



--- INTO and TEIA Exchange Programme---
Programme Report

Visiting Organization: International National Trust Organization (INTO)

Hosting Organization: Department of Cultural Affairs of Taipei City Government,
Taiwan Environmental Information Association

Co-hosting Organizations : Headquarters Taiwan National Trust, Headquarters
Administration of Cultural Heritage, Ministry of Foreign Affairs, Taijiang National
Park.

Contact Person: Hsiu-Ju Sun hjsun@e-info.org.tw 02-23021122#210

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A. Foreword

In order to transition into a truly sustainable society, both public and non-public sectors in Taiwan have been actively promoting charitable trust in recent years. The elected government even included environmental trust in its platform. However, most of the charitable trusts in Taiwan pertain to financial trusts managed by private banks, rather than tangible property-based trusts such as conservation land trusts. NGOs in Taiwan, unlike NGOs in the UK or other countries, do not yet have the legal capacity to manage important natural and cultural heritage.

Since the inception of Taiwan Environmental Information Association (TEIA), environmental trust has been on the organization's agenda. For over a decade, TEIA has been actively promoting the establishment of environmental trust in Taiwan. Since environmental trust is unprecedented in the country, TEIA had to acquire related knowledge and experiences by visiting trust organizations across the globe, in particular, the UK where the National Trust has been in operation for over a century, and Japan, where the geographical and sociological backgrounds are most similar to those of Taiwan. The year 2010 is a critical timing in the development of charitable trust in Taiwan. As the government prepares to draft charitable trust laws, and as non-governmental sector is about to apply for the first enactment of environmental trust, TEIA decided to invite Mr. Oliver Maurice, the director of International National Trust Organization, to visit Taiwan. Mr. Oliver Maurice plans to bring his 40 years of experience in National Trust to the in-depth discussions with representatives of various groups in Taiwan, and to provide practical advice in the development of charitable trust.

We organize Mr. Maurice's visit to take place at this critical crossroad of Taiwan's civil movement. This international exchange is not done at face-value, but geared towards a real, positive change. We also plan to record all the meeting materials and follow-up developments and compile a "trust handbook." We hope that in the future, we will lend Taiwan's experience in trust development to other nations as a valuable reference. We hope that our nation will play an indispensable role in the history of global civil movement.

B. Purpose of the Programme

TEIA invites Mr. Maurice to conduct a series of public speaking sessions and focus group meetings featuring charitable trust. We hope that by sharing Mr. Oliver Maurice's rich experiences, it will equip us to move efficiently from theories to practice. The following are the purpose of this exchange programme:

- B1. To provide legal references for the revision of charitable trust legislation.
- B2. To provide government departments a creative paradigm in which charitable trust can be managed.
- B3. To provide NGOs the practical experiences in the establishment and the management of charitable trust.
- B4. To provide interest groups broader awareness and knowledge on charitable trust.
- B5. To foster the public's interests in charitable trust, environmental protection and cultural conservation through a series of public speaking sessions.
- B6. To strengthen the long-term cooperation and network between NGOs of Taiwan and of other nations.
- B7. To raise the international minded level of civil participation and civil movements in Taiwan.
- B8. To provide a catalyst for the establishment of the first environmental trust or a tangible property based charitable trust.

C. Programme Content

Mr. Maurice's original trip was originally scheduled to take place during April 9th to April 17th. The trip agenda included focus group meetings, public speaking sessions, field visits etc. Due to the volcanic eruption in Iceland, European airports were closed and Mr. Maurice's trip was subsequently extended to April 21.

Date		Agenda	Contents	Accommodation@
Day1 April 9th FRI		18:15 Arrive Taipei, Taiwan	Rest	Taipei
Day 2 April 10th SAT	AM			Taipei
	PM	Public speaking session#1 "Sustainable Heritage: The Work of National Trust in the UK and International National Trust Organization."	Share experiences on the subject of National Trust at TEIA's Annual General Meeting	
	Evening	Welcome Party		
Day3 April 11th SUN	AM	09:00-11:00 Press Conference	Announce the establishment of the Taiwan National Trust and the Pink Dolphin Campaign	Lugang Town, Changhua County
	PM	11:30-14:00 Local wedding	Attend the wedding of one of TEIA's staff	
	Evening	Travel to Changhua Country		
Day 4 April 12th	AM	Field visit #1	Visit Dachen	Yunlin County
	PM		coastal wetlands	

MON			in Changhua county of Western Taiwan	
	Evening	Travel to Yunlin County		
Day 5 April 13th TUE	AM	Field visit#2, 3	Visit Cultural Heritage Sites in Yunlin county and the Formosa Golden Bat's museum	Tainan
	PM			
	Evening	Travel to Tainan		
Day 6 April 14th Wed	AM	10:00-15:30	Discussion with NGOs	Tainan
	PM	Focus Meeting #1		
	Evening	18:00-21:00 Public speaking session# 2 “Funding Conservation through Tourism”		
Day 7 April 15th Thur	AM	Travel to Taipei		Taipei
	PM			
	Evening	18:00-21:00 Public speaking session#3 “Costal Conservation: Enterprise Neptune”		
Day 8 April 16th Friday	AM		Forum with government officials	Taipei
	PM	13:00-18:00 Focus Meeting #2		
	Evening	Farewell Party		
Day 9 April 17th		Free		

