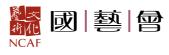


National Culture & Arts Foundation 2022 Annual Report





National Culture & Arts Foundation 2022 Annual Report

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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 taken the construction of an exhibition and performance environment favorable to workers in the field as its organizational mission. The outbreak of the Covid-19 pandemic at the end of 2019 dealt a direct blow to the arts and culture industries of Taiwan, as well as produced enormous changes in these industries. At this key juncture, the Foundation reconsidered its granting framework, and at the end of 2021, launched the Act for the Future project grant, aimed at encouraging arts groups and individuals working in the fields of art and culture. With this forward-looking program, the Foundation welcomes the coming wave of brilliant and varied Taiwanese art.

The Act for the Future project grant started accepting applications in 2022 and is supported by a special reserve fund, standing at NT\$300 million and generated by accumulated surpluses from the Foundation's annual budget over the past several years. The grant awards at most NT\$15 million to groups and NT\$3 million to individuals over the course of two to three year project periods so awardees can develop mid- or long-term strategic action plans with future industrial competitiveness. In addition to funding, the project grant provides awardees with many other forms of assistance, including networking opportunities at large-scale sharing sessions with representatives from industry, business, arts and cultural venues, and the media to further the social impact of awarded projects.

In addition to this grant, the Foundation added the regular grant category Art Advances to address the increasing number of art forms and expressions in contemporary art, and started accepting applications in June of 2022. The grant aims to encourage breakthroughs in the areas of concept, media, technique, form,

2022 Review of Key Achievements

resource integration, and industrial alliance innovation, as well as generate imagination for the manufacture of art products. The Foundation also actively promoted international dialogue with its *NCAF Online Grant Portfolio Archive*, and to this end, started developing an English-language version of the website in 2022. With this English version titled *NCAF Granted Project Database*, the Foundation aims to provide wider access to the granted project archive and its related research, articles, videos, and other records, thereby introducing Taiwan's contemporary artists and art groups to the world and extending the value of grant results. NCAF Granted Project Database was slated to go live in January of 2023.

Attaching great importance to the development of Taiwan's cultural policy, the Foundation supervised the creation of the book *The Future of Public Museums: Research on the Non-Departmental Public Body Structure*, which was published in January 2022. The book focuses on how the evolution of national policies has shaped the non-departmental public body system at museums and art venues in Britain, France, and Japan. Carefully analyzing the formulation and implementation of related regulations in these countries, the book presents the operational and managerial advantages and disadvantages of this system at different museums and art venues.

The Foundation's key annual event, the 22nd National Award for Arts Ceremony, was held on October 7, 2022, at the Taipei Performing Arts Center. The theme chosen for this year's award ceremony and promotional activities was *For Those Who Love the Arts*. For the seven awardees, special issues of the Foundation's publication and short films were produced, and diverse promotions were undertaken with different types of reading and audio materials on various media platforms. With these activities, the Foundation aimed to share the life stories and artistic achievements of these seven winners who have fallen in love with art, and thereby extended the spirit of the National Award for Arts.

Figures in Highlight

67 First-time Grant Recipients (Organizations)

First-time Grant Recipients (Individuals)

171

400

Granted Creative Art Projects

293

Granted Performing Arts Productions and Tours 193

Granted International Exchange Programs

57

Granted Visual Arts Exhibitions Total Amo

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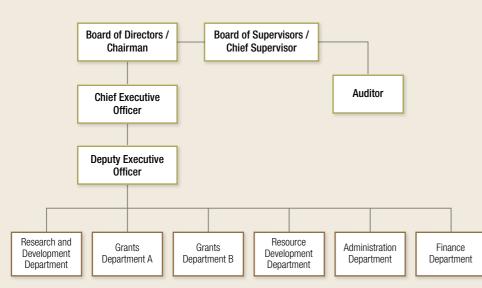
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nt Recipients (Organizations) 4,31	9
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Organization

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 the Arts Reward and Promotion Act. Currently the Foundation has a twenty-one-person Board of Directors and 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 gualifications 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 one or two Deputy Chief Executive Officers, 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
- Approval of major projects and grants

Board of Supervisors:

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

Executive Departments

Research and Development Department:

special projects.

Grants Department A:

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, Arts Environment and Development, and Art Advances.

Resource Development Department:

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:

· Fundraising, custodianship, and management • Approval of budget and audit of final accounts • Establishment and amendment of important regulations • Appointment and removal of important personnel

• Review or approval of other major items

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

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

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

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

3. Board Members

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

Chairman 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, Jhin-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, Ching-hua TSAI (July 2, 2020 to December 31, 2022), Sun-lu FAN (January 1 - July 1, 2020)

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

Chief Supervisor	Chia-wei LIU (February 24 - December 31, 2022),
	Horng Wen HUANG (October 22, 2020 - January 15, 2022),
	Chih-hung CHOU (January 1 - August 31, 2020)
Members	Chia-wei LIU (February 11 - December 31, 2022),
	Ying-jhen LAI, Walis Nogang, Sheau-shei PAN,
	Horng Wen HUANG (January 1, 2020 - January 15, 2022),
	Chih-hung CHOU (January 1 - August 31, 2020)

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 2022, the Foundation disbursed a total of NT\$609.953.423. of which 25.5% was for regular grants. and 74.5% for project grants. The average regular grant was NT\$174,353, and the average project grant was NT\$2,085,342.

Regular Grants

2022 Regular Grants work was undertaken in compliance with the Grants Application Criteria, key targets of which include: • Forward-looking or breakthrough artistic creation

- Expansion of international exchange via cultural and artistic work
- Stabilizing, maintaining, 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 to critique and revise the application criteria and implementation orientation for its various grant programs so that they reflect the needs of the art environment. The latest application information and findings regarding the cultural environment are then released at public information meetings. In 2022, eighteen sessions were held online and reached a total attendance of 1,044.

The 2022 regular grants review process was conducted by 143 scholars and experts chosen by the Board of Directors with consideration given to diversity of geographical region, professional field, and perspectives. Of the 2,804 applications received, 891, or 31.8%, were approved by the Board and granted a total of NT\$155,348,823. A total of 369 individuals (171 were firsttime recipients) and 322 groups (67 were first-time recipients) were awarded grants.

Grants

National Culture & Arts Foundation 2022 Annual Report

Grants

Regular Grants and Project Grants Disbursement in 2022

Total 609.953,423

Regular Grants 25.5% NT\$155,348,823 Project Grants 74.5% NT\$454,604,600

To maintain impartiality and transparency, the Foundation relies on the Grants Application Criteria adopted by the Board of Directors. These criteria state that application information be available to the public, grant work be handled regularly, juries be convened to appraise different types of grant applications, the results of appraisals be made public after approval by the Board of Directors, awarded projects be tracked and evaluated, and that the Foundation make the NCAF Online Grant Portfolio Archive available to arts and cultural organizations and professionals for the purpose of inquiring about grant results.

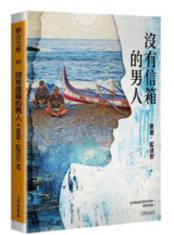
- Professional lectures and research on culture and art

To encourage excellence, special subject matter, and unique perspectives in literary projects

Regular Grants Literature

With original aesthetics at its core, the literature grant program supports unique projects with innovative perspectives. Projects granted mainly for creative writing in 2022 included Kuei Chun Miya's novel *Border, So Wide* and Hong Shen's short story project *Those Disappearing Texts*. The project *Taiwan's Classic of Mountain and Sea*, a collection of poems written in the Minnan dialect by senior generation writer Huang Hsi, was granted for its breakthrough qualities in 2022. Also worthy of praise, the picture book publishing project *Jamuan Khaoyam* by Chang Shie Khim was granted for its archival value in 2022. Projects previously granted and honored with awards in 2022 included Lai Hsiang-yin's *White Portraits*, which won the 2022 TLA Annual Golden Grand Laurel Award, and Syaman Rapongan's The Man without a Mailbox, which won the Openbook's Best Books of 2022 Award.











Literature grants program (from top)-

Folk Singers Who Made Breakthroughs During the Martial Law Period in Taiwan by Chiu Chui-chen, The Man without a Mailbox by Syaman Rapongan, Passages: Thirteen Contemporary Taiwan Poets by George O'Connel and Diana Shi, Advancing like Shadow by Chung Chiao, Bedtime Stories by Sun Wei-min, White Portraits by Lai Hsiang-yin, Thousands of Wings—Variations of Taiwan Wild Bird by Huang Hsi





To encourage excellent projects reflecting sustained exploration of subject matter, experimental approaches, and contemporary aesthetics



Visual arts grants program— Exhibition view, *Jungle Jungle: ZHANG XU Zhan Solo Exhibition* at TFAM In 2022, the visual arts grant program supported projects with contemporary aesthetic viewpoints that extended established themes. Seven large scale projects were granted, including Huang Pochih's *Pigeon, This is the Sea*; Liao Chi-yu's experimental video and installation creation project *Banshee Chronicles: Chapter 2, The Head Girl*; and Wang Chung-kun's *Wang Chung-kun Five Year Art Project, No. 1/5.* To encourage excellent curated exhibitions or solo exhibitions with experimental qualities, the following projects were granted: two solo exhibitions featuring the works of Zhang Xu Zhan and Hung Tzu-ni, and the exhibition *How to Sing Our Songs on Their Land*, curated by Tsou Ting. In 2022, research and publishing projects considered professional and influential, such as Regina Yuching Lin's preliminary research project *In Small Things Forgotten and Remembered*, the Taiwan Visual Art Archive's project *Research on Tainan Landscape Paintings Included in the Taiwan Art Exhibition and Taiwan Viceroy Art Exhibition Catalogs*, and the Digital Art Foundation's publishing project *ARThon No.3: Web 3.0.*

Regular Grants Visual Arts

To encourage the composition and performance of music by visionary local artists, support publications with academic or traditional value, and to cultivate diverse, interdisciplinary collaborative performances

Regular Grants Music



In 2022, music grants supported the composition and performance of music by local artists, including breakthrough compositions by the artists Yang Tsu-yao, Huang Ling-hsuan, Liu Wei-chih, Lin Wei-chieh, Kao Kai-yi, Luo Fang-wei, Lu Yi-ting, Chen Heng, and Ni Heng-chun; supported publications having academic or traditional value, and projects expanding the international visibility of Taiwanese composers, including Lee Li-shao's book *Lee Zhe Yang Musical Digest*, and the ISCM—Taiwan Section's *2022 Taipei International New Music Festival—Online Audio-Visual Recording Project of Taiwanese Composers' Works*; and encouraged diverse transdisciplinary collaborations and performances, including Ka Dao Yin's contemporary music theater *Autour de Sheng à Paris*, TimeArt Studio's *Claudio Pasceri x TimeArt Studio x EstOvest Festival*, and Yao Alternative Space's *2022 Ju Percussion Laboratory: Daily Anomaly Percussion x Theater*.

Music grants program— Counterpoint Ensemble, *Counterpoint Performing with Masters - IV* Dance grants program— Zenyi Production, *Zenyi Creative Youth—Dogs* In 2022, this grant program supported creative productions and platforms providing opportunities for young artists to present their works, including the *2022 Stray Birds Dance Platform* produced by Hung Dance, the *2022 Female Circus Platform* produced by Eye Catching Circus, and *Zenyi Creative Youth—Dogs* produced by Zenyi Production. In addition, dance grants responded to diverse developments in dance, supported different types of troupes, considered the regional development of arts and culture, and affirmed the value of art reviews and other important published cultural and historical materials, such as Formosa Circus Art's *Du Ma Xi* magazine for Taiwanese acrobats and circus arts professionals, Happy Cola Friends' production and promotion of their dance narration project *2047* for the visually impaired, 2047, and the dance troupe HORSE's project *2022 Archiving HORSE*.



