited in September of 2020, evaluated in October and November, and then awardees were publicly announced in December. The two outstanding projects *Aiwen* by Yang Fu-min and *The Land of Happening* by Chien Ying-chen were awarded NT\$500,000 each. Also this year, book launch events for projects awarded in previous grant cycles and recently published introduced Fang Tzu's *Who is Griot?*, Lin Chien-Yun's *Treason Trilogy: Rebel*, and Ho Ching-Pin's *Our Silly Deeds*.

Fang Tzu's *Who is Griot?* was published by Linking Publishing, and an online book launch forum was held by Linking Bookhouse, and another book launch event was held by Kishu An Forest of Literature. Lin Chien-yun's *Treason Trilogy: Rebel* was published by Chiu Ko Publishing Company, and seven book launch events or campus forums were held in Kaohsiung, Taipei, Tainan, Taichung, and Miaoli. Ho Ching-pin's *Our Silly Deeds* was published by Spring Publishing, and four book launch events were held in Taipei, Tainan, Taichung, Hinchu. Ho's book was included in the 2020 Best Books of the Year list issued by Openbook Award.

The grant program also promoted awarded and published novels, and sought to amplify their influence at various events in collaboration with publishing houses and teacher communities associated with the program Petri Dish: Novels for Young Adults. Participants in Petri Dish activities include Taipei First Girls High School, Affiliated Senior High School of National Taiwan Normal University, National Chang-Hua Senior High School, Wanfang Senior High School, National Miaoli Senior High School, Zhonghe Senior High School, the Center for General Education at Taipei National University of the Arts, and Malaysia's Sin Min Independent High School. Participants attended online classes for Taiwanese and Malaysian literature, the *Lion Youth x Petri Dish: Novels for Young Adults* project, which was programmed in collaboration with *NCAF Online Magazine*, and a literary criticism session featuring the Taiwanese author Fang Tzu and the Malaysian author Li Zi Shu.



Novel Writing and Publishing project grant— (from left) *Our Silly Deeds* by Ho Ching-Pin, *Treason Trilogy: Rebel* by Lin Chien-Yun, and *Who is Griot?* by Fang Tzu



Malaysian Chinese Novel Writing and Publishing project grant—*Land of Prevalent Custom* by Li Zi Shu (left: Taiwanese publication; right: Malaysian publication)

Malaysian Chinese Novel Writing and Publishing

Sponsors: Phison Electronics Corporation and Guo Wende

Based on the long-term success of the Novel Writing and Publishing project grant, in 2016 the Foundation added the Malaysian Chinese Novel Writing and Publishing project grant, which provides a three year subsidy (2016-2018) for awardees. Project grants for novels written by Taiwanese writers is limited to 4, while the grant for Malaysian authors writing in the Chinese language is limited to 1.

In 2020, Li Zi Shu's awarded project *Land of Prevalent Custom* was published, with book launch events organized by Taiwan's Rye Field Publishing Company and Malaysia's Got One Publisher. Events included three online forums and lectures in collaboration with the Singapore Book Fair, Malaysia's Sin Min Independent High School, and New Era University College. A book launch event was also held at Tin Alley in Ipoh, Malaysia, and Li's book was included in *Yazhou Zhoukan's* 2019 Top Ten Novel List.

In 2021, other awarded projects will also be published, including Ho Sok Fong's *A Blossoming Forest* and King Ban Hui's *Maiden Goddess*.

Production Grants to Independent Curators in Visual Arts

Sponsors: Tung Ho Steel Enterprise Corporation, Lion Pencil Company, and RSI Group

This project grant program started soliciting applications 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 2020, the project grant continued to solicit applications and selected two exhibition plans and one curator resident research project. The exhibition plans were *Takao, Taike, Southern Hue: Jiunshyan Lee* by Art Commons Tainan and curator Gong Jow-jiun; and *Bridge Hole* by Off-Site and curator Chung Chieh-min. The curator resident research grant was awarded to Wang Han-fang, who will submit an exhibition proposal in October of 2021 after her residency has ended.



Production Grants to Independent Curators in Visual Arts project grant—*The Oceans and the Interpreters-Interpreters' Screening: The Deep City* exhibited at Hong-Gah Museum, curated by Takamori Nobuo



Production Grants to Independent Curators in Visual Arts project grant—*Melantun Records Pop-Up: Electronic Dreams of Tsao Chieh* from *Sound Meridians* (part two of *The Trilogy of Future Memories*), exhibited at MoCA Taipei and curated by Amy Cheng and Jeph Lo



Production Grants to Independent Curators in Visual Arts project grant—*The Infinite Hip-Hop Song* from *Liquid Love* (part three of *The Trilogy of Future Memories*), exhibited at MoCA Taipei and curated by Amy Cheng and Jeph Lo

Inclusive Arts

Sponsors: Mr Chiu Tsai-hsing, Shinnyo-en Taiwan, the British Council, Rodex Fasteners Corporation, Taiwan Sunchain Arts Promotion Association (Merit All Global Limited), Mecome Pharmacy, and Daniel T. H. Tsai

Launched in 2018, this grant program aims to encourage arts and culture organizations and individual artists to focus on topics related to senior citizens in activities such as inclusive art practices, thematic exhibitions and performances, and the promotion of services. The Foundation's overall goal is to increase public participation in art activities and social concern by fostering the interdisciplinary integration of arts, welfare and education.

In 2019, to draw a larger audience and promote collaboration between Taiwan and the United Kingdom, the Foundation partnered with the British Council in sharing international experiences, thus extending the benefits of inclusive arts.

In 2020, out of seventy-one applications received, the six awarded projects were: two collaborative projects between Taiwan and the United Kingdom, *Intergenerational Dance* by Chuang Kai-wen and *Hand in Hand: Invaluable Life Experiences—Mixed-age Floating Flowers Campus Tour* by B.DANCE; and four projects created by local organizations, *Senior Story Theater: Touring Hsin Kang with a Mobile Library* by Hsin Kang Foundation of Culture and Education, *A Puppet Dream: Young Companionship for the Elderly* by Against the Wind Theatre, *Art For All* by Hsieh Sih-ying, and *The Song of the Earth* by Uhan Shii Theatre Group. Awarded projects enter communities, care centers, and museum venues to engage elderly participants in a series of workshops aimed at group learning, creating, and performing.

Writing Phenomena: Visual Arts Criticism

Sponsor: Winsing Arts Foundation

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 organizations or through the establishment of Internet platforms. In 2020, the grant undertook its third iteration, and thirty eight applications were submitted, of which a total of ten were awarded. Grantees focused on topics such as technology based art, interdisciplinary art, photography, and cultural studies. Their articles were published on domestic and foreign online platforms, in art magazines, journals, and shared during different activities such as seminars.



Inclusive Arts project grant—*Aged Soul: Elderly Art Creation Community Project in Beitou* by Wan-Chien Cheng: *Beitou Excursion—Listening to the Creeks* (top), *Beitou Workshop—Playing Sounds Together* (left), and *Changhua Workshop—Exploring Dreamlands* (right)

Writing Taiwan

Sponsors: Taiwan Sunchain Arts Promotion Association (Merit All Global Limited), and Cheng Chung-ying

Having first solicited applications in 2018, this project grant encourages non-fiction writing projects focused on the realities of living in Taiwan and reshaping historical memory. The expectation is that the practice of writing can highlight contemporary issues, promote social transformation, and open up new ways of thinking. Submissions for 2020 were evaluated in January and February, and successful applications were announced in March. *is-j-lu-lus?an: The Invisible Symbol and Writing System that Vanished* by Wang Wei-chi and *Silenced Land: The Romantic Provincial Highway 3* by Liang Ting-yu were awarded NT\$500,00 each in the Writing category. *Nurse Practitioners: The Overlooked Profession in the Hospital* collaboratively written by the Taiwan Radical Nurses' Union and *The Guide to Taiwan's Tile Culture* by Horigome Kenji were awarded NT\$600,000 each in the Writing with Pictures category. These four outstanding awardees are expected to complete their grant projects within two years.

Research and Development

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The Foundation plays an important role in the development of arts and culture in Taiwan. The work of the Research and Development Department relies on the collection and research of data. The Department focuses on forecasting changes in Taiwan's arts and cultural environment by continually monitoring changes in cultural policies and laws, and following trends in the cultural institutions and granting systems of other countries. The Department has also undertaken analysis of the Foundation's role and organizational functions for a long time, as well as served as a cornerstone for sustainable operations and policy development.

The work of the Department in 2020 has included several key directions. First, under the principles of sharing and activating public cultural resources, the *NCAF Online Grant Portfolio Archive* has launched the two special programs *Case Studies in the Arts* and *Contemporary Theater* to support the creation of assorted documentary videos and special topic essays that guide the public to a deeper understanding of the Foundation's granted projects. The Department has also continued its promotion of the *NCAF Online Grant Portfolio Archive* by publishing short monthly articles and updating content previously published in the website's special topics section. Furthermore, information in the archives regarding achievements related to projects granted over the years continues to be revised, and approximately 6,851 items collected since 2011 have been made available for public viewing.