Sat				
Day10 April 18th Sun		Free		
Day11 April 19th Mon	AM	Travel to Taidong		
	PM	Visit Toroko Gorge National Park		
	Evening			
Day12 April 20th Tue	AM	Visit TEIA's property in Taidong		
	PM	Visit Fushang Botanical Park		
	Evening			
Day 13 April 21 Wed	AM	Travel to Taipei		
	PM			
	Evening	Leaving Taiwan		

C-1. Press Conferences

In order to amplify the effect of Mr. Oliver Maurice's visit to Taiwan, and to raise awareness around issues such as charitable trust and cultural and natural conservation, we organized a press conference on the second day upon our honored guest's arrival. The purpose of the press conference includes announcing the establishment of the Taiwan National Trust, and generating publicity on the Mr. Maurice's upcoming public speaking sessions and forums in Taiwan.

Location: Alumni Centre of the National University of Taiwan

Time: 2010/4/11 (Sunday); 09:00-11:00 am

C-2. Focus Group Meeting

In these forums, we plan to invite specific stakeholders to discuss certain topics of focus. Each topic is then broken into sub-topics for discussion, and each discussion follows a three-step process. The objective is to reach realistic conclusions through these exchanges of cross-national experiences on charitable trust.

1. Focus Group Meeting with NGO representatives.

We plan to invite Taiwan's NGO representatives who are interested in the subject of charitable trust to discuss their practical experiences in habitat management and heritage preservation. Through the in-depth discussions with Mr. Maurice, we plan to gain more understanding in the operation and management of different kinds of trusts that have been taking place in the international arena, NGO's performance assessment and long-term/short-term goal setting, and NGO's financial management etc.. We hope that these discussions will shed light on future directions we should take in order to establish and manage charitable trusts in Taiwan.

Location: Tainan City Community College

Time: 2010/4/14 (Wed); 10:00-15:30

2. Focus Group Meeting with Government Representatives

We plan to invite representatives from governmental departments involved in the drafting of charitable trust laws (Ministry of Justice, Legislative Yuan, and other associated departments) to discuss and compare trust laws of Taiwan versus those of other countries. We hope that these discussions will act as guidance and a catalyst for the establishment and the future maintenance of charitable trusts. We also hope these dialogues will spark a collective vision for environmental trust's future development in the context of Taiwan's political and social climate.

Location: Taipei City Youth Hub

Time: 2010/4/16(Friday); 13:00-17:30

C-3. Public Speaking Sessions

These speaking sessions are geared towards the public such as volunteers, students, youth and people working in related industries. The three speaking sessions each focused on different topics. Mr. Maurice will share with the audience his experiences in directing the National Trust in the UK and in other countries. We hope that Mr. Maurice's inspiring stories and case studies will instill in the audience the spirit of charitable trust and encourage the public to join forces in pushing forward the enactment of charitable trusts in Taiwan.

1 Sustainable Heritage: The Work of the National Trust in the UK and the International National Trust Organization

Location: National Museum of Taiwan Literature

Time: 2010/4/10 (Saturday); 15:00-16:30

Audience: the general public

2. Funding Conservation through Tourism

Location: National Museum of Taiwan Literature

Time: 2010/4/14(Wed) ; 18:00-21:00

Audience: the general public

3. Costal Conservation: Enterprise Neptune

Location: 4-4 South Village, Taipei

Time: 2010/4/16(Friday) ; 18:00-21:00

Audience: the general public

C-4. Field Visits

We arranged these field visits in order to introduce to Mr. Maurice the several locations where charitable trust groundwork has taken place. We hope that Mr. Maurice will gain an understanding to the obstacles met during the development of charitable trust in Taiwan. At the same time, Mr. Maurice will gain the opportunities to interact with local communities and interest groups, offer practical advice to address community members' needs and questions.

1. Dachen Coastal Wetlands in Changhua County

Time: 2010/4/12 (Mon)

Dachen Wetlands are situated in Changhua County off Taiwan's west coast; north of the estuaries of Juoshui River. These wetlands are a rich habitat for the diverse and precious species, which include endangered species such as the Sounder's Gull, the Taiwanese pink dolphins, a squared clam *Maetra veneriformis*, a unique kind of shrimp *Austinogebia edulis*, white stork, and eastern curlew etc. Dachen wetlands are the last remaining intertidal mudflat in its original state in the island; its status is irreplaceable without question.

In response to the imminent threat posed by the proposed petrochemical plant in the region, The Changhua Branch of Taiwan Environmental Protection Union (TEPUCHBR) decided to mobilize the public to establish an environmental trust in these coastal mudflats as a means to safeguard the mudflats.

Key Points:

To ask Mr. Maurice to lend his experiences and involvements with the Neptune Project to the first case of coastal sustainable conservation in Taiwan

2. Cultural Heritage Sites in Yunlin County

Time : 2010/4/13(Tuesday)

Yunlin County has been seen as a more backward area compared to other parts of Taiwan. Yunlin County is mostly situated in the Jianan plains, and it was a place that flourished with sugar industry, agricultural and livestock rearing etc. Fortunately, early developments coupled with a lack of modern developments have resulted in the preservation of various cultural heritage sites in Yulin. (For example: Historical Siluo Theater, Old Police Office, Yunlin Puppetry Museum, and Yulin Story Museum.) We plan to invite Mr. Maurice to visit these important cultural heritage sites, and to ask Mr. Maurice to provide guidance in the establishment of trust and long-term management of these properties.