To respond to diverse advancements in the field of dance, support different kinds of dance troupes, and give consideration to regional arts and culture development

Regular Grants



To encourage the creation of theatrical works that explore different subject matter and make use of alternative spaces, as well as support various advanced professional development programs

Regular Grants

Theater

In 2022, the grant program funded projects incorporating new subject matter and presenting the performing arts in challenging, alternative spaces, such as the theater group The Deadend Flower's The Frugal Great-Uncle's Wife Who Snored on a Sheepskin, the Assignment Theatre group's The Footsteps, Double & Cross Theater Group's Girls in Their Own Rooms, Shan Dong Ye Theater group's Hmicikari: The Year of Hana, and On Stage Performing Arts Studio's immersive production House of Disclosure, performed in the historic Wenmenglou building. The program also continued to support theater groups by funding self-improvement projects, such as Puppet & Its Double Theater group's project A Synesthetic Future: Dynamic Mechanics and Puppetry, EX-Theater Asia group's Local Art Administration Cultivation Project, and Taipei Puppet Theater group's Self Development Program. All of these grants have laid a solid foundation for creation and performance, or production administration.



Theater grants program-Mamma Luna by Le Théâtre des Enfants Terribles

Regular Grants Cultural Heritage Preservation

Jianshih Village.

To support projects that preserve and restore cultural assets having archival value or rich local significance

In 2022, this grant program supported research projects with special viewpoints and locally based cultural values, and advanced projects preserving cultural assets with archival reference value and strengthening the social and historical significance of cultural heritage, including Cheng Minling's A Playful Mind: Rev. Gottfied Suter's New Aesthetic in Church, Liaw Der-tzong's Exploring the Origins of the Meikui and Hunghsi Door Lintels in Fengshan County, Lin Xiou-ruei 's Walking through the Vanished: Survey on the Historical and Cultural Resources of Daqi Village, Hsinchu, and Liu Liu Shu-chin's Hearing Lmuhuw in Campus Again: Bilingual Text for the Atayal Oral Heritage in



Cultural Heritage Preservation grants program-Recent Taiwanese History as Seen from Matchboxes by Pro-Editor Cultural Company

Regular Grants Audiovisual Media

In 2022, the production sub-category of this grant program supported documentary and experimental films, animation, and projects incorporating different genres, diverse themes, and unique perspectives and aesthetic styles, including Chen Wei Cih's Elephant on the Island, Kite Chen's Mothers Gone Political, and Chen Po-yu's animated short film I am Hero Awesome. In 2022, the screening sub-category supported clear and detailed film screening projects, including screening tours for Hung Chun-hsiu's documentary Remember Me, and Tsai Tsung-lung's documentary And Miles to Go Before I Sleep.



Audiovisual Media grants program-Film Still from Mothers Gone Political by Kite Chen



Arts Environment and Development grants program-Members of Polymer at the 2022 return of the Taipei Art Book Fair

In 2022, the Foundation continued to encourage medium to long term planning for professional service platforms, which included regional arts and culture platforms, and the promotion of professional arts to communities, including Absolute Space for the Arts's program fostering professional art critics, 2022 Absolute of Hornsun-Call for Art Criticism Writing, Goodunderground Art Space's contemporary photography professional service platform Third Year Operations Program for Good Underground Art Space, Nan-Yi Musical Theater group's three-year project Interdisciplinary Experimental Collaboration Platform: Community Inclusive and Sustainable Arts and Culture, and Eganglang Cultural Studio's three-year project Art in One Place: No. 115 Art and Culture Exchange Space.

To support an integrated and sustainable arts and culture promotional platform

Regular Grants Arts Environment and Development To highlight artistic expression, support projects that have a clear vision and demonstrate experimental approach or a potential for future extension

Regular Grants Art Advances



In 2022, this grant program supported projects cultivating interdisciplinary connections and embracing experimental or organic approaches over the course of their implementation, including Coevolution Research Assembly's Coevolution: Collaborative Events Series Between Scientists and Artists, Co-coism's 2022 – 2023 performance project Somatic Telepathy: Huang Ding-yun x Henry Tan, and Hsieh Wen Yee's OOBE. The grant program also encouraged projects possessing a clear vision and potential for future extension, such as Lin Chuan-kai's One Hundred Bodies: Body in the Context of "White History"—Uncovering the History of Perception, Wisemouseculture Company's project H.Om.E, and TAI BODY THEATRE's Before We Becoming Something?----Exploring the Relationship between Language, Environment, and the Body.

Art Advances grants program-Dance in Silence by Duck Art Studio

> International Cultural Exchange grants program— German premier of the theatrical version of Home away from home by Polymer DMT

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

In 2015, the Foundation revised this grant program's application cycle to six intervals per year, and so far has completed a total of 49 cycles. In 2022, the program supported the participation of organizations and artists in important international exhibitions and art festivals in 41 countries, thus enabling local professionals to expand their networks and enhance their sustainability for future development. Awardees included B.Dance, who performed their Floating Flowers at the WOMAD Festival 2022 in the United Kingdom; and Polymer DMT, who performed Home Away From Home at HELLERAU – European Centre for the Arts, which co-produced the project.

Furthermore, individuals and groups were also awarded grants to extend international networking and exchanges, including artist Fu Ya-wen, who participated in a residency and exhibited her Space-in-between at the festival Schlossmediale in Switzerland; artist group OCAC, who attended documenta 15 in Kassel, Germany, with their cross-cultural collaborative exhibition project; the artist group Ars Association, who was invited to visit Yokohama Performing Arts Meeting, Japan; and poet Chien Jui-ling, who was invited to participate in the festival 2023 Capulí Vallejo y Su Tierra in Peru and shared her observations on how Latin American imagery has been depicted in Taiwanese modern poetry.



Regular grants awarded for each cycle are publicly announced on the NCAF website. For more details see: 2022 Regular Grants Analysis, History of Regular Grants by Year, and History of First-Time Grant Recipients by Year.

Regular Grants International Cultural Exchange

2022 Regular Grants Analysis

Category	Literature	Visual Arts	Music	Dance	1	Theater	Cultural Heritage Preservation	Audiovisual Media	Arts Environment and Development	Art Advances	International Cultural Exchange (6 intervals)	;
pplications Received	451	479	664	172		353	77	103	77	115	313	
Total Cost of Projects in Applications Received (NT\$)	138,092,357	260,800,881	517,973,544	191,762,501	581	81,458,321	32,312,498	114,905,695	96,378,027	161,712,539	174,771,761	
Total Funding Requested (NT\$)	120,080,947	186,777,655	142,912,305	83,572,885	150	50,101,756	22,601,494	62,275,730	54,946,153	107,631,228	110,027,430	
Projects Approved by Board of Directors	87	124	187	89		144	27	27	38	21	147	
Percentage of Granted Projects	19.3%	25.9%	28.2%	51.7%		40.8%	35.1%	26.2%	49.4%	18.3%	47.0%	
Total Funding Requested by Granted Projects (NT\$)	24,651,019	55,696,648	43,109,256	52,570,335	60,	0,980,430	6,974,120	16,141,230	23,596,300	18,771,935	40,689,538	
Total Funding Approved by Board of Directors (NT\$)	11,610,000	26,125,000	21,555,000	19,298,000	20,	0,610,000	3,695,000	12,820,000	9,250,000	12,270,000	18,115,823	
Percentage of Total Requested Funding that was Approved	9.7%	14.0%	15.1%	23.1%		13.7%	16.3%	20.6%	16.8%	11.4%	16.5%	
Percentage of Total Requested Funding by Granted Projects that was Approve	47.1%	46.9%	50.0%	36.7%		33.8%	53.0%	79.4%	39.2%	65.4%	44.5%	

History of First-Time Grant Recipients by Year

		Cumulative Total				
Year	Groups	Cumulative Total	Individuals	Cumulative Total	Total	to Date for Groups and Individuals
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
2009	61	1,099	135	1,929	196	3,028

		First-time Grant Recipients							
Year	Groups	Cumulative Total	Individuals	Cumulative Total	Total	to Date for Groups and Individuals			
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			
2021	74	1,863	156	3,585	230	5,445			
2022	67	1,930	171	3,756	238	5,683			

History of Regular Grants by Year

Year	Applications Received	Total Cost of Projects in Applications Received (NT\$)	Total Funding Requested (NT\$)
	1,603	2,355,634,121	1,119,824,981
	1,698	2,138,430,033	990,364,800
99	2,098	2,278,645,051	1,000,310,143
l 1999 - Dec 2000	3,038	3,511,392,410	1,633,058,234
001	1,916	2,471,793,932	1,124,973,042
002	1,165	1,356,354,722	570,440,654
003	1,300	1,487,031,645	621,864,770
004	1,233	1,473,639,109	588,856,399
005	1,393	1,640,789,948	625,939,220
006	1,332	1,561,539,593	586,237,500
007	1,427	1,568,584,410	534,429,394
008	1,504	1,489,921,858	550,972,158
009	1,672	1,533,668,983	648,501,429
10	1,733	1,893,600,855	690,147,546
11	1,816	1,716,126,546	651,574,419
)12	1,818	2,465,569,491	717,810,503
13	1,952	2,024,447,864	759,007,373
)14	1,783	1,749,304,343	650,501,202
)15	1,894	1,794,473,804	705,464,832
16	1,961	1,693,441,822	665,932,562
)17	2,185	1,991,286,018	774,097,226
18	2,369	2,038,907,356	791,135,899
9	2,527	1,871,741,386	797,942,022
020	2,375	1,881,799,169	871,719,213
21	2,638	1,907,649,093	866,277,741
22	2,804	2,270,168,124	1,040,927,583

* The total annual funds approved by the Board of Directors from 2019 to 2022 do not reflect grants for the Taiwan Top Performing Arts Groups project. The

additional amounts not included on this chart were: NT\$4.96 million in 2019, NT\$4.21 million in 2020, NT\$4.29 million in 2021, and NT\$5.48 million in 2022.

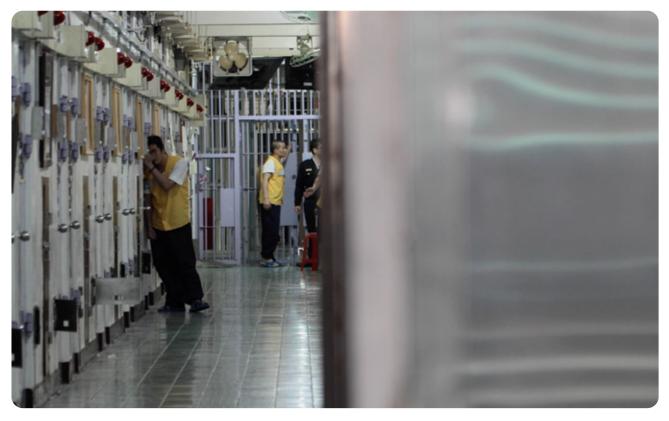
Project Grants

In addition to regular grants, the Foundation offers project grants to meet important and pressing needs in art communities. With clear objectives, these specialized project grants are limited in number and offer more extensive funding. Through strategic planning, the Foundation gathers resources and expertise to raise funds, carry out research and development, and manages 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 2022 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 partially funded by sponsoring businesses, which is introduced in detail in the section of Arts and Business Partnerships Project Grants of this Annual Report.

In 2022, NCAF fully funded the two project grants Creative Documentary Film and Performing Arts Critics. The Ministry of Culture funded the Taiwan Top Performing Arts Groups, Visual Arts Organizations Development, and Max-Q Innovation Art project grants.

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. A total of NT\$5.76 million was awarded to four projects for 2022: Huang Shu-mei's Never Give Up, Lee Chia-hua's Me and My Condemned Father, Chang Yeh Hai Syaman's Life is an Ocean, and Frances Lu's The Folk Singers in the Wind. Grants were also provided to implement and promote a total of twenty-six screenings in Taiwan of Chen Hui-ling's A Letter to A'ma and Yang Wei-hsin's Ballet in Tandem.