Secondly, in addition to its routine collection of data on international trends and other important topics in arts and culture, the Department has drawn up new operating policies for the Foundation with respect to intellectual property and labor rights for arts and culture professionals based on the latest revisions to the Culture and Arts Reward Act. The Department has also reflected on policy development and institutional design of intermediary organization in its study *Research and Publication of the Policies Regarding Museums as Non-Departmental Public Bodies in the United Kingdom, France, and Japan*.

Finally, the Foundation and Ministry of Culture continued its joint promotion of the Arts and Culture Legal Services Platform, which provides free legal advice and resources, such as films and educational materials, as a public service offering diversified support to arts and culture workers.



Banner design for the *NCAF Online Grant Portfolio Archive* monthly *Art Focus Report*

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1. Building the NCAF Online Grant Portfolio Archive—Activating Granted Projects

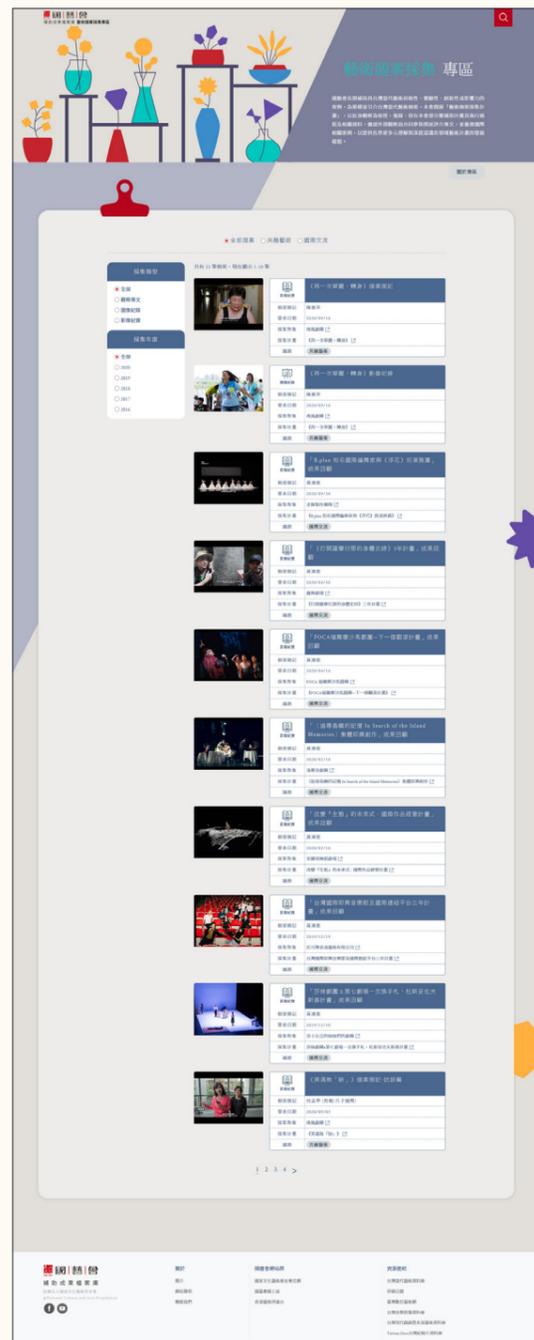
In 2018, the Foundation launched a new version of its public resource the *NCAF Online Grant Portfolio Archive* (<https://archive.ncafroc.org.tw/>), and continued in 2020 to update the archive's database of granted projects. The monthly *Art Focus Report* was also added to the website to promote granted projects and heighten the archive's dynamism for both artists and the general public. The report features analysis of archive items and observations of the art world based on special topics selected by experts in different fields, and is expected to stimulate dialog and organic, cyclical development. In addition to the two special website projects *Case Studies in the Arts* and *Contemporary Theater*, the Department launched its Taiwanese Contemporary Dance Timeline: Research and Compilation Program, and its Update, Collection, and Analysis of the Taiwan Composers Database program.

■ Case Studies in the Arts (<https://archive.ncafroc.org.tw/artcase>)

This section of the website presents videos and writings documenting Foundation granted projects that have been collected since the inception of the Case Studies in the Arts Program in 2016. The program is expected to archive the development of Taiwan's contemporary art scene and provide the public with further understanding of the development and features of various art forms. Items published on the website this year include ten films produced by the Foundation in collaboration with videographers to document projects under its *Inclusive Arts* program dealing with the connection between art and issues of aging; and seven films that look back on the results of grants offered by the Foundation's first Performing Arts Abroad program (2016 – 2019) in order to review different implementation strategies and collaboration modes in international exchange.

■ Contemporary Theater (<https://archive.ncafroc.org.tw/moderndrama>)

The topic of this section is Taiwanese contemporary theater and includes the categories *New Work by Previous Awardees*, *Timeline of Contemporary Theater*, and *Research Articles*. It is hoped that this section of the website, with its searchable database of new theater productions awarded by the Foundation will promote research in the field of theater; its retrospective chronology of major events in the development of Taiwanese theater created in collaboration with the Department of Drama and Theater at National Taiwan University; and six research articles written by scholars exploring the contemporary theater environment in Taiwan from diverse perspectives.



NCAF Online Grant Portfolio Archive—Case Studies in the Arts home page



NCAF Online Grant Portfolio Archive—Contemporary Theater home page

Taiwanese Contemporary Dance Timeline: Research and Compilation Program

In collaboration with Taiwan Dance Research Society, this program compiles a timeline of the development of contemporary dance in Taiwan from 1982 to 2018. The timeline is linked to the Foundation's database of awarded dance projects. The timeline serves as a reference for the scholars Chao Yu-ling, Chang Szu-ching, Lu Yuh-jen, Hsu Wei-ying, and Mo Lan-lan, who were invited to write five special topic essays regarding their observations of dance in Taiwan. These essays will provide a research foundation for those involved in the study and creation of dance, as well as supply the public with a deeper understanding of the evolution of contemporary Taiwanese dance.

Update, Collection, and Analysis of the Taiwan Composers Database

In 2020, this program, led by General Project Advisor Pan Hwang-Long, Honorary Chairman, Asian Composers League – Taiwan National Committee and The Composers' Association of Taiwan, updated the *Taiwan Composers Database* (<https://archive.ncafroc.org.tw/composer>) by collecting information about 58 composers and compositions awarded by the Foundation in the three categories *Composition*, *Commission*, and *Visiting Artists* from 2017 to 2019. Furthermore, the music scholars Chao Ching-wen and Chang Wei-shan were invited to write essays based on the database, and their observations of developments in the field and of composers and groups awarded in the three most recent grant cycles.

2. Art World Forecast—Observing Trends

In 2020, the Foundation continued to keep abreast of changes in the art world by collecting information about arts and culture developments at home and abroad, and continued to develop strategic plans in response to current arts and culture policy directives and research topics. The first task was an analysis of the Foundation's organizational operation and institutional development with respect to draft amendments and trends outlined in the Culture and Arts Reward Act. The second was research on arts and culture policies and systems in view of the various types of organizational and system design of extant domestic cultural intermediary organizations. In 2020, the Department's main research target was the non-departmental public body structure, and included the examination of operational mechanisms and policies enacted under this type of structure in the United Kingdom, France, and Japan. The goal of this research was to observe and understand the characteristics of various types of cultural organization systems.

Evaluating and Responding to Draft Amendments in the Culture and Arts Reward Act

In response to a request made by the Executive Yuan, the Legislative Yuan reviewed the draft amendments to the Cultural and Arts Reward Act and made adjustments with regard to the Foundation's operation and mission, and to regulations concerning the labor and intellectual property rights of art and cultural workers. In 2020, the Foundation then evaluated and implemented these adjustments.

藝文法律服務平台

The new Arts and Culture Legal Services website home page

■ Research and Publication of the Policies Regarding Museums as Non-Departmental Public Bodies in the United Kingdom, France, and Japan

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In light of important trends in policy development under the non-departmental public body structure and with regard to the operation and establishment of contemporary Taiwanese cultural intermediary organizations, in 2020, three scholars working in relevant fields were invited to jointly research and analyze organizational structure and system design, policy evolution, and operations and supervision mechanisms under this structure in the United Kingdom, France, and Japan. Furthermore, publication of this research in book form was also planned to extend the overall effect of this research.

3. Arts and Culture Legal Services

Established in collaboration with the Ministry of Culture and an outside legal team, this program includes the *Arts and Culture Legal Services* website (<https://law.ncafroc.org.tw/>) and provides legal consultation services regarding arts and culture activities from workers in these industries. In 2020, in response to the covid-19 pandemic, the program's in-person educational component was transferred to the website. In collaboration with the art groups Dacon.com, King Kong Wave Production, and HaoXiao Troupe, films were produced that address questions frequently asked by arts and culture workers and provide legal guidance. The program also continued its compilation of case studies and frequently asked questions, and made this information available to the public for viewing or download on the website.

In collaboration with art groups, the Foundation produced a series of films titled *Artists Look at the Law*.