Key points: Mr. Oliver will visit the aforementioned four heritage sites and conduct discussions with conservation specialists. By integrating the opinions of natural and cultural conservationists, we hope to raise the awareness in cultural heritage conservation and facilitate conservation actions in Yunlin.

3. Formosa Golden Bat's Museum

Time : 2010/4/13(Tuesday)

The structure later became the Formosa Golden Bat's Museum was built in the 1970s for the purpose of providing local villagers medical services. However, with the improvement of transportation and living standards, the facility gradually became obsolete. For a long time, the building was left to its own demise without proper maintenance. Under the persuasion of Mr. Chang, the ownership of this house was finally transferred to Chengzheng Elementary School in December, 2009. This place is now managed collectively by Taiwan Sustainable Union, Chenzheng Elementary School and Su-Qin Community. It was renovated and transformed into a small museum featuring the Formosa golden bats. This is the only museum in Taiwan, and one of the only three museums in Asia that feature bat conservation. This is a beautiful example of the government and NGOs' collective efforts in conserving cultural heritage, and in redefining the meaning of an old space.

Key points: Mr. Maurice will visit the Golden Bat's Museum and participate in discussions with local representatives to gain an understanding in the process in which abandoned public space was turned into a functional space. Discussions on the follow-up management of such cultural heritage will also take place.



D. Programmed Agenda (pre-arrival, during, and post-departure)

item \ timeline	Prior to March	March	April	May
Plan programs and draft proposals	※	※		
Form task groups and begin detailed planning		※		
Three public speaking sessions			※	
Two focus group meetings			※	
Three field visits			※	
Compile program report				※

E. Programme Results

E-1. Press Conference

1. Location : Alumni Centre of National University of Taiwan
2. Time : 2010/4/11(Sunday) ; 09:00-11:00am
3. Image gallery

	
The venue for the press conference	The media interviewed Mr. Maurice

	
<p>Mr. Maurice introduced the concept and organization of National Trust at the press conference.</p>	<p>Group photo!</p>

E-2. Focus Group Discussions

1. Focus Group Discussions with NGO Representatives

1.) Location : Tainan City Community College

2.) Time : 2010/4/14 (Wed): 10:00-15:30

Time	Meeting agenda
13:00 – 13:10	Registration
13:10 – 13:20	Opening
13:20 – 14:40	Keynote speech : National trust and its operation (25min presentation;25min interpretation; 30min Q and A session)
14:40 – 15:50	Group Discussion (1)
15:50 – 16:00	Tea Time
16:00 – 17:00	Group discussion (2)
17:00 – 17:10	Conclusion

3.) Meeting style : Focus group

A distinguished characteristic of focus group discussions is that it allows participants of similar backgrounds to listen to others' experiences and to stimulate memories, ideas and insights. Through these processes, certain solutions in regards to a specific issue may be brought out.

4.) Participants :

- ◆ Professor Chaochen Lin-- Principle of Tainan City Community College/ President of the Community College Promotional Board
- ◆ Yuhuang Zhang--Executive Director, Foundation of Historic City Conservation and Regeneration
- ◆ Genzhen Lee, Jueqi Yang—CEO and Executive Director, Mercy on the Earth, Taiwan
- ◆ Jinbao Lin--Secretary General, The Society of Wilderness
- ◆ GuoShin Yu, Honya Bookstore
- ◆ Kuenhai Lin, Director, Kaoshiung Wild Bird Society
- ◆ Lihua Wu, Director, Donggang River Conservation Association
- ◆ Yishien Ho, Director, Guandu Nature Park Management Office

5.) Meeting agenda

Topic Presentation

INTO director Mr. Oliver Maurice speaks about his experience working in the National Trust and addresses the questions raised at the world café forum conducted on March 25th :

- ◆ Is there any governmental intervention in the permission, supervision and management of National Trust? Is there a supervisory body to regulate the National Trust? Is this supervisory body internal or external?
- ◆ How does the National Trust assess whether certain properties should be conserved or not?
- ◆ How does the National Trust deal with contractual changes? Could you provide some case studies to illustrate the situation?
- ◆ Please speak about the Neptune Project, its history, execution and management.

Discussion Part I:

How do we build a support network consist of NGOs? How do we enhance NGO's credibility of becoming potential trustees? How do we establish a system in which transparency of NGO's organizational performance and financial information could be

regulated?

During the World Café forum previously conducted, we used the SWOT analysis (strength, weaknesses, opportunity and threats) and found that under the present legal framework, NGOs and the general public cannot become the trustee of a charitable trust. There seems to be a general speculation of the credibility and the management ability of private individuals or NGOs.

Discussion Part II

The ultimate aim of a charitable trust is to efficiently mobilize the collective resources of the public to supplement government's charitable duties. However, it is not easy to mobilize public resources. How do we acquire the trust of the general public and local communities in order to cooperate with them? Please discuss and share your experience in cooperating with local communities with us.