Project Grants Creative Documentary Film

Creative Documentary Film project grant—Film still from Me and My Condemned Father by Lee Chia-hua

Project Grants Taiwan Top Performing Arts Groups

This grant supports the operating plans of performing arts groups in order to further the Foundation's pursuit of excellence in art development. In order to meet the needs of performing arts groups at different stages of development, the grant provides resources for one, two, or three year operating plans, or for annual programming in conjunction with one, two, or three year operating plans. Funding for operating plans is provided by the Ministry of Culture, and funding for annual programming is provided by the Foundation through its regular grants program. As outstanding Taiwanese performing arts groups, awardees also receive the distinction of being promoted through the grant's Taiwan Top Performing Arts Groups brand. In 2022, 148 performing arts groups awarded grants in the two-year operating plan category, two awarded in the three-year operating plan category, and 67 groups awarded in the one-year operating plan and annual programming category. Funding for operating plan grants totaled NT\$150 million, and funding for the annual programming aspect of this grant totaled NT\$5.48 million. Further details can be found in the chart below.



Taiwan Top Performing Arts Groups project grant— Der Steppenwolf by EX-Theatre Asia

Table I. Overview of 2022 Taiwan Top Performing Arts Groups by Type

Туре

Total Applications Received in 2022

Two and Three Year Operating Plan Grants Awarded from 2020 to 2021

Applications Awarded in 2022

Awarded Funding (in millions of NT\$) for Operating Plan Grants in 2022

Awarded Funding (in thousands of NT\$) for Annual Programming Grants in 2022

Table II. Overview of 2022 Taiwan Top Performing Arts Groups Recipients by Grant Category

	Music	Dance	Traditional Theater	Contemporary Theater	Total
One-Year Operating Plan	11	16	17	23	67
One-Year Operating Plan and Annual Programming	8	5	1	4	18
Two-Year Operating Plan	1	1	0	2	4
Three-Year Operating Plan	0	1	0	1	2

Groups receiving funds in 2022 under the three-year operating plan category of the Taiwan Top Performing Arts Groups project grant include Puppet & Its Double Theater (2020–2022) and Dance Forum Taipei (2022–2024), and those receiving funds in 2022 under the two-year operating plan category include Taipei Sinfonietta and Philharmonic Orchestra (2021–2022), Our Theatre (2021–2022), M.O.V.E. Theatre (2021–2022), and Huang Yi Studio + (2022–2023). Furthermore, ten groups or organizations were added to the grantee list in 2022: Hsinchu's Bratsche Artist string orchestra, Taipei's Sirius Harmonica Ensemble, Taichung's TimeArt Studio, and Kaohsiung's Neo-Classical Chamber Ensemble for music; Tainan's Fevervine Dance Theatre, New Taipei's Lais Creative Dance Theater, and Kaohsiung's Solar Site Dance Theatre for dance; and Taipei's Shinehouse Theatre, One Player Short Ensemble, and Yang's Ensemble for contemporary theater.

In 2022, the Taiwan Top Performing Arts Groups project grant invited 58 professionals from different fields and with practical experience observing the arts environment to serve on its

	Music	Dance	Traditional Theater	Contemporary Theater	Total
	37	36	25	46	144
	1	0	0	3	4
	20	23	18	30	91
f	34.8	35.9	30.7	48.6	150
	2,130	1,500	500	1,350	5,480

evaluation committee. By attending performances, conducting on-site visits, and observing overall operations, the committee helped performing arts groups elevate their arts development and operations management capabilities. Furthermore, to realize the committee's mission of "accompanying performing arts groups to foster management development," Taiwan Top 2022 Performing Art Groups Management Classes were held online on July 26 and August 2, 2022, in collaboration with the Republic of China Performing Arts Alliance. Titled *Art Striding Forward—Sustainable Management and Progressive Vision*, the course focused on improving operational capabilities by providing practical knowledge aimed at keeping abreast with digital trends, and more importantly, by returning to concepts of sustainable management in a way that aligned with the practical needs of participating arts groups. It is hoped that the course shared experience related to the strengthening of administration and production, prompted reflection on current operating situations, and provided sufficient resources and knowledge so that participants could adjust their direction and pace to cope with the rapidly evolving pandemic and societal changes. Both arts groups and individual workers were invited to attend this professional development activity, which reached nearly 800 attendees in six online classes over two days.

During the evaluation period stretching from February to December of 2022, the committee held thirteen meetings for evaluators, embarked on thirty-one site visits, and completed nearly 570 evaluation reports. At its December meeting, the committee confirmed appraisal scores for various arts groups, and after separate meetings were convened for each of the four types, evaluation reports for arts groups were written by each convener based on a consensus of all committee members. Relevant evaluation results will be used as a reference for each arts group's future operation guidance and 2023 subsidy application.

Project Grants

Performing Arts Critics

Launched in 2014, this grant program aims to discover and cultivate talented performing arts critics. Grant recipients are expected to develop their analytical and critical skills with sustained attention to performing arts works and by publishing critical reviews in writing or other media formats. In 2022, a total of NT\$1,638,000 was awarded to nine individuals, eight of whom received grants in the writing category, and one in the multimedia category. Recipients were tasked with writing at least twenty critical reviews of domestic arts programs, which would then be published on the Foundation's *Reviewing Performing Arts Taiwan* website, or with the creation of reviews in any media that would then be presented through channels chosen by the recipient. Possible targets for reviews included music, dance, theater, traditional performing arts, and interdisciplinary performance, as well as observations of the overall performing arts environment.

Visual Arts Organizations Development

In 2018, the Ministry of Culture delegated oversight and appraisal work for the Visual Arts Organizations Development grant to the Foundation, which continued to administer the grant program by following the framework set by the Ministry. In 2022, twenty-eight visual arts organizations submitted applications, and after applications were examined, applicants were interviewed and 21 were approved by the Board of Directors, including four first-time grant recipients: the Taoyuan Cultural and Creative Industry Promotion Association, Taiwan Press Photographers Association, Golden Sugarcane Film Festival Association, and the Taiwan Visual Art Archive. In 2022, the grant distributed a total of NT\$12.15 million.

In addition to continuing the grant program's original spirit of sustaining the operation of nonprofit visual arts organizations involved in creation, curatorial work, research, and promotion, the Foundation has encouraged the establishment of stable operation mechanisms and strengthened programming and promotional momentum at experimental, multidisciplinary exhibition and performance spaces. The scope of the grant includes funds for venue rentals, as well as for administrative costs and the recruitment of professionals, so that organizations can amass personnel with administrative and operational experience. Due to the serious impact of the COVID-19 pandemic over the last two years, granted organizations have become familiar with the implementation of virtual applications and digitization projects, and more recently have gradually resumed in-person presentations, residencies, workshops, and other on-site interactive practices.



Visual Arts Organizations Development project grant— Executive briefing for annual programming of the Taiwan Visual Art Archive

Project Grants

Project Grants Max-Q Innovation Art



Formerly The Rainbow Initiative, this project grant first started accepting applications under its new name, Max-Q Innovation Art, in 2022. The grant encourages projects exploring boundaries between different art forms or between art and other fields, projects implementing interdisciplinary or new forms of collaboration, and also supports domestic art groups undertaking international exchanges and aligning resources across borders. In 2022, four projects were granted a total of NT\$10 million: *Flesh Cloud—Hypermedia Art Project* by Er Transmedia Art studio, the cross-disciplinary project by professionals in Taiwan and the United Kingdom titled *Bat Feast Lab* by Ku Kuang-Yi, the interdisciplinary exhibition and performance project Sonic Shaman—The Cube Forum Music Festival by TheCube Project Space, and the VR project *NÂ TÂU TSÍA* by Ho Hsiao-mei and her troupe Meimage Dance.

Max-Q Innovation Art project grant— Exhibition view of the interdisciplinary project Sonic Shaman— *The Cube Forum Music Festiva*l by TheCube Project Space Since the outbreak of the pandemic in 2020, arts and cultural groups have faced a challenging environment due to continuously changing domestic and international conditions. Impacts have been felt in creative thinking, exhibition conditions, daily operations, and even the overall development of the arts environment. At this critical juncture, the Foundation has created the project grant Act for the Future specifically to inject vital energy into the arts and encourage innovation and development among artists and cultural professionals. The grant is designed to create opportunities for self-advancement, as well as a collaborative and sustainable arts and cultural environment.

The Act for the Future project grant is supported by a special reserve fund, standing at NT\$300 million and generated by accumulated surpluses from the Foundation's annual budget over the past several years. The grant accepted applications in April and October 2022 and subsidized projects spanning up to three years. Targeted projects generally include one or both of the following objectives: self improvement or transformation based on examination of key issues with respect to the organization's unique



Act for the Future

characteristics and development stage; or alignment with future trends and needs in specific fields with social relevance, public impact, and consideration for the overall art ecosystem.

In the April and October application cycles, there were 250 and 200 submissions respectively that showcased a diverse range of content. Based on the selection criteria outlined in the project guidelines, such as sustainability, originality, completeness, budget request, and the feasibility, the evaluation committee carefully reviewed the applications in a two-stage process consisting of a preliminary document-based review and a final interview. Ultimately, twenty-nine projects were selected for funding, and included improvement or transformation plans, contemporary and original art creation projects, and projects with social relevance, public impact, or consideration for the overall art ecosystem. Covering a diversity of themes, the awarded projects were granted a total of more than NT\$236 million. Furthermore, to expand their impact, the Foundation planned sharing sessions to introduce the awarded projects to the media, businesses, art venues, curators, and the general public.

Act for the Future project grant—Group photo of individual and organizational first-cycle awardees attending a sharing session

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 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, annual amounts of sponsorship, duration of pledges, and an overview of project grants by category. Detailed information about sponsors can be found in the *Acknowledgements* section of this report.

	Project Grant	Sponsors	Amount Granted in 2022
1	Performing Arts Abroad	NSFG Foundation, RSI Group, and Puyong Archiland	NT\$2.4 million
2	Reviewing Performing Arts Taiwan	Friends of NCAF	NT\$1 million
3	Young Star New Vision in Performing Arts	Change Investment Company, Triple Force Incorporated, and SCI Pharmtech Incorporated	NT\$1 million
4	Overseas Arts Travel	Rodex Fasteners Corporation and Mr. Wang Guang-ming	NT\$1 million
5	Novel Writing and Publishing	Pegatron Corporation	NT\$1 million
6	Production Grants to Independent Curators in Visual Arts	Lion Pencil Company and RSI Group	NT\$1.5 million
7	Inclusive Arts	Mr. Chiu Tsai-hsing, Shinnyo-en Taiwan, Rodex Fasteners Corporation, Merit All Global Limited, Mecome Pharmacy, and Mr. Daniel T. H. Tsai	NT\$1.6 million
8	Writing Phenomena: Visual Arts Criticism	Winsing Arts Foundation	NT\$1 million
9	Writing Taiwan	Merit All Global Limited and Gold Classic Enterprise	NT\$1 million

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Arts and Business Partnerships Project Grants Performing Arts Abroad

Sponsors: NSFG Foundation, RSI Group, and Puyong Archiland



The goal of this project grant is to encourage performing arts groups to cultivate international markets and produce or promote high quality works by establishing long-term international collaborative relationships. In addition to the original grant categories of Transnational Promotion, International Collaboration, and International Network Development, the project grant extended its category International Performing Arts Research and Development: Breaking Through Borders in 2022 to address the ongoing impact of the COVID-19 pandemic on in-person exchanges. Moreover, the grant continued to foster international expansion and integrated practices by funding projects spanning one to three years.