Legal issues are interpreted in *Artists Look at the Law* to address frequently asked questions from arts and culture workers.

Resource Development

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The Foundation was established to create an environment that is conducive to the promotion of arts and culture professionals. However, in trying to accomplish this mission, the Foundation realized the limitation of government resources, and therefore tasked the Resource Development Department with the primary goal of actively undertaking the cultivation of investment from a variety of sources.

Over the years, the Foundation has accumulated a great store of hands-on experience in awarding grants, carrying out research and development, and amassing resources, and at the same time, has established considerable credibility. Based on this experience, the Foundation has a thorough understanding of the mechanisms of government, academia, and the business world, and established a resource network of various kinds of organizations. This has not only allowed the Foundation, while implementing its programming, to provide the most efficient service to those working in arts and cultural fields, but also to create opportunities for exchange and collaboration among these professionals. The ultimate goal of these efforts is to develop various opportunities in the arts while striving to attract long-term donors.

To advance these goals in 2020, the Department was focused on three main activities: the National Award for Arts ceremony and activities promoting the works of awardees, integrating resources, and public service. In late 2019, the list of the 21st National Award for Arts winners was made public, and in October of 2020, the award ceremony was held at the Cloud Gate Theater in Taipei's Tamsui District. During this period, the Department also planned a series of activities to publicize the artistic accomplishments of awardees. The Department's resource integration work included the continued operation of the Friends of NCAF, which encourages its corporate members to subsidize Foundation grants, and the continuation of its Taiwan High Speed Rail Opening Year of Arts project by collaborating with the rail company on new art programming. The Department's public service work included the operation of its official website, the publishing of online content, and the planning of various activities that promote granted individuals and groups while providing the greater art world with services and networking opportunities.



The 21st National Award for Arts ceremony—(from left) Minister of Culture Li Yong-de, Wang Molin, Ku Ming-shen, Tsong Pu, Taiwan President Tsai Ying-wen, Wang Chiu-hwa, Chen Chung-shen, Ke Chin-yuan, Huang Huei-hsin (on behalf of Joyce Weng) and NCAF Chairperson LinMun-lee (Photography/Liu Chen-hsiang)

I. The 21st National Award for Arts Ceremony and Promotional Activities

■ The 21st National Award for Arts Ceremony

The 21st National Award for Arts ceremony was held on October 30, 2020 at Cloud Gate Theater in Tamsui District. Awardees were the novelist Joyce Weng, visual artist Tsong Pu, musician Chen Chung-shen, dancer Ku Ming-shen, theater artist Wang Molin, architect Wang Chiu-hwa, and documentary filmmaker Ke Chin-yuan. Taiwan President Tsai Ying-wen, Minister of Culture Li Yong-de, and more than 200 honored members of the art community and foreign institutions in Taiwan attended to celebrate the award recipients. At the ceremony, President Tsai presented gifts to the awardees, praised their artistic achievements, and expressed the government's support for the arts. In her speech, President Tsai pointed out that the vigor and diversity of art development in Taiwan depends not only on the promotion of freedom and creativity, but also on those predecessors who dedicated years of hard work to the arts and culture of Taiwan.

Awardees were introduced at the ceremony with a special publication and the screening of short films, and honored with seven outstanding performances created by mid-career and up-and-coming artists under the theme of "artists pay tribute to artists." Specially created to pay homage to one of the seven awardees, each performance presented the artist's achievements, long and unremitting artistic journey, and lifetime of personal cultivation.

■ Promotional Activities

In order to promote the value of art and outstanding artistic achievements of this year's grantees to the public, and to elevate the overall cultural environment of Taiwan, the Foundation produced *Tributes to Excellent*



Tsong Pu (left) and award presenter Hou Yu Shu



Ku Ming-shen (right) and award presenter Lin Li-chen



Huang Huei-hsin (left, on behalf of Joyce Weng) and award presenter Lee Kuei-shien



Tsong Pu (left) and award presenter Hou Yu Shu



Chen Chung-shen (right) and award presenter



Wang Molin (right) and award presenter Cheng Chih-chung



Ke Chin-yuan (right) and award presenter Feng Hsian-hsian

(Photography/Liu Chen-hsiang)

Contemporary Art Professionals: Winners of the 21th National Award for Arts in collaboration with Philharmonic Radio Taipei. The program features discussions with the awardees about their backgrounds and creative processes, and can be accessed via traditional radio broadcast, the radio station's official website, or through its mobile app. The Foundation also collaborated with National Chiao Tung University Arts Center and General Education Center to produce the 2020 National Award for Arts Lectures. Designed to introduce topics in the arts and humanities to polytechnic students, the lecture series featured this year's seven grant recipients, who shared their experience and artwork. The lectures were also open to the public. Furthermore, the Foundation collaborated with Taiwan Public Television Service Foundation (PTS) to produce the documentary program *The Face of Culture*, a series of seven 24-minute episodes that were broadcast in November of 2020 by PTS and made available online through its PTS+ service. The program is an invaluable documentation of this year's National Award for the Arts honorees.

II. Integrating Arts and Business Resources

Friends of NCAF and Arts and Business Partnerships Project Grants

To encourage corporate sponsorship and participation in the arts, the Foundation established its membership organization Friends of NCAF in 2004. The organization hosts events to enhance its members' understanding of the local art scene and promote their support for the Foundation's projects and wide range of arts and cultural activities. As of 2020, the Friends of NCAF had sixty-six members, including Kega Yao, Friends of NCAF president and director general of Taiwan Sunchain Arts Promotion Association; and Liu Ju-jung, Friends of NCAF vice president and wife of the president of Lion Pencil Company. Eleven magnificent events were held in 2020, including exhibitions, performances of music, theater, and dance, and cultural excursions and workshops.

These grants mainly extend the scope of Foundation grants to include cross-disciplinary collaboration among creators working in a wider variety of art forms by combining the resources of the Foundation with those of businesses. In 2020, nine of the Foundation's programs, including those focused on literature, performing arts, visual arts, art criticism, and its inclusive arts undertaking, were funded by Friends of NCAF affiliated and other non-affiliated businesses. (For further details, see the section titled *Arts and Business Partnerships Project Grants* on page 45-67 of this report)

■ Taiwan High Speed Rail Art Project

In 2018, the Taiwan High Speed Rail Opening Year of Arts project was launched, combining the resources and expertise of two national level institutions—the transportation industry's Taiwan High Speed Rail and the arts community's NCAF. Under the theme *Meeting with Art Unexpectedly*, various forms of art were placed in high-speed rail stations, making them not only centers for transportation, but also venues for visual art and performance. The project is expected to stimulate more lively and creative artwork while allowing train stations to become bridges connecting the public with the arts.

In 2020, the Foundation and Taiwan High Speed Rail continued their collaboration by launching the next phase of the Taiwan High Speed Rail Art Project under the theme of music and sound art. With its new-media installations traversing the past and present, this latest iteration is expected to inject the high-speed rail system with the vitality of local culture, and make Taiwan's high-speed rail a nexus of art and culture. Due to the covid-19 pandemic, a series of related events were postponed to 2021.

■ Arts and Business Taiwan

With the support of the Friends of NCAF, the Foundation constructed the *Arts and Business Taiwan* website (<https://anb.ncafrog.org.tw>) and launched it in June of 2006 with the goal of actively promoting collaborations between arts and business.

Since its inception, the Arts and Business Taiwan website has published in-depth reports on special art and business collaborations as business participation in the art world has become increasingly diversified and significant. In 2020, comprehensive optimization of the website, including design and functional enhancements, was implemented to promote achievements in creativity and experimentation at home and abroad. With this website, the Foundation aims to create a space where those interested in the arts and business can converse, to promote groundbreaking collaborations, and also provide those engaged in related research with reference materials.

III. Public Service

■ Official Foundation Website and Social Media

The Foundation's official website (<https://www.ncafrog.org.tw>) focuses on the institutional news, achievements, and results of grant applications, along with disseminating relevant policies and project announcements. The website also includes the easy-to-use *NCAF Grant Information System*; *NCAF Showcase*, containing exhibition and performance information; and Recruitment section, which links users with art-related employment opportunities.

In 2020, to optimize service to grant applicants and the art community in general, the Foundation undertook a complete overhaul of its official website, improving its user interface and operational systems. The layout of the new website is organized more intuitively with program-related items grouped in a way to provide a more user-friendly browsing experience. To meet the need for instantaneous information in the Internet age, a video platform has been integrated into the website's homepage, which also includes links to the latest news, grant information, and the Foundation's *NCAF Online Grant Portfolio Archive*, *NCAF Online Magazine*, *Arts and Culture Legal Services*, *Reviewing Performing Arts Taiwan*, *Arts and Business Taiwan*, Taiwan Tops Performing Arts Groups page, ARTWAVE—Taiwan International Arts Network page, and other website systems, thus strengthening and activating the Foundation's arts and culture service platform.