6.) Meeting Minutes Excerpt

Discussion Part I

Establishing Professionalism

- ◆ There are many aspects on being professional: academic professionalism, logistic professionalism etc.. When a NGO needs to carry out their work based on scientific or academic research, it would be most appropriate to ask people with appropriate graduate or doctoral degrees in the NGO to train staff members to process and interpret research data. To be able to produce first-hand empirical data indicates professionalism. For example, Taiwan was sanctioned by international NOGs on poaching and illegal smuggling of animals in the past. These international NGOs were able to compile strong evidence based on research data, thus our government could not ignore the pressure brought on by these valid claims.
- ◆ In the non-profit sector, we often learn from senior colleagues' experiences. This kind of learning is acquired more through mentorship and less through theories and methodologies. How should we systemize the learning processes? Several NGOs based in Pingdong county have developed a "sharing" system in which staff members keep records on their work and then come back to discuss these records

and experiences every 2-3 years. Through record-keeping and introspective discussions, NGOs can gradually establish their systems of theories, practices, methodologies and procedures.

Establish a network between NGOs

- ◆ In Taiwan, the division of labour among NGOs is gradually becoming more and more comprehensive. However, as we become more and more professional on separate issues, we should not overlook the importance of collaborating on certain common visions. For example, the Wild Bird Society is a very mature organization in field researches and habitat management. However, when they need legal advice, their best bet is to consult Wild at Heart Legal Defense Association rather than counting on themselves; when they need to engage in civil movements, they could go to “Mercy on the Earth, Taiwan” for theories and strategies. The specialized resources represented by these NGOs have really taken shape, and working together is the best way to capitalize on these resources.
- ◆ Certain issues require more than one organization to tackle. We need to form an alliance between NGOs in order to effectively lobby the government and to engage the public. The Pink Dolphin Trust is a perfect example of this kind of alliance. As long as the cause is just and good, together, the people’s voices will resonate with us.

Collaborating with Scholars

- ◆ NGOs could invite scholars to direct some of their programmes. Scholars have a mandate to publish papers and periodicals, on the other hand, NGOs have a mandate to take actions and carry out results. These mandates form a symbiotic relationship. The credibility of an NGO will be enhanced if scholars endorse its programme results. This will curb the false impression on the public that NGOs lack scientific/professional knowledge.
- ◆ The mutually beneficial relationship between scholars and NGOs can only be established if the two are on equal footing. It may be helpful to for the two to sign a formal contract before the collaboration. Some scholars are not willing to authorize the use and publication of research results to the NGOs in collaboration, which defeats the purpose of working with scholars on the part of these NGOs. A clearly understood and stipulated contractual relationship is best to be adopted in some cases.
- ◆ It is very important for NGOs to have a collective voice; a collective voice tends to be heard more than scattered voices.

Build Credibility through Consistency

The history of NGOs in Taiwan is not long, the oldest have not exceeded 2 decades. If an NGO constantly readjust its mandate, it will not be easy for the public to become aware of its mission, let alone building trust for this organization. The same theory applies to individual activists, too. However, the inconsistency in mandate and focused issues is precisely what goes on in Taiwanese Society. If we don't address this problem, it will be difficult to establish credibility.

Internal Trust

NGO is comprised of people. People are hard to satisfy. Any member and volunteer have their own opinions and their ideas on what the organization should accomplish. Paid staff needs to earn the trust from within the organization in order to receive the support from members and volunteers.

Dialogues with the Public

NGOs need to cultivate the habit of making dialogues with the public. We as members of NGOs are very used to talking amongst ourselves, but we are not used to making dialogues with the public. The purpose in making these dialogues is to educate people about public affairs, the role of NGOs, and the importance of donating to NGOs. Taiwanese people have the tendency of donating to philanthropic or religious organizations, but they are not accustomed to donating to NGOs. This phenomenon ties back into the close loop communication I mentioned earlier. How could we expect that people donate to us without knowing what we are doing?

Transparency of Information

For example, the NGO that specialized in habitat management should publish a manual or book on conservation and management. This will serve as an educational or reference material for the public or other organizations. The exchange of this type of written reports can be shared, discussed, examined and criticized, thus promoting a transparency of information and the credibility of the NGOs that produce these reports.

Communication with the Government

It takes a long time for an NGO to be recognized by the government. Only constant communication with the government can build mutual trust.

Discussion Part II

Community development requires constant dialogues and communication with community members. It is important to encourage the public to participate in local issues. When we engage in community development, we need to constantly ask ourselves: Are we addressing the real issues faced by local communities? Is our development work dictated by the resources offered and the specification stipulated in the available grants? We should enlist the support from academia, professional organizations, teachers or professors etc.. The involvement of these professionals may help illicit more curiosity and involvement of community members.

Other Discussions

The Benefits of Trust

- ◆ In the Taiwan, although developments of many proposed sites have been halted by conservationists' protests, as long as the government and the public's environmental conscience has not awakened yet, NGOs and conservationists will always have to run around endlessly trying to save heritage from being destroyed. Environmental trust could be a solution to this kind of situation, once and for all. For example, JingShan Qingshui and Gongliao wetlands are rich habitats where the Wild Bird Society often goes for bird-watching. However, piece by piece, these lands will likely be claimed for development. Environmental Trust is a viable and permanent solution to conserve lands, more effective than sponsorships.
- ◆ In order to operate a trust in the long run, it is better to have NGOs be the trustee. The handful of charitable trusts in operation in Taiwan are mostly established by corporations or private donors, the profit generated is often used as scholarships. However, decision makers such as advisory committees, lawyers or scholars all have their own jobs, and do not necessarily endorse the mandate of the charitable trusts. However, NGOs have very clear mandate and visions, if they become in charge of managing charitable trusts, they are more likely to exert and maximize charitable benefits and the sustainability of its operation.