In 2022, grants were awarded to the following projects: Musical Authenticity Action-Taipei Chamber Singers x Le Concert Francais, a two-year collaborative baroque music project by Taipei Chamber Singers; ICI-International Choreographic Interlink by Dance on Fluid troupe; Huang Yi Studio + International Ecosystem by Huang Yi Studio +; and Backlink, Again: Identity 4, an international collaboration and exchange project for artists by Polymer DMT.

Performing Arts Abroad project grant-Burnt [the eternal long now] by choreographers LEE\VAKULYA (Photography/Wang Pi-cheng)

Launched in September of 2011, the Reviewing Performing Arts Taiwan website was designed exclusively to promote performing arts criticism, foster its practice, and encourage talented performing arts critics. Professional critics who have extensive experience in closely watching Taiwan's performing arts field were invited to serve as resident or guest critics and write critical reviews for the website to establish its professional quality. Critical reviews written by grant recipients of Performing Arts Critics were also published on the website, as well as selected submissions from the general public, which aims to promote an atmosphere of appreciation and critical writing in the performing arts.

In 2022, operating funds for the website were provided by the Friends of NCAF. The design and functionality of the website was updated and optimized to keep up with the times, and more than ten years of publication was fully preserved. Also in 2022, 432 new articles were published, reviewing 332 performances in Taiwan, bringing the total number of reviews published on the website to 5,696, thus creating a rich legacy of Taiwan's performing arts activities.



Reviewing Performing Arts Taiwan website

Arts and Business Partnerships Project Grants **Reviewing Performing Arts Taiwan**

Sponsor: Friends of NCAF

Arts and Business Partnerships Project Grants

Young Star New Vision in Performing Arts

Sponsors: Change Investment Company, Triple Force Incorporated, and SCI Pharmtech Incorporated

Since its launch in 2008, this project grant has encouraged rising star artists under 35 by subsidizing the creation and presentation of their new work. The grant operates through a public call for entry mechanism, provides channels for stage productions of grant recipients' new works to raise their quality, and assists in performance tours, promotional activities and other matters.

In the grant program's fourteenth iteration in 2022, three artists were awarded grants: Lin Ting-syu for choreography in Voyage through Mountains and Seas; Hung Yi-ting for directing Scenes from the dark; and Kao Wei-en for directing Help me, I'm living. From the end of April to early June 2022, these works were presented a total of eight times at the Experimental Theater of The National Theater and Concert Hall in Taipei, the Black Box of National Taichung Theater, and the Paint Shop of the National Kaohsiung Center for the Arts.

The 14th Young Star New Vision in Performing Arts project grant— Scenes from the dark by Hung Yi-ting





The 14th Young Star New Vision in Performing Arts project grant— Help me, I'm living by Kao Wei-en



The 14th Young Star New Vision in Performing Arts project grant-Voyage through Mountains and Seas by Lin Ting-syn



Overseas Arts Travel project grant-Hu Chia-hao Overseas Circus Training Program, Part One - Barcelona Aerial Rope (postponed from 2020 to 2022)

This project grant encourages young art professionals to embark on their careers by conducting in-depth study projects abroad in their respective fields to broaden their horizons, extend their imaginations, and develop the future of their own practices, including art creation, performance, and organizational management. As the COVID-19 pandemic subsided, this project grant started accepting applications again in 2022, and following the two stage process of evaluating applications and formal interviews, thirteen young art professionals were selected who will set sail in 2023 and seek out new inspiration from the arts and culture of different countries around the world.

Arts and Business Partnerships Project Grants **Overseas Arts Travel**

Sponsors: Rodex Fasteners Corporation and Mr. Wang Guang-ming

Arts and Business Partnerships Project Grants Novel Writing and Publishing

Sponsor: Pegatron Corporation

This project grant encourages Taiwanese writers to create and publish high-quality novels that have the potential to become contemporary classics. Launched in 2003, the grant had subsidized 73 projects and published 46 works by 2022. In 2022, applications were accepted in September and reviewed from October to November, and the list of awardees was announced in December. The four awarded outstanding projects were Chang Chih-hsin's novel Xiumoi, Chang Yeou-yu's young adult novel The Family of Grudges, Chen Hung-ming's Sky High Skipping Rope about a 345k extra-high voltage power cable installation project, and Inca Pan's novel Bat Communication.

Novel writing projects granted in previous cycles and published in 2022 include Liao Hung-chi's The Last Sea Hunters, Chou Mei-chun's A Road Borrowed from the Sea, Chiu Zu-vin's Puppet Dreams, Yupas Watan's Yuhum, and Chang Ying-ming's Sakurako, all of which were promoted at new book events at large independent bookstores, on college campuses, and at international book fairs. Also in 2022, the Foundation facilitated collaborations between publishing houses and Taiwan's educators on the Petri Dish: Novels for Young Adults program, which aims to cultivate the next generation of readers and writers. Participating schools included the Affiliated Senior High School of National Kaohsiung Normal University, the Affiliated Senior High School of National Taiwan Normal University, Miaoli County Hsing Hua Senior High School, and Taipei First Girls High School among others. Combining online reading sessions with in-person classes, the program extends learning from classrooms to activities such as visiting the Taipei International Book Fair, walking through literary landscapes, and decoding novel texts to expand the benefits of granted projects.





Novel Writing and Publishing project grant-(from top to bottom and left to right) Chou Mei-chun's A Road Borrowed from the Sea, Liao Hung-chi's The Last Sea Hunters, Yupas Watan's Yuhum volumes 1 and 2, and Chang Ying-ming's Sakurako







Production Grants to Independent Curators in Visual Arts project grant-The Oceans and The Interpreters by curator Nobuo Takamori in collaboration with Chew's Culture Foundation at the Hong-gah Museum

Arts and Business Partnerships Project Grants Production Grants to Independent Curators in Visual Arts

In operation since 2004, this project grant encourages collaboration between independent Taiwanese curators and exhibition teams that integrate theory with artwork to propose creative and research-based exhibition projects.

In 2022, the project grant continued accepting applications and selected five exhibition plans and three resident curator research projects. Curators selected in previous years and continuing their projects in 2022 were Wu Shang-lin, who completed the second stage of his grant project commencing in 2019 with the exhibition plan Crossing Ecotones in collaboration with Hot Spring Project Studio; and Ko Nien-pu, who completed the second stage of her grant project commencing in 2021 with the exhibition plan Gazing Beyond—Where the Heart Sees in collaborating with Oceanus Art Company. Curators selected in 2022 were Hsu Shih-yu and Zoe Yeh for their project the 2023 Taiwan International Video Art Exhibition in collaboration with Chew's Culture Foundation; Huang Hai-ming for his project *Dang—Wu Mali* in collaboration with Your Bros. Filmmaking Group; and Esther Lu for her project Mountain Algorithm in collaboration with the curatorial organization Moss Piglets. Furthermore, the three independent curators Lai Pei-chun, Lo Hsiu-chih, and Hsieh I-yi received grants for resident curator research projects, and anticipate submitting exhibition proposals in October of 2023.



Sponsors: Rodex Fasteners Corporation and Mr. Wang Guang-ming

Arts and Business Partnerships Project Grants **Inclusive** Arts

Sponsors: Mr. Chiu Tsai-hsing, Shinnyo-en Taiwan, Rodex Fasteners Corporation, Merit All Global Limited, Mecome Pharmacy, and Mr. Daniel T. H. Tsai

Launched in 2018, this project grant program encourages arts and culture organizations and individual artists to develop inclusive art practices that focus on topics related to senior citizens. The program has supported projects that promote thematic exhibitions, performances, and service plans for seniors in accordance with the Foundation's goal of Art to Everyone. In collaboration with arts groups and individual artists with relevant experience, the Foundation advances integration among the arts, social welfare, and education to increase art participation and social care.

In 2022, the Inclusive Arts program resumed its International Project—Taiwan-UK Collaboration, receiving 21 applications, six of which were approved: Active Aging Studio project by HORSE dance theater; My Dear Stranger 2.0, an art inclusion project for households facing dementia by August Acting Studio; Roaming Memories of Moungar: Episode I by The Party Theatre Group; River of Life: 2023 Therapeutic Theatre Project for Senior Caregivers and the Elderly by Agua Drama Therapy; Itini Kami: Puppets Are Here-Cultural Animation Co-creation Project by Cepo' Art Center; and Grandma's Old Love Song Art Project by Papoahstudio. Subsidized projects include elements from the field of arts and culture, such as visual art, music, the physical body, theater, and other forms to conduct workshops in communities and care centers, where the elderly learn, create and perform together while promoting cross-generational inclusivity and mutual benefit.



Inclusive Arts project grant-Iris Hsieh's project Art for All

Arts and Business Partnerships Project Grants Writing Phenomena: Visual Arts Criticism



Chinese language publications.

Writing Phenomena: Visual Arts Criticism project grant-Cheng An-chi's project Monuments: When Memories Take Shape



Writing Taiwan project grant-Chu Chienhsuan's Thuann-Khang: In Search of the Coal Towns Deep in Memory, awarded a grant in 2019 and published on April 25, 2023

Arts and Business Partnerships Project Grants

First soliciting 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 2022 were evaluated in January and February, and successful applications were announced in March. Ke Jia-huei 's The Long Ritual for Abundance and Peace and Tsai Su-jung's The Economic Activities of Women and Children in Nankunshen, Beimen District were awarded NT\$500,000 each in the Writing category. Gazing through Time, a picture book project combining elements of Taiwanese history and art by Chen Rongsheng and Lonely Forest: Solitary Lookout by Liu Ting-yi 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.

Sponsor:Winsing Arts Foundation

In its fifth iteration in 2022, this project grant encouraged critics to propose extended research on original topics with international perspectives, and promoted the establishment of effective channels for the dissemination of art criticism by nongovernmental organizations and online platforms. This year, nineteen applications were submitted, of which 10 were granted, which focused on topics such as art history, the history of printing, Internet art, and research on curatorial culture. Project results were published on various domestic and foreign online platforms, and in art magazines or other periodicals. and also included in seminars on various topics. Cheng An-chi's project granted in 2018 Monuments: When Memories Take Shape (published by Cultime.Co), won Openbook's Best Books of 2022 Award for

Arts and Business Partnerships Project Grants Writing Taiwan

Sponsor: Merit All Global Limited and Gold Classic Enterprise

Research and Development

The Foundation plays an important role in cultivating the overall arts and culture environment of the nation, and to support this. the Research and Development Department pursues a strategy of anticipating changes in arts and culture based on data collection and research. This includes monitoring changes in policies and laws related to arts and culture, observing trends in the cultural institutions and granting mechanisms of other countries, conducting long-term research and analysis of the Foundation's role and organizational functions, and ultimately aiding the Foundation in its sustainable operation and strategic development.

In 2022, the Research and Development Department's work was focused on several different areas. First, following the Foundation's

mission of opening, sharing, and activating public cultural assets, the Department continued to strengthen the NCAF Online Grant Portfolio Archive. The NCAF Visual Arts Curating database was launched with content derived from reviewing, reorganizing, and analyzing achievements of curatorial projects granted by the Foundation over the years, thus providing the public with a resource facilitating better understanding of the impact of Foundation grants on the development of the curatorial field in Taiwan. The Department also implemented the project Case Studies in Creative Documentary Film, which provides the public with an in-depth understanding of the full course of documentary film projects, from creation to presentation, granted by the Foundation. Furthermore, the Department continued to update content on the website, which aimed to promote and expand the use of the archive.

Secondly, in addition to its routine collection of documents related to international trends and other important topics in arts and culture, the Department added programming to gather information about the organizational framework of arts and culture institutions in non-English speaking countries in Europe, Asia, and the Americas. The Department was also responsible for the book The Future of Public Museums: Research on the Non-Departmental Public Body Structure, which was published in early 2022, as well as related symposia held in Kaohsiung and Taipei that deepened understanding of this administrative framework for professionals working in the industrial, governmental, and academic fields.