In response to the public's browsing habits, social media websites such as Facebook have also been integrated into the official website. This has made possible the immediate sharing of information, such as promotional activities related to exhibitions and performances, and achievements regarding granted projects. Social media integration also drives engagement with topics and projects in the *NCAF Online Magazine*, *NCAF Online Grant Portfolio Archive*, and *Arts and Culture Legal Services*, and attracts the attention and interactive participation of different people toward various topics with audiovisual content and activities, thus deepening relationships between the Foundation, art and the public.

■ NCAF Online Magazine

The Foundation manages online media through its *NCAF Online Magazine* (<https://mag.ncafrog.org.tw>), which reports on the local art world, artists, and their work. With its easy to understand introductions to Taiwanese art's manifold expressions, the magazine also cultivates new art supporters and participation in the arts.

The magazine currently features five sections: *Focus*, *People*, *NCAF Picks*, *Views*, and *A&B*. In 2020, six issues of Focus were published, including *Artists, Their Children, and Art*, which invited artists and their children to engage in a dialog about art and their everyday lives; *Tales of the Pandemic: Covid-19, Art, and Cities*, which invited Taiwanese artists living abroad to share their observations of the art world in different places as the entire world faced the pandemic crisis; *The 12th Young Star New Vision: "The Rest," "The Traces," and "The Wall,"* introducing the three winners of the Young Star New Vision in Performing Arts award; *In the Year of Covid-19: Our Online Literature Lessons*, documenting the Foundation's Petri Dish: Novels for Young Adults program, in which educators in Taiwan held online classes with students from Malaysia's Sin Min Independent



Key design features of Focus from the 2020 NCAF Online Magazine

High School; and *Group Practice I and II*, which integrated the Foundation's Facebook page into online workshops and commissioned artists from different fields to design assignments based on their own work and invited readers to experience and practice creation together.

The other four sections provide trans-disciplinary observations and commentary, and intimate interviews. *People* features a series of interviews with artists with established careers; *NCAF Picks* introduces recently granted works or projects worthy of attention; *Views* includes analyses of phenomena, events, and happenings in the art world; and *A&B* reports on arts and business collaboration, including related concepts and examples.

Group Practice Online Workshops

Due to the covid-19 pandemic, an online event project was created in 2020 to strengthen the Foundation's online media services and content production and continue to promote art and cultural professionals normally supported by the Foundation.

In addition to optimizing existing online media services, the project also integrated our Facebook page with the *NCAF Online Magazine* to create Group Practice Online Workshops. The project commissioned 12 artists from different fields to host these video events, in which each proposed interactive creative tasks for participants. Invited artists were Lee Ming-hsueh (visual art), Chu Pierre (literature), Sunny Yang (dance), Yen Na (literature), Hsueh Yung-chih (music), Will Chien-yi (visual art), Lin I-chin (dance), Lin Ming-chen (drama), Li Li-chin (music), Hsueh Mei-hua (theater), Lin Show-tsai (documentary film) and Tsai Yiling (theater).

The program started in late June of 2020 and eight sessions were completed by the end of the year. Person-visits for each video uploaded to Facebook totaled between seven and twelve thousand, and a total of 160 individuals from all walks of life and ages, including parents and their children, attended the sessions synchronously.

Publication of the Annual Report and Public Relations

The annual report is a public document presenting the Foundation's service and financial affairs. Published in 2020, the 2019 annual report includes the results of the National Award for the Arts and awardee introductions, projects funded by regular grants and project grants and their results, results of research and development and promotional work, financial reports, and other information. In addition to publicizing the Foundation's achievements, the report also provides academic research and cultural statistics. Since the Foundation's professional work involves many developments and events in the Taiwanese art world, the annual report is simultaneously published in English to facilitate the Foundation's participation in conferences abroad and international exchange. In order to strengthen circulation, online announcements regarding the report are made, and the report may be freely downloaded. Paper copies are also made available for the purposes of public relations and promotion.

In addition, to promote its work, the Foundation maintains close contact with various media outlets and periodically releases important Foundation-related information through these channels to expand its impact. Important press releases made by the Foundation in 2020 include those regarding the selection of the Foundation's chairman and CEO, the Foundation's participation in The Performing Arts Meeting in Yokohama and Yokohama Triennale 2020, the launch of its curatorial writing platform *Curatography*, and The 21st National Award for Arts Ceremony.



Group Practice Online Workshops

International Exchange

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Supporting domestic arts and culture professionals in their pursuit of excellence and promoting their careers on the international stage have always been key missions of the Foundation. Therefore, since its inception, the Foundation has promoted its International Cultural Exchange program in various categories of its regular grants, and also in a number of project grants responding to the times and encouraging arts and culture professionals to go abroad. In 2018, the Foundation established ARTWAVE—Taiwan International Arts Network, which connects Foundation grant resources with resources of external organizations to create more opportunities for Taiwanese artists to make their way onto the international stage.

In 2020, despite the suspension of international exchange and related projects under the global impact of the covid-19 pandemic, the Foundation's ARTWAVE platform maintained its existing networks in hopes of developing possible creative exchanges and collaborations within current constraints. Before the spread of covid-19, the Foundation successfully attended the Performing Arts Meeting in Yokohama with a group of Taiwanese artists. As the pandemic worsened, the Foundation and British Council started discussing changes to the Taiwan-UK Connections through Culture program, shifting many of its components to online collaborative programming. The Foundation's programming that supported curatorial participation in the Yokohama Triennale not only was successfully implemented, but also marked the highest number of Taiwanese artists invited to exhibit since the Triennale's inception. The Foundation also entrusted the Taiwan Cultural Industries Association with planning for the Curating Asia International network, and in May put together *Curatography*, Taiwan's first online writing platform for research on curatorial culture in international contemporary art, which invites arts and culture professionals to construct a knowledge network focusing on Taiwan and abroad.

The following is a brief introduction to various collaborative projects on the ARTWAVE platform in 2020.



Holy Mountain Pu Tuo Rock by Zhang Xu Zhan at Yokohama Triennale 2020 (Photography/Michelle Grace Hunder)

Taiwan-UK Connections through Culture and Inclusive Arts in Collaboration with the British Council

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In 2020, the Foundation collaborated with the British Council on two programs. The first, *International Project—Taiwan-UK Collaboration*, under the Foundation's Inclusive Arts program and partially subsidized by the British Council, was established to encourage Taiwanese artists to collaborate with British professionals on projects related to the Foundation's Inclusive Art program, and in 2020, two projects were awarded. The other program, *Taiwan-UK Connections through Culture*, was jointly funded by the British Council and the Foundation and established to promote exchange and collaboration between talented individuals working in diverse art and cultural fields from Taiwan and the United Kingdom. The original intent of the program before the outbreak of the covid-19 epidemic was to subsidize travel so that parties from Taiwan and the UK could discuss projects face-to-face after agreeing to collaborate, and in the first half of 2020, two projects were successfully awarded. In the second half of 2020, the program dealt with the uncertainty of the worsening pandemic and travel disruptions by supporting online exchange and collaboration between Taiwan and the UK. Projects taken into consideration included digital art residencies, online exhibitions and performances, online conferences, art and culture database research, and the creation of an online art tool kit. In the second half of 2020, an additional four projects were awarded under the revised grant.