Speculations in Regards to Trust

- ◆ In Taiwan, there are many properties left vacant and idle without people to take care of, thus land acquisition is not difficult. To mobilize funds to buy land or to have people donate land is not as difficult as the subsequent management of that property. The aim of establishing an environmental trust is noble, but the current situation is that there are simply not enough groups that have the capacity to manage natural heritage. People will likely question the actual purposes to which the raised funds will be put into use. Is it for the actual management? Is it for the purchase of more properties?
- ◆ When there are many properties need to be conserved, how do we prioritize these properties in terms of its need for conservation?
- ◆ Do we need charitable trust as a tool that can benefit the society and nature? Charitable trust is a method through which we could combine social resources to address social and environmental issues. However, is this method, or “tool” the best approach? This approach has its limit at present. Trustee will need to abide by the mandates and guidelines set by the grantors

Mr. Maurice’s Closing Remarks

Being an INTO staff member, it’s interesting to be able to travel around, but I also need to learn about the local issues and how to help these countries to better utilize their precious resources. The very fact that we are all gathered here indicates that everyone is trying to make progress. One of our main concerns is to facilitate the use of best practice. By coming together all today, you are all learning from each other and exchanging best practices. Today’s discussion covered many concerns and themes, and I would just like to concentrate on a few themes and give you my feedbacks.

First of all, the main theme is sustainability, because sustainability is what we are all trying to do. The three pillars of sustainability are social, economic and environmental (which includes cultural). The difficult thing is that governments around the world tend to focus on economics, and then the social. And sadly, at the bottom of the pile is environmental and cultural. And if I can take an example of the pink dolphin trust, which I was involved earlier this week: the proposal to build a petrochemical factory on a precious environment is a classic example of, in my view, something that is totally unsustainable. This is an example of economic and social prevailing environmental and cultural. The reason why it’s unsustainable is because the three pillars are out of

balance.

The director of the pink dolphin trust had launched a membership scheme, if you will, whereas people could buy land to prevent it from being developed. What surprised me was that before we got onto the TV there were 200 people who bought shares. Within 24 hours after the TV broadcast, the number had increased up to 1000; 2 days later, the number reached to 2000. I'm struck by the power of the media. The government is waking up to the fact that there is pressure beneath the surface. The message is that if you have an issue, you have to publicize it. Try to get the media, the national media on your side.

The next point I'm trying to make is about local communities, which has been discussed at length. My experience working with local communities is that it is absolutely vital to have them on your side of what it is that you are trying to do. The National Trust in UK has just bought a very large house on the northeast. It is in a very deprived area of England, with lots of coal mining areas. Because it is in a very destitute area, we are trying not only to consider what we think is best to do on that property, but to invite local residents to the house and talk about what they want to see happening to this place.

For example, I went to Donan, Yulin county to visit an old Japanese style building. The government has decided to reuse the old building in some way, but they are not sure what purpose they want to use this building for. I suggested that instead of having government officials, scholars and professionals brainstorm, they should invite the local people to talk about what purpose they want to use this building for.

One thing that the National Trust always does is to present a management plan in advance before we sign a contract with the grantor. We always include the local community in the production of that plan.

Just to come back to the economic questions: somebody raised the question of tax credit and exemptions. According to the National Trust Act, if you pay your membership fee, you get tax credit; if you donate a piece of property to the National Trust, and the National Trust accepts it, you pay no capital gains tax or inheritance tax.

Another issue is the whole question of "trust". Just to say that in the UK, there's this organization called the charity commission. The national trust at its foundation, is a charity. They have set a number of rules, and every charity in the UK has to abide by

these rules, and if they fail to follow the rules, they lose their status as a charity organization. The commission acts as a supervisory body.

One of the specific questions I was asked was that whether the banks are trusted more than NGOs. The answer is that in the UK we actually receive a lot of help from the banks. Very often they don't charge interest on overdrafts if they have our accounts with them. They would give money to National Trust or sponsor certain events from their charitable funds. Many banks have charitable funds to raise their own profile.



A successful fundraising endeavor always includes the partnership between tourism and conservation. Basically we are trying to get the tourism industry interested in the conservation that we are trying to achieve. So if you have a local hotel or B&B, you could get them to subscribe through the people who are staying there to pay an extra bill for the conservation of what it is you are trying to conserve.

In terms of fundraising, this is an area where the National Trust has done tremendously, over 40 years. For example, for the pink dolphin trust, it might be worthwhile to ask for sponsorships or grants from organizations like the WWF. Don't be afraid to look outside Taiwan for funding. I'm sure there are a lot of groups or individuals very concerned about this issue.

In response to the question whether there is conflict between the National Trust and governmental organizations, the answer is "yes" and plenty, but we work it out. The National trust is a very big organization, and the government basically trusts us. On the contrary, we do occasionally meet what we describe as local difficulties. For example, recently there was a dispute that happened on a piece of property that belongs to the National Trust: a farmer was plowing on his land and accidentally damaged an archeological site in the vicinity. The matter could have been taken to court, but it is now being mediated.