Finally, the Foundation and Ministry of Culture continued its joint promotion of the Arts and Culture Legal Services program, which was implemented by the Department to provide free legal advice and education as a diversified public support service for arts and culture workers.



Banner design for the 2022 Art Focus Report page of the NCAF Online Grant Portfolio Archive website

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

The NCAF Online Grant Portfolio Archive (https://archive.ncafroc.org.tw/) accumulated 9,651 pieces of information from 2009 to 2022 about granted projects, and has made this information available to the public in the form of a searchable database. Furthermore, to popularize and promote the use of the archive, introductions to granted projects are included in the monthly Art Focus Report, and in collaboration with experts in various fields, writings on special topics, advanced research on granted projects, and observations of the overall arts ecosystem are also published on the website. All of these efforts are expected to benefit those involved in the arts by stimulating dialogue and organic, cyclical development. In 2022, the NCAF Visual Arts *Curating* database went online, and the Case Studies in Creative Documentary Film project was implemented. Furthermore, the Foundation also planned an English language version of the website called the NCAF Granted Project Database, which includes relevant articles and videos selected from the archive and translated into English to introduce the Foundation and its grant programs, as well as the diversity of Taiwan's art development, to a wider international audience. It was anticipated that the English version of the website would be launched in January of 2023.

NCAF Visual Arts Curating

Created through the nearly two-year long research project Curatorial Practices in the Visual Arts and the Curatorial Projects Documenting Program, the NCAF Visual Arts Curating database is a compilation of achievements of curatorial projects subsidized over the years through the Foundation's grant programs, and includes introductions of individual curators who received grants. The website is presented in both Chinese and English with the content headings About. Articles, Curators, and Videos, as well as a link to an index of granted exhibitions in Chinese. It is anticipated that the database will create synergies by presenting a well organized retrospective of subsidized projects, case studies of curatorial projects, and by sharing curatorial resources and information about subsidized curators. Since its launch in 2022, eight special articles and five short documentaries, as well as introductions of 51 curators in both English and Chinese, have been published on the website.

Case Studies in Creative Documentary Film

To introduce subsidized projects and provide the public with a more comprehensive understanding of how different art forms have evolved in Taiwan, the Foundation chose six documentary film projects granted under the program Creative Documentary Film between 2019 and 2021 to be the subject of its Case Studies in Creative Documentary Film project. The project's concept of "documentary film directors documenting documentary film directors" was implemented by inviting those with practical experience in the creation of documentary films to interview and closely observe directors who have received grants, and by presenting articles detailing the documentary film creation process from initial planning to production, filming, and editing. In addition to collecting comprehensive information about each granted film, the project facilitates dialogue between the directors through these case studies. Completed articles generated by this project will be published in 2023 in a special section of the NCAF Online Grant Portfolio Archive titled Case Studies in the Arts.



NCAF Online Grant Portfolio Archive—NCAF Visual Arts Curating home page



II. Art World Forecast and Policy Analysis

International Arts Ecosystem Information Collection Program

This program was implemented to track new developments in the international arts and culture field. In collaboration with external observers, the program aims to collect information with respect to certain themes, such as cultural observation, international arts and culture policies, and trends in the art field. By implementing this program and the International Arts Ecosystem Infrastructure Survey Program simultaneously, the Foundation gathered information about the arts and culture landscape, as well as organizational structure of cultural institutions, in non-English speaking countries in Europe, Asia, and the Americas.

Book Launch Events and Related Symposia—*The Future of Public Museums: Research on the Non-Departmental Public Body Structure*

The Foundation undertook its project Research on the Policies Regarding Museums as Non-Departmental Public Bodies in the United Kingdom, France, and Japan in light of the importance of this framework to intermediary cultural organization in Taiwan. The results of the research project were then compiled into the book *The Future of Public Museums: Research on the Non-Departmental Public Body Structure*, which was published on January 19 and then announced at a book launch event on January 21 at the Museum of National Taipei University of Education. To extend discussion on this administrative framework for professionals working in the industrial, governmental, and academic fields, symposia were held on March 25 in the Lecture Hall of the National Kaohsiung Center for the Arts, and on May 6 at the Museum of National Taipei University of Education.

III. Arts and Culture Legal Services

The Arts and Culture Legal Services program, in collaboration with the Ministry of Culture and an outside legal team, provides legal consultation service, as well as information through its website (https://law.ncafroc.org.tw/), to address issues related to employment practice for those active in arts and culture or derivative fields. The program plans to continue its compilation of case studies and frequently asked questions, conduct thematic research, and produce general education materials to promote public welfare and the overall development of the arts and culture environment by enhancing understanding of the law.

The Future of Public Museums: Research on the Non-Departmental Public Body Structure published by NCAF in 2022

Resource Development

For many years, the Foundation has served the important function of mentoring and rewarding those working in the fields of arts and culture. To this end, the Foundation has not only striven to cultivate rich and varied resources to invest in the arts, but also to expand connections among governmental departments, academia, business circles, and other non-governmental resources networks, and to actively develop the long-term infusion of resources into the arts, create opportunities for exchange and collaboration among professionals working in different fields, and jointly build an arts environment that is beneficial arts and cultural workers.

In 2022, the Foundation's resource development work mainly advanced in three areas: The 22nd National Award for Arts ceremony and related promotional activities, resource integration, and public service. The list of winners of the National Award for Arts was made public in December 2021, and the ceremony was held at The Taipei Performing Arts Center in October of 2022. At the same time, a series of promotional activities was planned to introduce the achievements of awardees to the general public. Resource integration work included continued operation of the Friends of NCAF, which facilitates support for various Foundation grants by members of the business community. The Foundation and Taiwan High Speed Rail also continued their collaboration on the Taiwan High Speed Rail Art Project with another year of the project theme *Formosa Walkman*, which saw the successful establishment of a promotion model for long-term collaboration with businesses. Public service work included the continued operation of the Foundation's official website, publication of online content, programming of various activities, and the provision of promotion, services, and exchange for grant recipients and the art community.



The 22nd National Award for Arts ceremony—From left: NCAF Chairman Lin Mun-lee, Wang Rongyu, Sylvia Chang, Huang Mingchuan, President Tsai Ing-wen, Chiu Huojung, Kuo Chung-twn, Ping Lu, puljaljuyan pakaleva, and Minister of Culture Lee Yung-te

I. The 22nd National Award for Arts Ceremony and Promotional Activities

Award Ceremony

The 22nd National Award for Arts Ceremony was held on October 7 at the The Taipei Performing Arts Center, where the seven awardees beiguan master Chiu Huo-jung, landscape architect Kuo Chung-twn, film artist Huang Mingchuan, author Ping Lu, theater artist Wang Rong-yu, filmmaker Sylvia Chang, and choreographer puljaljuyan pakaleva, accompanied by friends and family, President Tsai Ing-wen, Minister of Culture Lee Yung-te, and nearly 300 distinguished guests from the arts and cultural circles, basked in the joy and glory of being honored with the award.

This year, the award ceremony theme was *For Those Who Love the Arts*, which not only suggests the love that artists feel for culture, aesthetics, life, and the land, but also for their eternal inner dialogues, the mutual support among artists and others, and the mutual attention between artists and their audiences. The award honored the long and unremitting artistic journey, and lifetime of personal cultivation of each of the seven artists, as well as those lovers of art who have accompanied them along the way. The ceremony included works by invited performers, starting with Puppet & Its Double Theater and their *On the Edge of Reality: REMIX*, then Shimmering Production with their pas de deux titled *Side by Side*, and finally Sangpuy and his band, who closed the ceremony with the upbeat selections *Light, Follow Your Steps*, and *Cheerful Waggle Dance*.

In 2022, the ceremony was live streamed and recorded for later viewing for the first time, so that audiences who could not attend the ceremony were able to witness this tribute to awardees.

Promotional Activities

Following the diversification of communication media in recent years, the Foundation produced elaborate audio-visual content in a variety of media to reach the broadest possible audience while promoting the spirit of the National Award for Arts and artistic achievements and life stories of awardees. These efforts included setting up Facebook and Instagram pages for the Award; collaborating with the platform Mirror Voice to produce the podcast series *Let Art Together*; creating a National Award for Arts poster and special interviews with this year's awardees, which were distributed by *Fountain* magazine; publishing special full-text articles about awardees in the Foundation's online magazine *NCAFe* and the online magazine *The News Lens*; creating documentaries about awardees, which were broadcast to international audiences by the media platform TaiwanPlus; collaborating with Philharmonic Radio Taipei to produce and broadcast programming about the year's awardees; and with National Education Radio, by promoting awardees interviewed for their program *Dancing with Aesthetic Education*.

Continuing their long-term collaboration with the National Award for Arts, the National Yang Ming Chiao Tung University Arts Center organized the 2022 National Award for Arts Lectures series featuring the seven awardees. In addition, in response to Foundation's strategy of expanding the promotion of this year's National Award for Arts, the University also programmed their *Special Exhibition of the 22nd National Award for Arts*, as well as a production and talk back for Golden Bough Theatre's Taiwanese-language musical *Zero to Hero*, and the film screening and talk back series *Stalker in the Artscape: the Filmic Scope of Huang Mingchuan*.

II. Resource Integration

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 the Friends of NCAF in 2004. The organization hosts a wide range of arts and cultural activities to enhance its members' understanding of the local art scene and promote their support for the Foundation's programming. As of 2022, the Friends of NCAF had sixty members, including Liu Ju-jung, president of the organization and wife of the chairman of Lion Pencil Company, and Yang Yue-hu, vice president of the organization and chairman of Puyong Archiland. In 2022, the Friends of NCAF held 11 art-based activities, three live performance events including complimentary tickets, and two cultural travel tours.

The goal of Arts and Business Partnerships Project Grants is to integrate the Foundation's resources with that of businesses to extend their scope and include different art forms and the possibility of interdisciplinary collaboration. In 2022, a total of nine grant programs, including those for literature, the performing arts, visual arts, art criticism, and inclusive arts programming, were subsidized by the Friends of NCAF affiliated and other non-affiliated businesses. For further details, see *Arts and Business Partnerships Project Grants* section of this annual report.

Arts & Business

With the support of the Friends of NCAF, the Foundation created the *Arts & Business* website (https://anb.ncafroc.org.tw) and launched it in June of 2006 with the goal of actively promoting both the concept and practice of collaborations between arts and business.

Since its inception, the *Arts & Business* website has published in-depth reports on special art and business collaborations. In recent years, participation in the arts by businesses in Taiwan has become more prominent and seen considerable development. In 2022, comprehensive optimization of the website, including design adjustments and functional enhancements, was continued to promote creative and experimental projects. With this website, the Foundation aims to promote ground-breaking collaboration and create a space where those interested in both the arts and business can converse. Also in 2022, a new section titled News was planned and aims to provide readers with diverse information on art and business collaborations.



The Friends of NCAF End of Year Party



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*, a variety of artworks 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 the creation of lively and creative artwork while making train stations hubs connecting the public with the arts.

On the framework laid by this collaboration between Taiwan High Speed Rail and the Foundation in 2018, a second iteration of the Taiwan High Speed Rail Art Project titled *Formosa Walkman* was launched in 2022, and an opening ceremony was held at the Nangang Station on April 19. Invited to be the main creators, musician Blaire Ko and visual artist Agi Chen started from the ubiquitous element of sound by creating a theme song titled *Have a Nice Trip*, as well as transforming a ceremonial hunting song from the Bunun Tribe into short melodies introducing public announcements; selected the cross-generational SONY Walkman as the work's main image, from which they created a large-scale LED-light installation that traveled to High Speed Rail stations in Yunlin, Changhua, and Miaoli from June 16 to October 12; and designed limited-edition commemorative train tickets. Their art concept turned the High Speed Rail into a creative nexus by linking it with art and culture.