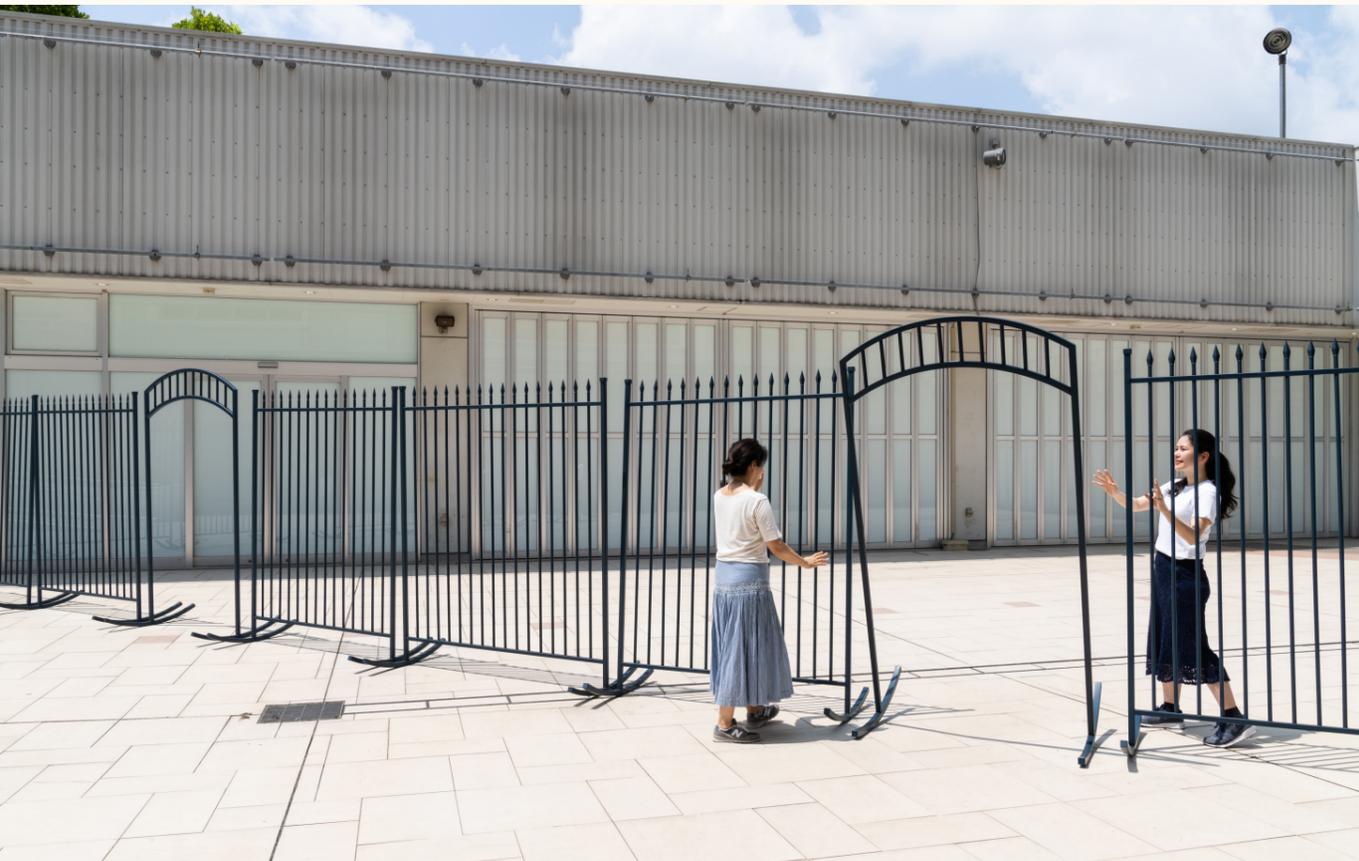


Attending the Performing Arts Meeting in Yokohama

Established in 1995, TPAM is one of Asia's most representative international platforms promoting exchanges in contemporary experimental performing arts. Since 2018, the Foundation has expanded its participation in the event and marketed Taiwanese performing arts based on national standards to focus and highlight Taiwan's cultural strength. In 2020, the two themes *Near Future* and *Contemporaneity* were chosen to shift the focus onto a new generation of artists and the creation of contemporary possibilities in the near future through sustained artistic exploration and breakthroughs. For TPAM Fringe, the celebrated Japanese transdisciplinary choreographer Hiroaki Umeda was invited to curate the *Movers' Platform #1 Taiwan and Japan* project, and selected Taiwanese artists to collaborate with Japanese dancers on a work that was performed two times. Under the TPAM Exchange program, the Foundation held three seminars in which the current status of Taiwanese art development was shared internationally. The Foundation also held its Taiwan Reception, which was a large-scale event promoting exchange and attracting more than one hundred professionals from around the world. The reception turned out to be the main platform for exchange between Taiwanese art professionals and international conference participants.



Group photograph taken at the Foundation's Taiwan Reception held at the Performing Arts Meeting in Yokohama (Photography/Lin Yu-chuan)



Balancing Act III by Joyce Ho at Yokohama Triennale 2020 (Photography/Otsuka Keita)



Animal Story-AT5 by Zhang Su Zhan at Yokohama Triennale 2020 (Photography/Otsuka Keita)

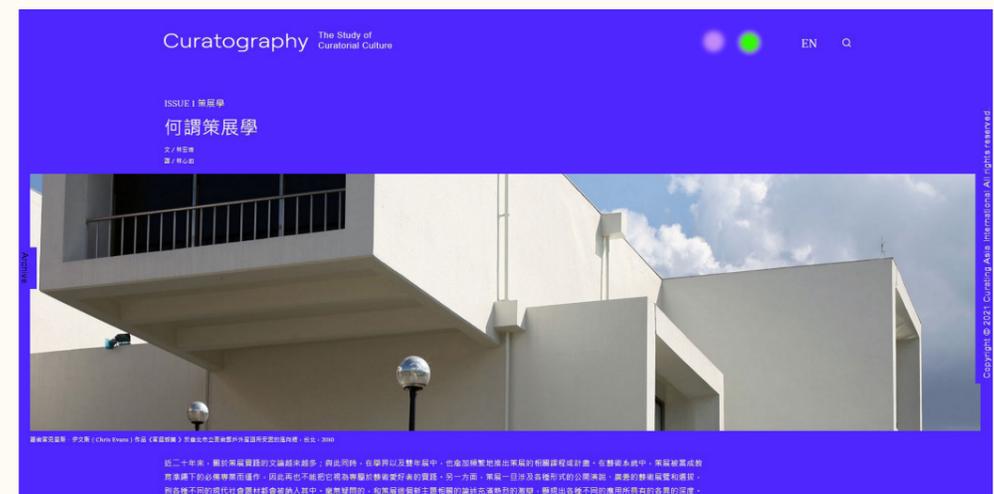
Artist Participation in the 2020 Yokohama Triennale

In 2019, the Foundation hosted a large-scale international curatorial forum Curators' Intensive Taipei 19: International Conference and Workshops and invited the art director of the 2020 Yokohama Triennale, Raqs Media Collective, to Taiwan to participate in the forum and conduct field research. With the assistance of the Foundation, Raqs Media Collective made a number of studio visits and interviewed many artists. In April of 2020, the Yokohama Triennale announced the invitation of Zhang Xuzhan, Wu Yu-ling, and Joyce Ho to exhibit in the Triennale, marking the greatest number of Taiwanese artists invited since the inception of the exhibition in 2001. To help these artists make the most of their participation, the Foundation and the Ministry of Culture's Taiwan Cultural Center in Japan have joined hands to partially subsidize artwork production, shipping, and media promotion costs in Taiwan and Japan. Although the 2020 Yokohama Triennale opened two weeks late on July 17 due to the pandemic, it still attracted domestic and international media attention, as it was one of only a few large-scale international exhibitions successfully held in 2020. The Japanese art magazine *Bijutsu Techo* included an article featuring Taiwanese contemporary art in its October issue and specifically introduced the works of Taiwanese artists presented at the Triennale.

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Establishment of *Curatography* Online Writing Platform

Curatography is an online platform specifically for writing in the field of curatorial practice. The Foundation entrusted the Taiwan Cultural Industries Association with building the Curating Asia International network, which established *Curatography*, Taiwan's first online writing platform specifically focused on research of curatorial practice in international contemporary art. The program invites local and international curators, artists, and individuals engaged in cultural research to submit writing to be published on the website and participate in an international dialogue focused on Asia. Curatorial activity can be considered from different dimensions, such as practice, discussion, and writing. These accumulated writings on curatorial practice have an important influence on cultural production and will be used to construct a curatorial platform combining both Taiwanese and international perspectives. Officially launched in May of 2020, the website publishes new articles every four months in its quarterly journal. The themes of the two issues published in 2020 were *Curatography* and *Curators' Living Rooms*.



Online writing platform *Curatography* is officially launched in May of 2020

Projects Entrusted to NCAF by the Ministry of Culture

The Foundation and the Ministry of Culture have had a policy partnership for a long time, working together on policy appraisal, the awarding of grants to arts and culture professionals, evaluation and promotional work, and on establishing a collaborative administrative system. In 2020, the Foundation collaborated with the Ministry of Culture to complete the following special projects.

Art Education Taking Root— 2019 and 2020 Guidance Visits and Evaluation Program

The Ministry of Culture encourages local governments to strengthen the arts in society by integrating them into their educational organizations. By making use of existing resources, such as arts and culture workers, organizations, groups, and venues to carry out this mission, it is expected that Art Education Taking Root will inspire public interest in arts. The Ministry of Culture entrusted the Foundation with the task of gathering experts in related fields to visit 16 counties and cities and evaluate 21 projects, all of which were ultimately subsidized in 2019; and to visit 15 counties and cities and evaluate 19 projects, all of which were subsidized in 2020. The committee also offered professional guidance to local governments and assisted in establishing a comprehensive evaluation mechanism for future grant cycles.



Art Education Taking Root—2019 and 2020 Guidance Visits and Evaluation Program, a project entrusted to NCAF by the Ministry of Culture; The Sunshine Pre-school is holding a class introducing the rice-paper plant



Taiwan Culture Festival Advancement Plan—2020 Guidance Visits and Evaluation Program, a project entrusted to NCAF by the Ministry of Culture; Daxi Thunderbolt Night (top), the opening ceremony of 2020 DAXIDAXI in Taoyuan City; Poetry Fair (left) at Hengchun Peninsula World Music Festival in Pintung County; the curator of 2020 KEELUNG CIAO tour guiding the festival in Keelung City (right)

Taiwan Culture Festival Advancement Plan— 2020 Guidance Visits and Evaluation Program

The Ministry of Culture has awarded preferential subsidies for cultural festivals programmed by county and city governments. It is expected that under the Taiwan Culture Festival Advancement Plan, counties and cities will continue to explore unique local culture to form identifiable cultural values in a globalized world, and thereby enhance local festival programming. The Ministry of Culture entrusted the Foundation with the task of inviting experts and scholars in related fields to form an evaluation committee to visit 11 counties and cities and evaluate 15 projects, all of which were ultimately subsidized in 2020. The committee also offered professional guidance to local governments and assisted in establishing a comprehensive evaluation mechanism for future grant cycles.