I think I have answered all the questions. I would like to thank you for organizing this meeting, especially to Hsiu-Ju. I greatly hope that things will move forward. I know that things will take time, but I hope that as we all work together, we will in time be able to form the National Trust of Taiwan.

7.) Image Gallery

	
<p>Mr. Maurice spoke about his experiences in the National Trust ◦</p>	<p>NGO representatives discussed the operation of charitable trusts with Mr. Maurice.</p>

2. Focus Group Discussions with Government Representatives

1.) Location: Taipei Youth Hub

2.) Time: 2010/4/16 (Friday) 13:00~17:10

Time	Agenda
13:00 – 13:10	Registration
13:10 – 13:20	Opening speech
13:20 – 14:40	Keynote speech : National Trust and its Operation (25min speech;25min interpretation; 30min Q and A)
14:40 – 15:50	Discussion Part I
15:50 – 16:00	Tea Time
16:00 – 17:00	Discussion Part II
17:00 – 17:10	Closing remark

3.) Meeting style: focus group

4.) Participants :

- ◆ Heting Huang, Section Chief, Department of Legal Affairs, Ministry of Justice
- ◆ Zhangxiang Qin, Department Chief, Department of Legal Affairs, Ministry of Justice
- ◆ Chunguang Lee, Section Chief, Urban and Rural Department Branch, Construction and Planning Agency, Ministry of the Interior

- ◆ Hongyi Zhang, Section Chief, Forestry Bureau, Council of Agriculture, Executive Yuan
- ◆ Wenzong Den, Section Chief; Jingchun Zhen, Project Director, Department of Cultural Affairs, Taipei City Government

5.) Meeting Agenda

Topic presentation

INTO director Mr. Oliver Maurice speaks about his experience working in the National Trust and address the questions raised at the world café forum conducted on March 25th :

- ◆ Is there any government intervention in the permission, supervision and management of National Trust? Is there a supervisory body to regulate the National Trust? Is this supervisory body internal or external?
- ◆ How does the National Trust assess whether certain properties should be conserved or not?
- ◆ How does the National Trust deal with contractual changes? Could you provide some case studies to illustrate the situation?
- ◆ Please speak about the Neptune Project, its history, execution and management.

Discussion Part I

Property Management Experience

Currently, charitable trusts in Taiwan are almost all financial management related, and pertain to credit-right, lien, securities etc. According to the trust law, trust services not only include financial trusts that deal with lien, securities, movable properties, but also immovable properties (land or building), leasing-right, surface-right, patent-right, copyright, other property right etc.

These non-financial charitable trusts (tangible property management related) exacerbate the difficulties involved in the application, operation, management and supervision of charitable trusts. Therefore we will discuss with government representatives from respective department or agency about their property management experiences, and potential difficulties in the management and operation of charitable

trusts and their solutions.

Discussion Part II

The ultimate aim of a charitable trust is to efficiently mobilize the collective resources of the public to supplement government’s charitable duties. However, it is not easy to mobilize public resources. How do we acquire the trust of the general public and local communities in order to cooperate with them? Please discuss and share your experience in cooperating with local communities with us.

However, through the SWOT analysis we conducted during the World Café Forum, it was pointed out that private individuals and NGOs cannot become trustees of charitable trusts in the current legal framework. The fundamental problem stems from a lack of trust in individuals and NGOs’ credibility to manage properties. In addition, without a appropriate supervisory system, people will likely to question the validity and credibility of charitable trusts. We will discuss how to push forward charitable trust as a means to manage and protect cultural and environmental properties.

6.) Meeting Minutes Exerpt

	◆ Question
	Mr. Maurice’s answer
Acquisition of Properties	◆ What do you mean by special places? Is there any standard in determining which places are special places and others are not?
	<p>Maurice:</p> <p>If we are talking about a house, it has to generate historical interests, or be lived by a famous person. For example, the Beatles’ houses are owned by the National Trust, and of course Beatrix Potter’s house. The house in the photograph is the best kept old house remaining from that period in England, so it is of absolute historical importance. When it comes to land, the trust has to take an objective view, albeit it is sometimes subjective, on the quality of the land. It is mostly about the beauty. The lake district is very very beautiful. Most of the lands in the Lake District would qualify the ownership by the National Trust. There are instances in which the government can declare beautiful land natural interest. There are two grades: one is “site of special scientific interest,” the</p>

	<p>higher grade is “national nature reserve.” The area in Changhua that I looked at would undoubtedly qualify as a site of national nature reserve of ecological value.</p>
	<p>◆ When a property or an area is rated as national natural reserve, how do you determine whether the land will be managed by the National Trust or by the government? Theoretically, as long as the land is deemed as worthy of conservation by the government, the National Trust will also want to protect that land. How does the National Trust cooperate with the government? Or has the government already reached its capacity for land conservation and has given this responsibility over to the Trust?</p>
	<p>Maurice: The government has two organizations, one is called Natural England, another one is called Heritage England, which looks after cultural sites. If a property comes on the market, the National Trust always talks with the government agency, and agrees who is the most appropriate owner. We are independent of the government, but we work very closely together.</p>
	<p>◆ Heritage properties are very dynamic: some are natural heritage and some are cultural heritage. For example: a homestead may be both. How do we categorize these heritages and which groups or foundation are the best candidates to manage these heritages? Should there be a mediating body? There must have been many trust organizations in England, is there a system of mediation when competitions arises between these organizations?</p>
	<p>Maurice: There are a lot of organizations working in heritage. Every county in England usually has its own wild life trust. We all work together; we all keep in touch with each other. If a property comes on the market, we will ring each other up. We will ask each other: are you interested in this? What we do not do is competing against each other, because if we do that, the property price will go up. For example, I use to work in the east end of England’s north shore where there are full of natural interests: wild lives, birds, seals etc. There are a number of local groups who had land on the coastline. We actually form a committee called Northern Coast Conservation Committee. We are in regular discussion with each other about the best practices to protect the coastline.</p>