A large-scale LED-light installation in the shape of a SONY Walkman and the theme song *Have a Nice Trip* in the main hall of the Yunlin High Speed Rail station

III. Public Service

Official Foundation Website and Social Media

The Foundation's official website (https://www.ncafroc.org.tw) mainly publicizes institutional news, achievements, and the results of grant investigations, along with disseminating information about relevant policies and project announcements in a timely manner. The website also promotes the use of the convenient *NCAF Online Grant Application System*, and allows users to announce exhibition and performance information in the website's *NCAF Showcase* section, as well as art-related employment opportunities in its *Recruitment* section.

In 2020, to optimize services for grant applicants and members of the art world, the Foundation completed its official website upgrade project, and by improving the website's interface and operation, have provided a friendlier and more convenient user experience. In 2022, the website continued to provide updated information and stable service. In response to the Internet age and its instantaneous diffusion of information, a video platform, and links to breaking news, grant information, and to the Foundation's *NCAF Online Grant Portfolio Archive, NCAF Online Magazine, Arts and Culture Legal Services, Taiwan Tops Performing Arts Groups, ARTWAVE—Taiwan International Arts Network, Reviewing Performing Arts Taiwan, and Arts & Business web pages, as well as other website systems, have been integrated into the homepage of the Foundation's official website to strengthen its service capacity.*

In 2022, the special web page *Act for the Future* was added to the Foundation's official website to introduce projects of Act for the Future grantees along with related achievements to promote their projects. On the occasion of the 22nd National Award for Arts, the associated website was updated to match the visual design of the awards, and the user interface will be further optimized in 2023.

Responding to the public's browsing habits, the official website has integrated a Facebook page, where Foundation news is shared in real time, and granted projects are promoted by posting related performance or event schedules, as well as special achievement and award news. Social media integration has also driven engagement with special topics and programming from the *NCAF Online Magazine, NCAF Online Grant Portfolio Archive, and Arts and Culture Legal Services*, and allows the Foundation more flexibility while sharing information. Public attention and participation is also increased through multifaceted audiovisual content and activities on social media, thus deepening the relationship between art and the public.



Graphic design of various 2022 issues of the *NCAF Online Magazine*

NCAF Online Magazine

The Foundation manages online media through its *NCAF Online Magazine* (https://mag.ncafroc. 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 four sections: Focus, People, NCAF Picks, and Views. Focus includes topics followed by the Foundation and different series of professional articles about the Foundation's core projects. In 2022, six issues were published, the first titled For Those Undertaking a Documentary Voyage, which extended the spirit of the Foundation's program Documenting Together. The program's cross-generational participants were invited to share perspectives on how to solve difficulties encountered in the process of documentary filmmaking. The second issue, Anticipating the Act for the Future, invited senior figures from various art disciplines to express their expectations for the project grant Act for the Future, as well as potential applicants, as its first cycle grew near. The third issue, The 14th Young Stars New Vision: Between and , introduced the three performing arts professionals awarded 14th Young Star New Vision project grants. The fourth issue, For Those Who Love the Arts: The 22nd National Award for Arts, presented comprehensive introductions of the artistic careers and achievements of the seven recipients of the 22nd National Award for Arts. The fifth issue, published on the occasion of the opening of call for entries for the 20th Novel Writing and Publishing grant project and titled Using a Short Introduction to Tell a Long Story, invited several literary writers to each create an introduction of less than 1000 words describing a novel they truly love to draw readers into the world of novels. For the sixth issue, titled *Flânerie*, artists and culture scholars residing in certain locales for a period of time were invited to share their experiences and perceptions of that place.

The other three regular sections of the magazine provide interdisciplinary observations and commentary, and intimate interviews. *People* features a series of in-depth articles outlining the career development of artists; *NCAF Picks* introduces recent developments of granted projects that are worthy of attention; and *Views* includes analyses of phenomena, events, and happenings in the art world.

Publication of the Annual Report and Public Relations

The annual report is a public document presenting the Foundation's professional work and financial affairs. Published in 2022, the 2021 annual report includes projects funded by regular grants and project grants and their results, results of research and development and promotional work, introductions of the 22nd National Award for Arts recipients, and financial reports. In addition to publicizing the value of the Foundation's work, the report also provides academic research and cultural statistics. Since the Foundation's professional work involves the general affairs of the Taiwanese art world and related activities, the annual report is also published in English to facilitate the Foundation's exchanges in international settings and to promote its work abroad. In order to increase the report's circulation, it is made available online and may be freely downloaded. Paper copies are also made available for the purposes of public relations and promotion.

In addition, the Foundation maintains close contact with various media outlets to promote its work and periodically releases important Foundation-related information through these channels to expand its impact. In 2022, a total of five media packets for events and twelve press releases were issued. The Foundation also issued 129 reports that were broadcast in newspapers and magazines, and on various websites, television, and radio. The Foundation also maintains regular contact with different media outlets, collaborates with the media to arrange interviews, and seeks media exposure.

International Exchange

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 incorporated International Cultural Exchange into various categories of its regular grants mechanism, and has also responded to the times by programming several project grants that encourage arts and culture professionals to go abroad. In 2018, the Foundation established ARTWAVE—Taiwan International Arts Network, which supplements Foundation grant resources with resources of external organizations to create more opportunities for Taiwanese artists to make their way onto the international stage.

From 2020 to 2022, even though the promotion of international exchange programs by many countries was temporarily halted due to the severity of the COVID-19 pandemic, the ARTWAVE platform maintained existing international links with the expectation of developing potential exchanges and collaborative projects within the limitations imposed by the pandemic.

In 2022, the ARTWAVE platform participated in the Yokohama International Performing Arts Meeting, held the Performing Arts Managers Mentorship program, supported Taiwanese artists to attend documenta fifteen, and collaborated with the Australian Office in Taipei on the Arts Exchange Partnership Program.



Post-performance cocktail reception at Yokohama's Hotel New Grand for Bulareyaung Dance Company's *LUNA*, including international media and performing arts professionals on December 3, 2022 in Japan

Yokohama International Performing Arts Meeting (YPAM)

From 2018 to 2021, the Foundation participated in four sessions of the Tokyo Performing Arts Meeting (TPAM), where it established an excellent working relationship with the event's sponsoring organization. A decade after becoming the performing arts meeting of Yokohama, TPAM was renamed YPAM and strengthened its focus on local history and culture in 2021. Under its new name, YPAM held its inaugural session from December 1 to 20 of the same year and invited the Foundation to attend.

In 2022, the Foundation, the Taiwan Cultural Center of the Taipei Economic and Cultural Representative Office in Japan, and YPAM joined forces to facilitate a performance of *LUNA* by the Taitung based Bulareyaung Dance Company, marking the company's premier performance in Japan, as well as the first time that Taiwanese programming was invited to YPAM Direction. On December 3, 2022, *LUNA* was performed in the Main Hall venue of Japan's Kanagawa Arts Theatre, for which the Foundation helped Bulareyaung Dance Company make arrangements, as well as hosted a post-performance cocktail reception for Bulareyaung and guests including international performing arts groups and professionals, international media, and the YPAM team at Yokohama's Hotel New Grand.

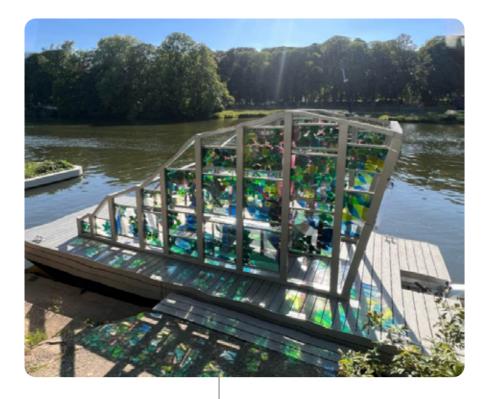
Performing Arts Managers Mentorship Program

In light of international travel restrictions due to the COVID-19 pandemic, the Foundation created its Performing Arts Managers Mentorship program, including a series of general education courses, workshops, and mentorships, in collaboration with the Performing Arts Network Development Association to cultivate both Taiwan's performing arts field and its administrative professionals in international settings. The program trained international managers and production workers in the areas of planning, integration, and execution, with the goal of assisting Taiwanese individual artists and art groups in expanding their international networks, and to develop opportunities for international collaboration and exchange.

On March 16, 2022, after 10 months of training, an event was held on the second floor of the Guling Street Avant-Garde Theatre to share the results of the program. Five mentors, Cassie Hung, Kao Yi-kai, Sun Ping, Huang Wen, and Yukio Nitta, led seven mentees, Pan Tzu-wen, Lin Jia-hui, Hsieh Yau-yun, Hsiao Shu-lin, Liu Yi-chun, Wu Yun, and Li I-hsuan, in sharing what they experienced in the program to generate discussion with industry professionals.

Exchange forum at the Performing Arts Managers Mentorship program







Chang En-man's *Floating System for Snails* at the documenta fifteen exhibition in Kassel, Germany, attracts a lot of media attention, including this report in *Weltkunst* magazine

Supporting Taiwanese Artists to Attend documenta fifteen

Through its ARTWAVE platform, Friends of NCAF association, and grant programs, the Foundation sent a total of 23 Taiwanese artists in four different art groups to participate in the exhibition documenta fifteen in Kassel, Germany, which was the largest number of Taiwanese attendees in the history of the exhibition. Artists, curators, and projects invited to participate included: Chang En-man, Tsou Ting, and Wang Han-fang for *Floating System for Snails*, which includes *Project Invasion*; Lo Shih-tung and Hsu Chia-wei for *Churning Milk: The Rituals of Things*, a work made with the Thai art group Baan Noorg Collaborative Arts and Culture; Lee Yi-pei, Ho How, Anchi Lin, Hung Hsin-chieh, Huang Yi-pin, Huang Chih-hua, Wu Shu-hui, Edith Tzu-fen Lin, Kay Hung, Orbit Lin, and Sharo Liang for *WAGIWAGI*, a collaborative project with the Indonesia Art group Jatiwangi Art Factory; Lai Hsiao-ying, Tsai Ming-yueh, Tsai Shih-hsaing, Ke Yung-chien, Lin Yu-sheng, Wu Nien-cheng, and Chen Yi-wen for the project *Exchange the Scenery of Our Everyday Life* in collaboration with the Indonesia art group Gudskul.

In preparation for documenta fifteen, which ran from June 18 to September 25, 2022, the Foundation held a meet and greet through video conferencing on May 24, 2022, so that the invited artists would have an opportunity to introduce themselves and discuss their projects before leaving for Kassel. The Foundation then invited the artists and representatives from the Friends of NCAF who subsidized the trip to a meeting on September 6, where artists shared what they had learned while participating in the exhibition. Furthermore, the Foundation engaged a Taiwanese artist living in Germany to report first hand on the exhibition for the arts and culture community back in Taiwan, and this series of reports was published on the Foundation's official website.

Chang En-man's *Floating System for Snails* at the documenta fifteen exhibition in Kassel, Germany



Anchi Lin's Rehearsing with Hiring (Photography/Chen You-wei)



The Taiwan-Australia Arts Exchange Partnership in Cooperation with the Australian Office in Taipei

The Taiwan-Australia Arts Exchange Partnership, a collaborative two-year project between the Foundation and the Australian Office in Taipei, sends artists and curators from Taiwan and Australia for residencies in the other country. In addition to carrying out bilateral cultural and artistic exchanges, the partnership anticipates that these exchanges will provide opportunities for future cooperation. Following the signing of a memorandum of cooperation in June of 2022, the Foundation convened an advisory committee meeting in September, where the first Taiwanese artist to go to Australia under the program, Anchi Lin, was chosen. The Australian side also selected its first participant, artist Deborah Cheetham, and both artists are scheduled to conduct their visits in 2023.