2020 Taiwan Cultural Venue Operation Advancement—Visual Art Venue Evaluation Visit and Guidance Program, a project entrusted to NCAF by the Ministry of Culture; Director Lai Yi-hsin guiding an on-site visit and exchange tour at the Chiayi Art Museum



2020 Taiwan Cultural Venue Operation Advancement—Visual Art Venue Evaluation Visit and Guidance Program, a project entrusted to NCAF by the Ministry of Culture; on-site visit and exchange at the Taoyuan Museum of Fine Arts

2020 Taiwan Cultural Venue Operation Advancement— Visual Art Venue Evaluation Visit and Guidance Program

The Ministry of Culture guides county and municipal governments in operational improvements at visual art venues, and in the advancement of professional operational capabilities at public museums and exhibition spaces. To this end, municipal, county, and city level governments are awarded grants to handle improvement plans for the operation of their visual art venues. In 2020, the Ministry of Culture entrusted the Foundation with organizing a committee and arranging visits to evaluate the overall effectiveness of seven grants. The Foundation also arranged a workshop for seven subsidized venues so different parties could share research, establish networks, and approach experts for potential support on practical affairs, such as venue operation, development, and improvement. Through on-site visits and observations of interaction, the program also gained a comprehensive overview of Taiwan's art museum environment, thus providing the Ministry of Culture with reference for future grant evaluation and policy formulation.

The Arts and Business Awards Policy Recommendation and Promotion Program

The Ministry of Culture established the Arts and Business Awards in accordance with the Regulation on Awards Granted by the Ministry of Culture to Sponsors Funding Cultural and Arts Related Enterprises to commend businesses, groups or individuals that have funded cultural and artistic undertakings. As of 2019, the Arts and Business Awards has been held 14 times, spanning more than 20 years. In order to more effectively select honorees and promote the Award, the Ministry of Culture has entrusted the Foundation with the implementation of its Arts and Business Awards Policy Recommendation and Promotion Program.

The policy recommendation aspect of the program was based on analysis of previous awards, consultations with experts, and the results of two focus group meetings. Experts in corporate social responsibility and cultural industry trends, as well as representatives of businesses that had been honored with the Award in the past were invited to attend and discuss various topics. The promotion aspect of the program included interviews with past awardees from 15 different regions and industries, and in-depth essays introducing their art sponsorship achievements and strategic motivations. The program also implemented the analysis and collation of the statistical data collected through these activities, as well as opinions gathered from different parties, to plan designs, selection mechanisms, promotion and marketing, and medium and long-term development for the Award, which were then provided to the Ministry of Culture as reference points for policy adjustments.



2020 Taiwan Cultural Venue Operation Advancement—Visual Art Venue Evaluation Visit and Guidance Program, a project entrusted to NCAF by the Ministry of Culture; exchange workshop for art venues from different counties and cities; participating lecturers: Art historian Chiang Po-shin from Taiwan and independent researcher Vivian Ding from Hong Kong; theme: The Archival Path for Local Art Histories and Museum Practices

Financial Affairs

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 2020, 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 2020, investments yielded NT\$457 million, which exceeded the budgeted amount of NT\$230 million by NT\$227 million.

I. Revenue

Total revenue for the Foundation in 2020 was NT\$714,477,473.

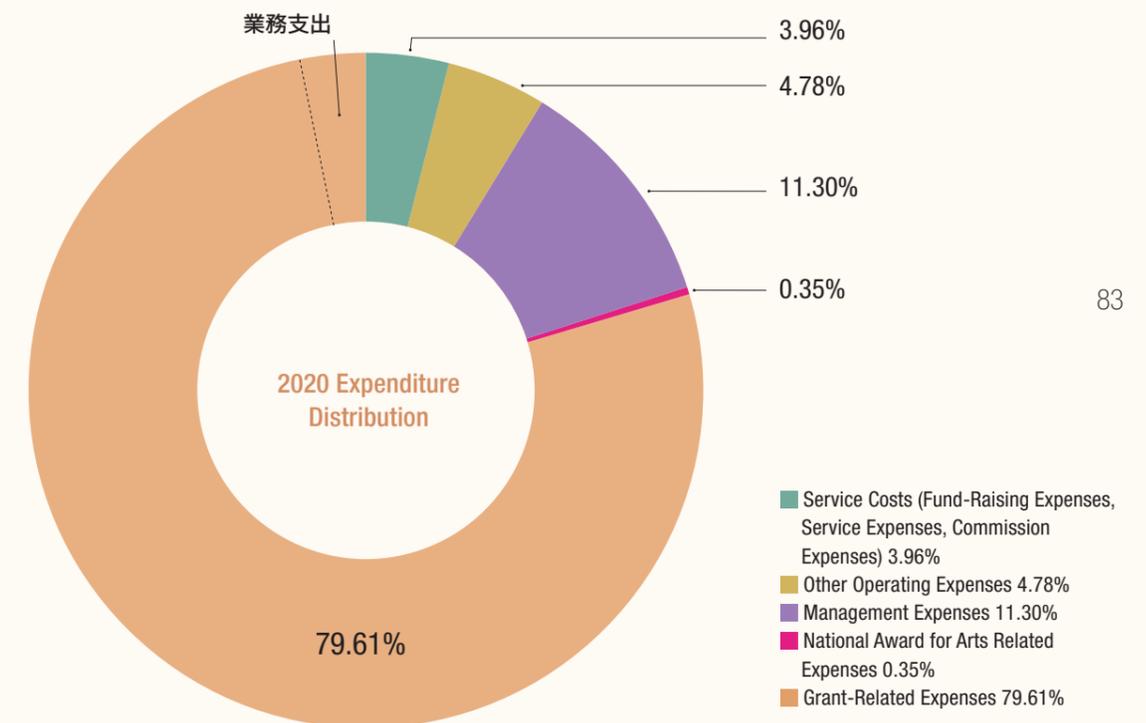
- Service Income (Commission Income): The Foundation received NT\$10,087,229 from the Ministry of Culture and private sources (Taiwan High Speed Rail Corporation) for seven commissioned projects that were in progress as of 2020.
- Donation Income: NT\$19,569,665 in donations was received via the Friends of NCAF or sponsorships designated for project grant programs.
- Financial Income: The rate of return on investments was 15.43% in 2020, for a total of NT\$457,574,366 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\$221,376,000 in 2020 for operational costs and its various grant programs. The main use of these funds was for the implementation of the Performing Arts Groups Annual Grants, Visual Arts Organizations Development project grant, The Rainbow Initiative project grant, the International Cultural Exchange grant program, Arts and Culture Legal Services Programming, regular grants and administrative expenses.
- Non-Operating Income: Totalled NT\$5,870,213 and included deductions charged against grants approved in or before 2019, and other miscellaneous sources.

II. Expenditure

Expenditures in 2020 totaled NT\$470,527,791.

- Service Costs: NT\$18,646,256 was disbursed for expenses related to fundraising, services, and commissions.

1. Fund-Raising Expenses: Totalled NT\$2,397,291 and covered activities for the Friends of NCAF.



2. Service Expenses: Totalled NT\$6,090,740 and included costs incurred for establishing and maintaining the NCAF database, operating the NCAF websites, developing arts and business partnerships, and for Arts and Culture Legal Services Programming.
 3. Commission Expenses: Totalled NT\$10,158,225 and covered commissioned projects undertaken for the Ministry of Culture and private sources.
- Grant-Related Expenses: Totalled NT\$374,563,779 and included funds paid to grant recipients and for review, assessment, and evaluation of grant-related expenses, and implementation of the ARTWAVE-Taiwan International Art Network Platform Project. Regular grants and project grants for 2020 totaled NT\$351,727,735, and review, assessment, and evaluation of grant-related expenses totaled 20,406,631. Related fees for the ARTWAVE platform totaled NT\$2,429,413. Implementation expenses for the ARTWAVE platform were paid by special reserve.
 - National Award for Arts Related Expenses: Totalled NT\$1,625,811 and covered the awards ceremony for the 21st National Award for Arts, and related costs for promotional activities.
 - Management Expenses: Totalled NT\$53,201,586 and covered personnel and general administrative costs.
 - Other Operating Expenses: Totalled NT\$22,490,359 and covered services and promotional activities related to the acquisition and maintenance of information systems, legal affairs, research and development projects, the compilation of the annual report, maintenance of public relations and international exchanges, financial consultants, and other services.

III. Surplus

Revenues for 2020 were NT\$714,477,473 and expenditures totaled NT\$470,527,791, leaving a surplus of NT\$243,949,682.