	<p>Secretary-general of TEIA :</p> <p>Similar situation applies to NGOs in Taiwan. Take us for an example, there have been many situations in which people came to us and wanted to donate us land, hoping that we could become the trustee. However, our financial situation did not allow us to accept the land, so we went to the Wilderness Society and ask them if they were willing to accept the land. In fact, cooperation and coordination between NGOs are far more frequent than your (government's) imagination. The potential competition you mentioned probably stemmed from your impression of different vested interests competing against each other in local politics. In actuality, cooperation and coordination between NGOs are far more frequent than competition.</p> <p>Director of Environmental Trust, TEIA:</p> <p>I will add one thing. During recent years, we have been invited to all sorts of places to talk about environmental trust and charitable trust. We would get phone calls after each talk, calls made from people who wanted us to go check out their land. I have looked at about 4, 5 properties. My job has since then included land assessment. Sometimes I would tell the property owners frankly that the property does not have conservation value. If the land needs to be conserved, I would direct them to other groups for assistance. After all, we are based in Taipei, but we have the resources and publications to share information with people across the country. Other local conservation groups may not have this level of resourcefulness, but they have the ability to manage local properties. This symbiotic relationship exists between environmental groups. Actually, property management is usually not something NGOs would flight over, because a piece of property represents potential sources of stress. As stipulated in a trust, a property has to be conserved in perpetuity. Therefore any group will assess its own ability to uphold such a covenant. Property adoption may terminate once the contract or agreement expires, whereas a trust requires a contract in perpetuity. Thus it is a far more serious responsibility and commitment</p>
About Property Right	<p>◆ According to the National Trust Act, National Trust has the priority in purchasing a property once a property comes onto the market. Is this true? Have you tried to protect heritage, or to change property owner's mind by enforcing this Act?</p> <p>Maurice:</p>

	<p>This kind of situation is very rare. The National Trust Act is usually meant to protect properties once they are acquired; it is usually not enforced during the process of acquiring properties.</p>
	<p>◆ Once the property enters into this covenant, does the property title be transfer to the National Trust?</p>
	<p>General secretary of TEIA : There are two kinds of rights to the trustee of a trust: ownership right and surface right. It's hard to transfer the ownership right from the government (public) to another party, but it is possible to transfer surface right, the right for using the property or managing the property.</p>
	<p>◆ As for the 700 miles of coastline mentioned earlier, has the property title been transferred to the National Trust?</p>
	<p>Maurice : Yes, there are legal documents to prove the transfer. Secretary-general of TEIA : A property under a trust is an independent property. In other words, although the property title belongs to the National Trust, they are only the managers, or trustee.</p>
<p>About Financial feasibility</p>	<p>◆ After the National Trust acquires a piece of land or a heritage site, how does the National Trust financially sustain the operation and the management of these properties? Does the National Trust need to keep raising funds?</p>
	<p>Maurice: We have to work out before we accept the property, whether it is financially viable to do so or not.</p> <p>Secretary-general of TEIA: The National Trust has been in existence for over 100 years. They had encountered problems with the lack of financial sustainability in the past. As a result, they have developed the procedure in which they assess the financial viability before they accept a property. They have raised the standard of the properties being considered for the Trust. They even ask grantors to present operational funds, like a dowry, if you will, before a property is entrusted to the Trust. This had led to the lack of incentives in the signing of covenant and the slow progress of conservation work. After seeing this draw-back, the Trust decided to continue to mobilize financial resources by means of donation in order to acquire and manage properties of important values. All in all, prior financial assessment is</p>

	<p>very important before accepting any properties.</p> <p>Maurice:</p> <p>I can give you an example that happened in a local government in a particular county where I was the director. I persuaded them to give a stretch of coastline to the National Trust. For them, it was running at a loss, because they were spending a lot of money on cutting grass: 200 acres of grass every week. I negotiated with them not only to give us the property (they wanted to get rid of it) but also to continue to pay us what it was costing them to maintain it every year, for the next 50 years. There were other reasons. It was an area of great deprivation, and they wanted to build the area up into a tourist area. To have the National Trust in that area will be a great help and publicity, because the National Trust has a very good reputation.</p>
	<p>◆ Does the National Trust open up its financial information to the public?</p>
	<p>Maurice:</p> <p>The National Trust's account is audited by an outside firm, and its report is produced every year. Also, I should say that The National Trust is a charity, a registered, not for profit organization. It has to abide by the government's charity commission laws. Like many other thousands of charities that exist in the UK, the charity commission is able to step in if it sees that the Trust or any other organization is not abiding by the laws. So there are all these checks and balances within the system.</p>
	<p>◆ You mentioned about the 700 miles of coastline, how do you maintain the financial sustainability of managing such large scale of property?</p>
	<p>Maurice:</p> <p>The National Trust has 3.8 million members, they each year pay 50 pounds a head for membership fees. It gives them free access to the National Trust's properties. That represents 1/3 of the Trust's income. On the coastline, very often we put in car parks and charge visitors parking fees. The visitors have free access to the beach, so this is to encourage people not to go by cars. In a suitable location, we often put in shops, an information center, a cafe or a restaurant. Again they are income for the property.</p>