Australian soprano Deborah Cheetham performing in Taiwan in February 2023

> Art Education Taking Root— 2022 Guidance Visits and Evaluation Program, a project entrusted to NCAF by the Ministry of Culture; on-site visit at puppet promotion and teaching at TransWorld Preschool for Yunlin County Puppet Promotion Plan

∧ s a policy partner of the Ministry of Culture for many years, the Foundation has been entrusted Nwith policy appraisal, the selection of arts and cultural grant recipients, the implementation of evaluation and promotional work, and the establishment of a jointly administered system for art and culture. In 2022, the Foundation collaborated with the Ministry to complete a number of projects, the results of which are as follows.

Art Education Taking Root -2022 Guidance Visits and Evaluation Program

The Ministry of Culture encourages municipal governments to combine existing resources, such as cultural and educational departments and organizations, individual art professionals, art groups, and arts and cultural venues, to cultivate the public's participation in art activities from an early age, generate interest in culture and art, and firmly establish art and culture in society. In 2022, the Ministry of Culture entrusted the Foundation with the task of evaluating 14 granted projects administered by 12 municipalities. To this end, a committee was formed of experts in related fields to undertake site visits, offer professional guidance, and assist in establishing a comprehensive evaluation mechanism referenceable in future grant cycles.



Projects Entrusted to NCAF by the Ministry of Culture

Projects Entrusted to NCAF by the Ministry of Culture



Taiwan Culture Festival Advancement —2022 Guidance Visits and Evaluation Program

The Ministry of Culture guides municipalities in the exploration of unique cultural phenomena, the integration of local cultural resources on the basis of cultural-historical contexts, and the elevating of cultural content and strengthening of strategies for the development of international art festivals. In 2022, the Ministry entrusted the Foundation with convening an evaluation committee of experts and scholars to evaluate 19 projects (granted either in 2022 or in 2021 and previously postponed) and implemented by 13 municipalities (not including another project to be administered by Kaohsiung City and postponed until 2023). The committee also offered professional guidance to these municipalities and assisted the Ministry of Culture in establishing a comprehensive evaluation mechanism for use in future grant cycles.

Taiwan Culture Festival Advancement— 2022 Guidance Visits and Evaluation Program, a project entrusted to NCAF by the Ministry of Culture; on-site visit of *Fluid Space* at Keelung Ciao 2022

Taiwan Cultural Venue Operation Advancement —2022 Visual Art Venue Guidance Visit and Evaluation Program

The Ministry of Culture continues to promote the Taiwan Cultural Venue Operation Advancement program, and following the principle of allowing personnel and programming to drive the refitting of cultural facilities, has guided municipal governments in evaluating resources and needs for cultural events, in cultivating local cultural characteristics, in accumulating and strengthening industrial development, and in establishing public participation in multicultural experiences. In 2022, the Foundation was entrusted by the Ministry of Culture to organize a professional committee to evaluate the overall effectiveness of projects for ten granted venues by conducting visits, guiding exchanges, and making relevant suggestions. Furthermore, a series of study sessions including lectures, visits, and round-table discussions was held in Penghu to respond to professional operation upgrades needed at various local venues. This series also served as a platform for networking and exchange among government office workers, venue professionals, as well as among experts and scholars not affiliated with the venues. The program's visits, exchanges, and observations reflect the development of Taiwan's art museum ecosystem at its current stage, thus providing the Ministry of Culture with reference points for future grant evaluation and policy formulation.



Projects Entrusted to NCAF by the Ministry of Culture

Taiwan Cultural Venue Operation

2022 Visual Art Venue Guidance

Visit and Evaluation Program, a

project entrusted to NCAF by the

Ministry of Culture; participants

at exchange and study sessions

held in Penghu for professional

operation upgrades of municipal

Advancement—

cultural venues

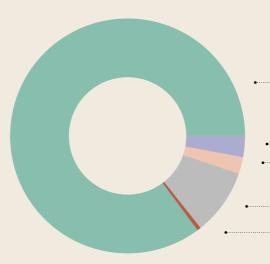
Financial Affairs

unding for NCAF is mainly derived from interest income generated by the Foundation endowment, as well as monies raised from the private sector. In view of market volatility, the Foundation strives for steady operation and improvement of overall fund performance, and under the premise of conservative and sound risk control, funds are allocated effectively to pursue reasonable returns. In 2022, the endowment's portfolio included NT\$2 billion in fixed deposit accounts, NT\$3.6 billion invested in stocks and exchange-traded funds, and NT\$1 billion in fixed income securities.

I. Revenue

Total revenue in 2022 was NT\$570.420.364.

- Service Income (Commission Income): The Foundation received NT\$9,299,327 from the Ministry of Culture and private sources (Taiwan High Speed Rail Corporation) for seven commissioned projects that were in progress as of 2022.
- Donation Income: Donations totaling NT\$17,058,790 were received, including from the Friends of NCAF, or from designated sponsors of project grants.
- Financial Income: The rate of return on investments was 4.77% in 2022, for a total of NT\$318,932,699, which included interest earned from financial institutions, and profits from stock, exchange-traded fund, fixed-income commodity and other investments.
- Government Appropriation for Operations: Through the Ministry of Culture, the government supported the mission of NCAF with NT\$213,157,000 in 2022 to meet operational expenses and support the implementation of grant programs, mainly the Taiwan Top Performing Arts Groups, Visual Arts Organizations Development, and Max-Q Innovation Art project grants, as well as to support the implementation of regular grants (including the International Cultural Exchange grant program) and administrative expenses.
- Non-Operating Income: Totaled NT\$11,972,548 and included deductions charged against grants approved in or before 2021, and other miscellaneous sources.



II. Expenditure

Total expenditure in 2022 was NT\$738,354,802.

- expenses.
- 1. Fundraising Expenses: NT\$2,070.015 was spent for art events for the Friends of NCAF. 2. Service Expenses: NT\$5,786,567 was spent for establishing and maintaining the NCAF Online Grant Portfolio Archive, operating the NCAF official website, developing arts and business partnerships, and for Arts and Culture Legal Services program, among other needs. 3. Commission Expenses: NT\$9,299,327 was spent for projects commissioned by the Ministry of Culture and non-governmental organizations.

- Grant-Related Expenses: NT\$628,637,368 was spent on funds for grant recipients, for review, assessment, and evaluation of grant-related expenses, and administrative costs for implementing the ARTWAVE Taiwan International Art Network Platform Project. Specifically, in 2022, funding for regular and project grants totaled NT\$604,268,573; review, assessment, and evaluation of grant-related expenses totaled NT\$17,410,709; fees for the ARTWAVE platform totaled NT\$3,721,026; and expenses for the Act for the Future project grant totaled NT\$3,237,060. Implementation expenses for the ARTWAVE and Act for the Future were paid through a special reserve fund.
- costs.
- Other Operating Expenses: NT\$21,508,124 was spent on services and promotion, such as the acquisition and maintenance of the Foundation's information systems, legal services, research and development projects, the compilation of the annual report, maintenance of public relations and international exchanges, financial consultants, and others.

III. Deficit

In 2022, total revenues were NT\$570,420,364, and expenditures were NT\$738,354,802, leaving a deficit of NT\$167,934,438 for the period.

Grant-Related Expenses

85.14%

- Other Operating Expenses 2.91% Service Costs (Fundraising Expenses, Service Expenses, Commission Expenses) 2.32%
- Management Expenses 9.09%
- National Award for the Arts Expenses 0.53%

Service Costs: NT\$17,155,909 was spent for fundraising, service, and commission related

- National Award for the Arts Expenses: NT\$3,915,949 was spent on the 22nd National Award for Arts ceremony, related promotional activities, and other expenses.
- Management Expenses: NT\$67,137,452 was spent on personnel and general administrative

Balance Sheet

	12/31/2022		12/31/2021		
Item	Amount (NT\$)	%	Amount (NT\$)	%	
Current Assets	1,167,429,395	14.8	2,035,446,149	22.8	
Cash	1,149,358,594	14.7	1,724,791,267	19.4	
Receivables	15,547,694	0.2	13,832,845	0.2	
Advance Payments	1,950,804	0.0	1,754,083	0.0	
Current Financial Assets	0	3.3	295,000,911	3.3	
Other Current Assets	572,303	0.0	67,043	0.0	
Investments, Long-Term Receivables, Loans, and Reserve Funds	6,637,776,983	84.7	6,815,040,269	76.7	
Non-Current Financial Assets	6,533,185,046	83.4	6,455,213,646	72.7	
Reserve Funds	104,591,937	1.3	359,826,623	4.1	
Property, Plant, and Equipment	17,171,215	0.2	20,048,388	0.2	
Transportation and Communication Equipment	735,945	0.0	735,945	0.0	
IT Equipment	18,176,507	0.2	16,140,264	0.2	
Office Equipment	5,989,820	0.1	5,773,039	0.1	
Other Equipment	7,235,076	0.1	7,253,671	0.1	
Leasehold Improvements	5,086,800	0.1	5,086,800	0.1	
Fixed Assets in Process	0	0.0	1,126,550	0.0	
Minus Accumulated Depreciation	(20,052,933)	(0.3)	(16,067,881)	(0.2)	
Intangible Assets	7,723,938	0.1	9,050,870	0.1	
Intangible Assets	7,723,938	0.1	9,050,870	0.1	
OtherAssets	2,324,063	0.1	2,324,063	0.1	
Miscellaneous Assets	2,324,063	0.1	2,324,063	0.1	
Total Assets	7,832,425,594	100.0	8,881,909,739	100.0	
Current Liabilities	437,787,197	5.7	268,527,206	3.1	
Payables	433,213,908	5.5	264,048,167	3.0	
Advance Payables	4,332,484	0.1	4,296,846	0.1	
Other Current Liabilities	240,805	_	182,193	_	
Other Liabilities	3,063,300	0.0	2,746,768	0.0	
Miscellaneous Liabilities	3,063,300	0.0	2,746,768	0.0	
Total Liabilities	440,850,497	5.7	271,273,974	3.1	
Endowment Fund	6,680,000,000	85.3	6,048,361,900	68.1	
Founding Contribution	2,000,000,000	25.5	2,000,000,000	22.5	
Donated Funds	4,679,565,594	59.8	4,048,361,900	45.6	
Other Funds	434,406	0.0	0	0.0	
Reserve	104,591,937	4.1	359,826,623	4.1	
Special Reserve	104,591,937	4.1	359,826,623	4.1	
Accumulated Suplus or Deficit	604,901,066	7.7	1,149,238,918	12.9	
Accumulated Surplus	604,901,066	7.7	1,149,238,918	12.9	
Net Worth of Other Items	2,082,094	0.0	1,053,208,324	11.9	
Accumulated Other Comprehensive Surplus or Deficit	3,010,080	0.0	1,053,827,298	11.9	
Remeasurement of Defined Benefit Plan	(927,986)	(0.0)	(618,974)	(0.0)	
Total Net Worth	7,391,575,097	94.4	8,610,635,765	97.0	
Total Liabilities and New Worth	7,832,425,594	100.0	8,881,909,739	100.0	

Income Statement

Item	Current Year (2022.01.01–2022		Previous Year (2021.01.01–2021.12.31)		
	Amount (NT\$)	%	Amount (NT\$)	%	
Revenue					
Operating Income	558,447,816	97.9	1,562,683,191	99.	
Service Income	9,299,327	1.6	6,553,689	0.	
Donation Income	17,058,790	3.0	16,460,628	1	
Financial Income	318,932,699	55.9	1,307,292,874	83.	
Government Appropriation for Operations	213,157,000	37.4	224,376,000	14	
Other Operating Income	0	0.0	8,000,000	0	
Non-Operating Income	11,972,548	2.1	8,022,717	0.	
Total Income	570,420,364	100.0	1,570,705,908	100	
Expenditure			i		
Operating Expenses	738,354,802	129.5	493,169,914	31	
Service Costs	17,155,909	3.0	15,184,088	1	
Grant-Related Expenses	628,637,368	110.2	380,381,925	24	
	3,915,949	0.7	14,305,790	0	
National Award for the Arts Expenses	5,315,343	0	,,.		
National Award for the Arts Expenses Management Expenses	67,137,452	11.8	57,955,898		
		-		3	
Management Expenses	67,137,452	11.8	57,955,898	3 1 31	