Balance

Accounting Items	2020.12.31		2019.12.31	
	Amount	%	Amount	%
Current Assets	1,186,263,224	14.7	396,858,111	5.5
Cash	647,021,465	8.1	379,738,631	5.2
Receivables	18,716,218	0.2	15,133,069	0.2
Advance Payments	1,212,677	0.0	1,218,312	0.0
Current Financial Assets	519,270,264	6.5	–	–
Other Current Assets	42,600	0.0	768,099	0.0
Investments, Long-Term Receivables, Loans, and Reserve Funds	6,800,449,977	84.9	6,845,757,671	94.2
Non-Current Financial Assets	6,785,260,681	84.7	6,828,138,962	94.0
Reserve Funds	15,189,296	0.2	17,618,709	0.2
Property, Plant, and Equipment	16,172,230	0.2	12,622,381	0.2
Transportation and Communication Equipment	935,665	0.0	935,665	0.0
IT Equipment	12,115,215	0.2	9,059,113	0.1
Office Equipment	5,557,121	0.1	4,993,741	0.1
Other Equipment	6,679,011	0.1	5,915,798	0.1
Leasehold Improvements	4,987,800	0.1	3,553,310	0.1
Minus Accumulated Depreciation	(14,102,582)	(0.2)	(11,835,246)	(0.2)
Intangible Assets	8,209,499	0.1	7,839,095	0.1
Intangible Assets	8,209,499	0.1	7,839,095	0.1
Other Assets	2,317,667	0.1	2,347,667	0.0
Miscellaneous Assets	2,317,667	0.1	2,347,667	0.0
Total Assets	8,013,412,597	100.0	7,265,424,925	100.0
Current Liabilities	227,304,643	2.9	199,052,256	2.8
Payables	218,877,413	2.7	194,384,615	2.7
Advance Payments	8,129,793	0.1	4,550,274	0.1
Other Current Liabilities	297,437	0.0	117,367	0.0
Other Liabilities	2,929,617	0.0	2,084,037	0.0
Miscellaneous Liabilities	2,929,617	0.0	2,084,037	0.0
Total Liabilities	230,234,260	2.9	201,136,293	2.8
Funds	6,048,361,900	75.5	6,048,361,900	83.3
Established Funds	2,000,000,000	25.0	2,000,000,000	27.5
Donated Funds	4,048,361,900	50.5	4,048,361,900	55.7
Reserves	15,189,296	0.2	17,618,709	0.2
Special Reserves	15,189,296	0.2	17,618,709	0.2
Accumulated Surplus	416,340,251	5.2	169,961,156	2.3
Accumulated Surplus	416,340,251	5.2	169,961,156	2.3
Net Worth of Other Items	1,303,286,890	16.3	828,346,867	11.4
Accumulated Other Comprehensive Surplus	1,304,110,680	16.3	828,291,064	11.4
Remeasurements of the Defined Benefit Plans	(823,790)	(0.0)	55,803	0.0
Total Net Worth	7,783,178,337	97.1	7,064,288,632	97.2
Total Liabilities and New Worth	8,013,412,597	100.0	7,265,424,925	100.0

Income Statement

Items	Current Year (2020.1.1–2020.12.31)		Previous Year (2019.1.1–2019.12.31)	
	Amount	%	Amount	%
Revenue				
Operating Income	708,607,260	99.2	520,608,741	98.5
Service Income	10,087,229	1.4	9,546,864	1.8
Donation Income	19,569,665	2.7	17,100,894	3.2
Financial Income	457,574,366	64.0	272,584,983	51.6
Current Year Interest Income	20,850,546			
Net Financial Gain on Investments	436,723,820			
Government Appropriation for Operations	221,376,000	31.0	221,376,000	41.9
Non-Operating Income	5,870,213	0.8	7,767,309	1.5
Total Income	714,477,473	100.0	528,376,050	100.0
Expenditures				
Operating Expenses	470,527,791	65.9	490,303,385	92.8
Services Costs	18,646,256	2.6	17,302,099	3.3
Current Year Fund-Raising Expenses	2,397,291			
Current Year Service Expenses	6,090,740			
Current Year Commission expenses	10,158,225			
Grant-Related Expenses	374,563,779	52.4	388,314,858	73.5
National Award for Arts Related Expenses	1,625,811	0.2	16,419,387	3.1
Management Expenses	53,201,586	7.5	50,748,894	9.6
Other Operating Expenses	22,490,359	3.2	17,518,147	3.3
Total Expenditures	470,527,791	65.9	490,303,385	92.8
Annual Surplus	243,949,682	34.1	38,072,665	7.2

Note:

Items	2020		2019	
Other Annual Surplus				
Other Annual Comprehensive Surplus	474,940,023	66.5	842,633,283	159.5
Total Annual Other Surplus	474,940,023	66.5	842,633,283	159.5

Statement of Changes New Worth

Items	Funds		Special Reserves	Accumulated Surplus or Deficit	Net Worth of Other Items		Total
	Established Funds	Donated Funds			Accumulated Other Comprehensive Surplus or Deficit	Remeasurements of the Defined Benefit Plans	
Balance as of January 1, 2019	2,000,000,000	4,048,361,900	28,336,154	121,171,046	(14,311,294)	24,878	6,183,582,684
Surplus in 2019				38,072,665			38,072,665
International Arts Networks Development Project Fees			(10,717,445)	10,717,445			—
Unrealized Surplus or Deficit in Available-for-Sale Securities					842,602,358		842,602,358
Remeasurements of the Defined Benefit Plans						30,925	30,925
Balance as of December 31, 2019	2,000,000,000	4,048,361,900	17,618,709	169,961,156	828,291,064	55,803	7,064,288,632
Surplus in 2020				243,949,682			243,949,682
International Arts Networks Development Project Fees			(2,429,413)	2,429,413			—
Unrealized Surplus in Available-for-Sale Securities					475,819,616		475,819,616
Remeasurements of the Defined Benefit Plans						(879,593)	(879,593)
Balance as of December 31, 2020	2,000,000,000	4,048,361,900	15,189,296	416,340,251	1,304,110,680	(823,790)	7,783,178,337

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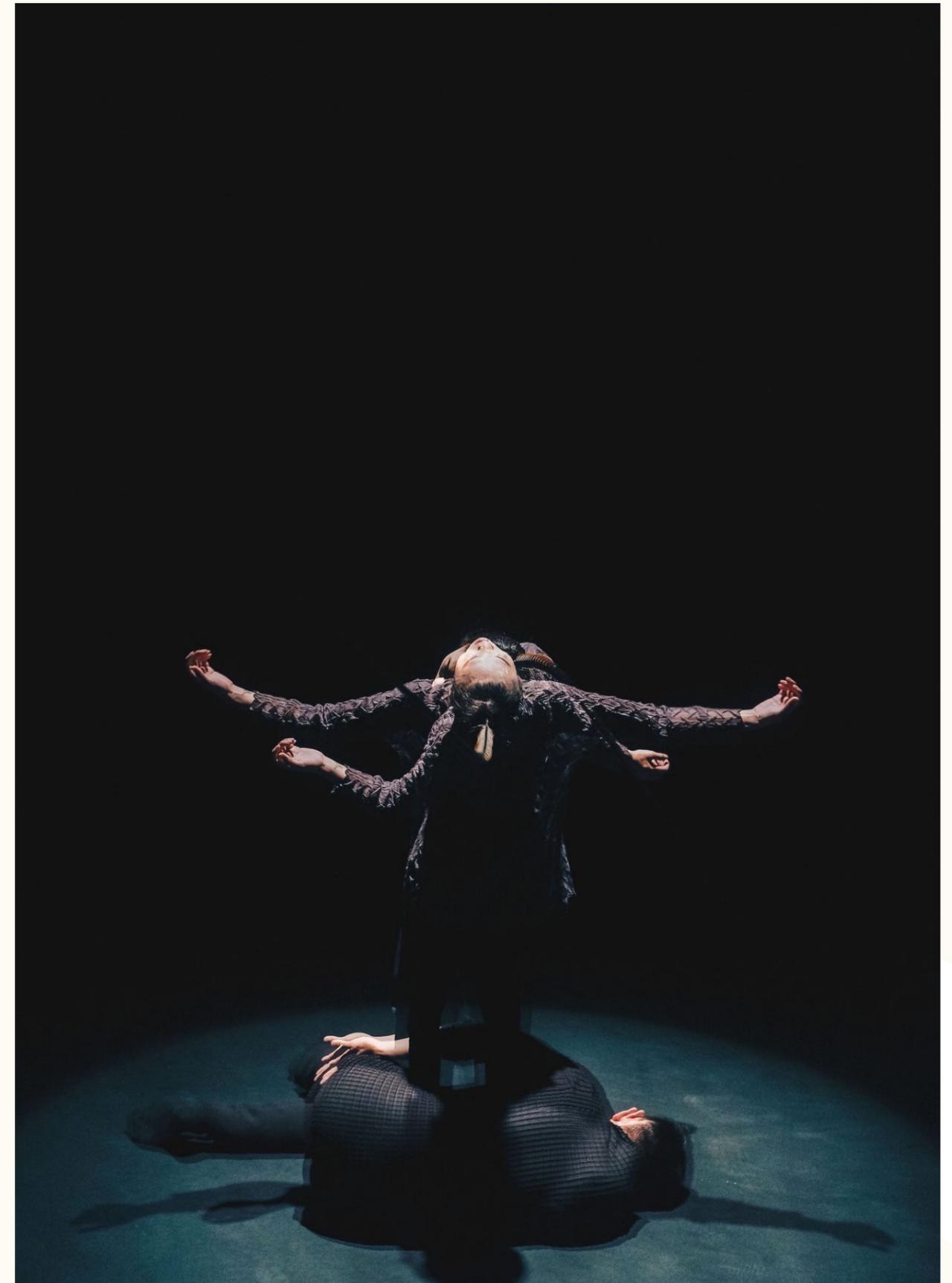
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Visual arts grants program—Hot Valley in Beitou by Su Huang-sheng

Cash Flow Statement

Items	Amount in Current Year (2020.1.1–2020.12.31)	Amount in previous year (2019.1.1–2019.12.31)
	Subtotal	Subtotal
Cash Flow from Operating Activities:		
Pre-Tax Surplus (Deficit)	243,949,682	38,072,665
Adjustment for Interest and Dividends	(183,066,563)	(208,724,721)
Uncounted Pre-Tax Surplus (Deficit) of Interest and Dividends	60,883,119	(170,652,056)
Adjustment of Non-Cash Items		
Depreciation Expenses	3,207,727	2,760,371
Amortization	3,075,147	1,435,707
Decrease (Increase) in Receivables	(3,767,531)	4,023,927
Decrease (Increase) in Advance Payments	5,635	(559,367)
Decrease in Other Current Financial Assets	725,499	4,219,047
Increase in Payables	24,516,082	6,056,852
Increase in Advance Receipts	3,579,519	251,561
Increase (Decrease) in Other Current Liabilities	180,070	(14,457)
Net Increase (Decrease) in Pension Liability	(34,013)	2,697
Cash Inflow (Outflow) Before Interest and Dividends	92,371,254	(152,475,718)
Interest Received	21,011,644	24,879,184
Dividends Received	162,216,017	177,688,818
Net Cash Inflow (Outflow) from Operating Activities	275,598,915	50,092,284
Cash Flow from Investment Activities:		
Increase in Current Financial Asset Investments	(519,270,264)	–
Decrease (Increase) in Non-Current Financial Asset Investments	518,697,897	(236,592,740)
Decrease in Reserve Funds	2,429,413	10,717,445
Increase in Property, Plant, and Equipment	(6,757,576)	(3,436,872)
Increase in Intangible Assets	(3,445,551)	(3,296,052)
Decrease (Increase) in Other Assets	30,000	(351,105)
Net Cash Inflow (Outflow) from Investing Activities	(8,316,081)	(232,959,324)
Net Increase (Decrease) of Cash and Cash Equivalents	267,282,834	(182,867,040)
Cash and Cash Equivalents at Beginning of Period	379,738,631	562,605,671
Cash and Cash Equivalents at End of Period	647,021,465	379,738,631



International Cultural Exchange grants program—Spring 2020 European tour of *Birdy* by Hung Dance

Major Events

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Date	Events Summary
1/1-1/31	First round of call for entries for 2020 regular grants is opened.
1/20	The first meeting of the 9th Board of Directors is convened. Lin Mun-lee is elected Chairperson of the Foundation's Board of Directors and the appointment of Senior Manager Sun Hua-hsiang to Deputy Chief Executive Officer is approved.
2/10-2/12	Foundation representatives attend the Performing Arts Meeting in Yokohama, where they hold three events: a Taiwan-themed Artwave reception, the Artwave Fringe <i>Movers' Platform #1 Taiwan and Japan</i> , and a series of Taiwan-themed seminars under the program Artwave Exchange.
2/21	A new version of the Arts and Culture Legal Services website goes live.
2/27	The first meeting of the 9th Board of Supervisors is convened. Chou Chih-hung is elected Chief Supervisor.
3/11	A new version of the Foundation's official website goes live.
3/17	The second meeting of the 9th Board of Directors is convened. Assignment of Inspector General Li Wen-shan to Chief Executive Officer of the Foundation is approved.
4/6	The second meeting of the 9th Board of Supervisors is convened.
5/8-9	The 12th Young Star New Vision Performing Arts events held in the Experimental Theater at the National Theater in Taipei. Audiences are limited to curators and theater critics etc. due to the covid-19 pandemic.
4/15	The third meeting of the 9th Board of Directors is convened.
4/15	List of awardees for the first round of 2020 regular grants made public.
4/20-24	2020 Taiwan Top Performing Arts Group holds the Online classes - Advanced Management for Performing Arts Groups I
5/1-5/15	First application period for Beyond Covid-19 program
6/1-6/30	Second round of call for entries for 2020 regular grants opened.
6/16	The fourth meeting of the 9th Board of Directors is convened.
6/20-7/31	The Petri Dish: Novels for Young Adults online literature class jointly held by teachers in Taiwan and Malaysia.

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Date	Events Summary
6/30	The online workshop Group Practice launched. As of April 2021, a total of 12 sessions are held.
7/1-7/15	Second application period for Beyond Covid-19 program
7/20-24	2020 Taiwan Top Performing Arts Group holds the Online classes - Advanced Management for Performing Arts Groups II
8/7、8/12	Inclusive Arts application information meetings held in Taipei and Tainan.
9/1	Foundation Chief Supervisor Chou Chih-hung resigns from the Board of Supervisors post.
9/14	The fifth meeting of the 9th Board of Directors is convened.
9/15	List of awardees for the second round of 2020 regular grants made public.
10/22	The third meeting of the 9th Board of Supervisors is convened. Huang Horng Wen is elected Chief Supervisor.
10/30	The 21st National Award for Arts ceremony held at Cloud Gate Theater in Tamsui District.
11/1-11/15	Third application period for Beyond Covid-19 program
11/11	<i>NCAF Online Grant Portfolio Archive</i> launches its online component Case Studies in the Arts.
11/2、11/4	2021 Performing Arts Group Annual Grants information meetings held in Taipei, Taichung, and Kaohsiung.
12/9	The sixth meeting of the 9th Board of Directors is convened.
12/9	<i>NCAF Online Grant Portfolio Archive</i> launches its online component Contemporary Theater.
12/16	The Friends of NCAF Year-End Soirée is held at Le Méridien Taipei.

Acknowledgements

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NCAF would like to acknowledge the support of individuals and organizations in 2020 through the Friends of NCAF and Arts and Business Partnerships projects.

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Friends of NCAF Membership Dues

■ Annual dues NT\$100,000

Foyou Co., Ltd.
Jieh-Ming Plastics Manufacturing Co., Ltd
Harvard Management Service, Incorporated
Chien Ming Investment Co., Ltd.
Kodak Trading Co., Ltd.
Ouyang Co., Ltd.
Kuang-ming WANG
RSI Group
Aimee CHEN
Pi-chiao LIN
Kuan-yeh CHEN
Jih Sun International Leasing and Finance Co., Ltd.
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Szu-chen LIU
Puyong Archiland
San Fu Global Co., Ltd.
Ju-jung LIU
Lion Pencil Co., Ltd.
Sheng Mei De Co., Ltd.
Yuhsiang Corporation
Yao An Co., Ltd.

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Ching-min CHANG
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Taishin International Bank
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Merit All Global, Ltd.
Mei-chih SU
Lih Pao Cultural Arts Foundation
Yen-liang LI
Hsiao-fen WANG
Sheng-chieh HSU
Ching-jung LIU
Xiu-juan LIU
Sunmake Cultures Foundation
Winsing Arts Foundation
Kai Yang Investments Co., Ltd.
United Logistics International Co.
Posantek Ltd.

Donations for Arts and Business Partnerships Project Grants

■ Performing Arts Abroad

NSFG Foundation	NT\$800,000
RSI Group	NT\$800,000
Puyong Archiland	NT\$800,000

■ Overseas Arts Travel

Rodex Fasteners Corporation	NT\$500,000
Guang-ming WANG	NT\$500,000

■ Young Star New Vision in Performing Arts

Sheng-chieh HSU	NT\$500,000
Merit All Global, Ltd.	NT\$500,000
Kodak Trading Co., Ltd.	NT\$500,000

■ 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
RSI Group	NT\$750,000
Lion Pencil Co.	NT\$750,000

■ Inclusive Arts

Tsai-hsing CHIU	NT\$400,000
Shinnyo-en Taiwan	NT\$400,000
British Council	NT\$400,000
Merit All Global, Ltd.	NT\$200,000
Rodex Fasteners Corporation	NT\$200,000
Yao An Co., Ltd.	NT\$200,000
Daniel T. H. TSAI	NT\$200,000

■ Writing Phenomena: Visual Arts Criticism

Winsing Arts Foundation	NT\$1,000,000
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■ Writing Taiwan

Merit All Global, Ltd.	NT\$500,000
Chung-ying CHENG	NT\$500,000

Other Donations

Wen-wen YEH	NT\$3,000
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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. 1060014954

- 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 & ARTS FOUNDATION 2020 ANNUAL REPORT

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