Total Annual Other Comprehensive Surplus or Deficit	(1
Net Loss Not Recognized as Pension Cost	
Annual Other Comprehensive Surplus or Deficit	(
Annual Other Comprehensive Surplus or Deficit	
Item	
Note:	

Current Year		Previous Yea	r
Amount (NT\$)	%	Amount (NT\$)	%
(1,050,817,218)	(184.2)	(250,283,382)	(15.9)
(309,012)	(0.2)	204,816	0.1
(1,051,126,230)	(184)	(250,078,566)	(16)

7,391,575,097	(927,986)	3,010,080	604,901,066	104,591,937	434,406	4,679,565,594	2,000,000,000	Balance as of December 31, 2022
(309,012)	(309,012)							Remeasurement of the Defi
(1,050,817,218)		(1,050,817,218)						Unrealized Surplus or Deficit on Financial Assets in Available-for-Sale
(167,934,438)			(167,934,438)					Surplus in 2022
O			(631,638,100)	o	434,406	631,203,694		Accumulated Surplus or Deficit Transferred to Endowment
0			255,234,686	(255,234,686)				Special Reserve Reallocation
8,610,635,765	(618,974)	1,053,827,298	1,149,238,918	359,836,623	0	4,048,361,900	2,000,000,000	Balance as of December 31, 2021
204,816	204,816							Remeasurement of the Defi
(250,283,382)		(250,283,382)						Unrealized Surplus or Deficit on Financial Assets in Available-for-Sale
1,077,535,994			1,077,535,994					Surplus in 2021
0			(344,637,327)	344,637,327				Special Reserve Allocation
7,783,178,337	(823,790)	1,304,110,680	416,340,251	15,189,296	0	4,048,361,900	2,000,000,000	Balance as of January 1, 2021
Total	Remeasurement of the Defi	Accumulated Other Comprehensive Surplus or De	Accumulated Surplus	Special Reserve	Other Funds	Donated Funds	Founding Contribution	ltem
	ther Items	Net Worth of Other Items				Endowment Fund	Ę	
								go

Statement of Changes New Worth

Cash Flow Statement

Item	Amount in Current Year (2022.01.01–2022.12.31)	Amount in Previous Year (2021.01.01–2021.12.31)
-	Subtotal (\$NT)	Subtotal (\$NT)
Cash Flow from Operating Activities:	L. I.	
Pre-Tax Surplus (Deficit)	(167,934,438)	1,077,535,994
Adjustment for Interest and Dividends	(266,128,596)	(159,879,005)
Uncounted Pre-Tax Defi	(434,063,034)	917,656,989
Adjustment of Non-Cash Items:	I	
Depreciation Expenses	4,053,552	3,246,022
Amortization	4,538,232	3,436,229
Decrease in Receivables	383,000	3,146,531
Increase in Advance Payments	(196,721)	(1,667,956)
Increase in Other Current Financial Assets	(505,260)	(24,443)
Increase in Payables	169,972,291	45,170,754
Increase in Advance Receipts	35,638	(3,832,947)
Increase in Other Current Liabilities	58,612	(115,244)
Increase in Miscellaneous Liabilities	7,520	21,967
Cash Outflow (Inflow) Before Interest and Dividends	(255,716,170)	967,037,902
Interest Received	30,020,334	22,946,158
Dividends Received	234,010,413	138,669,689
Net Cash Inflow from Operating Activities	8,314,577	1,128,653,749
Cash Flow from Investment Activities:	L	
Decrease in Current Finincial Assets and Short-Term Advance Payments	295,000,911	224,269,353
Increase in Investments, Long-Term Receivables, Loans, and Reserve Funds	(1,128,788,618)	(344,637,327)
Decrease in Investments, Long-Term Receivables, Loans, and Reserve Funds	255,234,686	79,763,653
Increase in Property, Plant, and Equipment	(1,982,929)	(5,995,630)
Increase in Intangible and Other Assets	(3,211,300)	(4,277,600)
Decrease in Refundable Deposits	0	(6,396)
Net Cash Out	(583,747,250)	(50,883,947)
Net Increase (Decrease) in Cash and Cash Equivalents	(575,432,673)	1,077,769,802
Cash and Cash Equivalents at Beginning of Period	1,724,791,267	647,021,465
Cash and Cash Equivalents at End of Period	1,149,358,594	1,724,791,267

Major Events

Date	Event Summary
1/1-2/7	First round of call for entries for 2022 regular grants is opened.
1/19	The Foundation's The <i>Future of Public Museums: Research on the Non-Departmental Public Body Structure</i> is published and a book launch event is scheduled for 1/21.
1/26	The thirteenth meeting of the 9th Board of Directors is convened.
2/19–5/14	Six sessions of an advisory conference, complemented by individual consultations with nine experts, are held for the regular grant Art Advances.
2/22	First of three online Art Advances information sessions is held, which will continue through June.
2/22	Friends of NCAF holds its Spring Tea Party and 13th New President Handover Ceremony at the Eslite Hotel.
2/24	The fifth meeting of the 9th Board of Supervisors is convened.
3/10	Online information session is held for the grant Act for the Future.
3/15	The fourteenth meeting of the 9th Board of Directors is convened.
3/16	ARTWAVE holds an exchange forum for its Performing Arts Managers Mentorship program.
3/25	The sixth meeting of the 9th Board of Supervisors is convened.
3/25 > 5/6	Book launch symposia for the Foundation's <i>The Future of Public Museums: Research on the Non-Departmental Public Body Structure</i> are held on March 25 in the Lecture Hall of the National Kaohsiung Center for the Arts, and on May 6 at the Museum of National Taipei University of Education.
4/14	The fifteenth meeting of the 9th Board of Directors is convened.
4/15	Awardee list for the first round of 2022 regular grants is released.
4/19	Opening ceremony for the Taiwan High Speed Rail Art Project, <i>Formosa Walkman</i> , is held at Nangang Station.

Date	Event Sum
4/29–6/5	The 14th Ye in seven pe Concert Ha Shop of the
5/5	NCAF Visua Archive.
5/24–9/25	Twenty-thro sel, Germa an pre-trav on 9/6 afte in Germany the Founda
6/1-6/30	Second rou
6/21	The sixteer
7/26	The Taiwar Groups Ma <i>ment</i> .
8/2	The Taiwar Groups Ma
8/16	Sharing sea pei 101.
9/14	The sevent
9/15	Awardee lis
10/1-12/1	The Novel and in-pers
10/7	The 22nd I Arts Center
12/3	The Found Cultural Re Bulareyaun Theatre. A New Grand
12/12	The eightee
12/15	The Friends

nmary

Young Star New Vision in Performing Arts awardees present their works performances at the Experimental Theater of The National Theater and fall in Taipei, the Black Box of National Taichung Theater, and the Paint he National Kaohsiung Center for the Arts.

ual Arts Curating database goes live on the NCAF Online Grant Portfolio

The Taiwanese artists in four groups attend documenta fifteen in Kasnany, and exhibit their works from 6/18 to 9/25. The Foundation holds avel online meet-and-greet on 5/24 for artists, and a sharing session ther their return to Taiwan, as well as engages a Taiwanese artist living my to write a series of reports on the exhibition, which is published on dation's official website.

ound of call for entries for 2022 regular grants is opened.

nth meeting of the 9th Board of Directors is convened.

an Top Performing Arts Groups grant holds their 2022 Performing Art lanagement Classes titled *Art Striding Forward—Sustainable Manage*-

an Top Performing Arts Groups grant holds their 2022 Performing Art lanagement Classes titled *Art Striding Forward—Progressive Vision*.

ession is held for the Act for the Future project grant at The One at Tai-

teenth meeting of the 9th Board of Directors is convened.

ist for the second round of 2022 regular grants is released.

I Writing and Publishing project grant holds online reading sessions rson classes under its Petri Dish: Novels for Young Adults program.

National Award for the Arts ceremony is held at the Taipei Performing r.

ndation and the Taiwan Cultural Center of the Taipei Economic and Representative Office in Japan facilitate a performance of *LUNA* by the Ing Dance Company in the Main Hall venue of Japan's Kanagawa Arts A post-performance cocktail reception is also held at Yokohama's Hotel Ind.

enth meeting of the 9th Board of Directors is convened.

ds of NCAF end of year party is held at the Taipei Marriott Hotel.

Acknowledgements

NCAF would like to acknowledge the support of individuals and organizations in 2022 through the Friends of NCAF and Arts and Business Partnerships projects.

Friends of NCAF Membership Dues Annual dues NT\$100,000

Pi-chiao LIN Yuhsiang Corporation Taiwan-Japan Cultural and Art Association, Taipei Jih Sun International Leasing and Finance Co., Ltd. Puyong Archiland Harvard Management Service, Inc. Kuang-ming WANG Brandon Global Trading Company Shinnyo-en Taiwan RSI Group Tung Ho Steel Enterprise San-lien HSIEH Shun-li CHANG Shimao Co., Ltd. Ping LEE Tsai-hsing CHIU Tung Hsin Cheng Corporation Chien Ming Investment Co., Ltd. Lion Pencil Co., Ltd.

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Merit All Global, Ltd. Jerry Hsu Kai Yang Investments Co., Ltd. Taishin International Bank Compass Public Relations Ltd. Chung-ying CHENG Richard Chiang Sunmake Cultures Foundation 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

Young Star New Vision in Performing Arts

Sheng-chieh HSUNT\$500,000Merit All Global, Ltd.NT\$500,000

Novel Writing and Publishing

Pegatron Corporation

NT\$1,000,000

Production Grants to Independent Curators in Visual Arts

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

Inclusive Arts

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

Writing Phenomena: Visual Arts Criticism

Winsing Arts Foundation

NT\$1,000,000

Writing Taiwan

Merit All Global, Ltd. Gold Classic Enterprise NT\$500,000 NT\$500,000

Other Donations

Anonymous Donor

NT\$380

Appendix

NCAF Founding Provisions

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

Article 1	These founding provisions have been enacted in accordance with Article 19 of the Culture and Arts Reward Act to establish the National Arts and Culture Foundation (NCAF).	
Article 2	As a juridical person, NCAF shall be established in accordance with laws promulgated in the	
	Founding Provisions; items not provided for in these provisions shall be governed by other relevant laws.	
Article 3	The competent authority of NCAF is the Ministry of Culture.	
Article 4	Funding for NCAF is set at NT\$10 billion. The full amount of NT\$10 billion, which is addition	
	to any private donations, shall be provided by the competent authority and allocated within 10	
	years of NCAF's founding as stipulated by Article 24 of the Culture and Arts Awards Act. At the	
	time of its founding, NCAF shall receive NT\$2 billion from the competent authority.	
Article 5	NCAF's funding sources shall be:	
	1. Funds allocated by the government	
	2. Investment revenue	
	3. Donations from private and public organizations or individuals located in Taiwan or abroad	
	4. Other revenue	
Article 6	The scope of NCAF's service shall be:	
	1. Guiding the management of cultural events;	
	2. Lending financial support to cultural undertakings;	
	 Encouraging those working in the cultural field; Defension the balance bin the Qultura and Adv Decould Adv 	
Autiala 7	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	
AI LICIE O	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 2022 ANNUAL REPORT

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