	<p>◆ Does the government give financial assistance to the Trust?</p>
	<p>Maurice: We, like many other private owners, are entitled to government grants for specific projects on properties, they won't normally give grants for running costs, and we wouldn't expect them to. But if there are specific projects on the property, there are various government agencies that have funds to support particular projects</p>
	<p>◆ Basically, the National Trust's mandate is sustainable management. However, what if the organization goes bankrupt? What will happen to these properties? Will they go to the local government? The National government? Or will they be split by the members?</p>
	<p>Maurice: This is a very pessimistic question. We haven't had to deal with this kind of case so far.</p> <p>Secretary-general of TEIA: Basically the National Trust already has 3.8 million members; The members will sustain the Trust. However, in the worst case scenario, the Trust will seek out a third party that has similar capacity to manage the properties and transfer them to this new trustee. If all fails, the properties will go back to the government.</p>
	<p>◆ What happens if there's any surplus from operating the Trust? Will the surplus be distributed as benefits or raised salary for the staff members? Will it be put into other investment?</p>
	<p>Maurice: A number of the trust properties are called special trusts. A special trust means that it has its own account. If the property generates more money than it spent, then the money remains with that property. That only applies to a few National Trust properties. Generally speaking, most properties run at a loss. The membership income and other income come to the general funds. And each year the head office gives money to each region to pay the running costs of that region. If a region, at the end of the year, has made a surplus, it can keep that money for future costs. But all the money we raise is plowed back in. It's a not-for-profit organization so we have to spend the money, some of the money will go to increase in balance, but most of the money will go to property</p>

	<p>management. We do not usually have a surplus, even if we do, we do not distribute it to our staffs as benefits, all the surplus goes to the operation of the Trust.</p>
	<p>◆ Has there been any cases of small trust organizations been merged into bigger-scale trust organizations because it can't not keep managing trust properties?</p>
	<p>Maurice: My feeling is that all the NGOS that are dealing with the cultural or environmental heritage should all combine, because the joint force of all organizations could become the big National Trust. If you are trying to set up a National Trust in the country, in the true meaning of the word, that's precisely what I would advocate. That all the heritage bodies all get together and talk about how they are going to achieve this. °</p>
<p>Relationship between Government and Trust Organizations</p>	<p>◆ Have there been any conflicts between the National Trust and the government? In Taiwan, many groups (or even some government officials) want to do conservation work, but once important development projects are mandated by the government, we cannot help but obey. Are there any conflicts between environmental protection and industrial development? If there is, how do you resolve it?</p>
	<p>Maurice: There're lots of cases where the national trust comes into conflict with the government. But at the end of the day, the government still has the power to make decision that may override what conservation groups wish to do. For example, in England, as it is in Taiwan, I suspect, there have been lots of wind turbines being put in very sensitive areas. The National Trust always takes the view whether a development will affect the property and try to prevent it from happening. I may also add that: very often, if there's a topic which is very sensitive, a public inquiry will be conducted. An independent body will sit in judgment and listen to the arguments from both sides. He will take a balanced view on what's right or wrong, and he will present to the government his verdict. However, the government may just ignore the verdict. When we challenge and confront the government, sometimes we succeed, sometimes we fail. Generally speaking, because the Trust is such a big organization, the government comes to the Trust for advice on specific topics. Actually the Trust now helps the government to form committees to make agricultural</p>

	<p>policies, forestry policies etc, because it owns so much land and it's a practitioner in the management of those land.</p>
Human Resources	<p>◆ How do you train so many volunteers to do so much work and do so professionally?</p> <p>Maurice : We have very many staff. We have 5000 paid employees and approximately 50,000 volunteers each year. Some of them come for one day; some of them come very regularly. They can be professional people who use their spare time to come and help us with specific projects, or they can just help with laborious tasks such as planting trees. The property staff will look after the volunteers. There are so many properties under the National Trust. 50,000 sounds like a tremendous number, but it's not so many over one year, within the capability of staff to look after them. A lot of property managers, including those managing the wetlands, are what we call "award-arranger" and very often these people have a degree from university in ecology. When we advertise for the job, we are looking for the right expertise to be able to carry out that job.</p> <p>◆ Do you separate nature heritage and cultural heritage in the National Trust? Do you have two divisions that in charge of respective management?</p> <p>Maurice : We don't separate properties into cultural or natural. The National Trust owns both heritage properties and natural properties. It's one big organization. However, we do have the division of expertise. The cultural heritage is looked after by people who know about that side of things. The natural heritage is looked after by people who are professional nature conservationists. We also have advisors in our regional offices. We have for instance a "head curator" in a region who knows all about the heritage in that region. And you would have a conservation head curator in the regional office that'd be responsible for the nature conservation.</p>
Problems with Conflict	<p>◆ Speaking of conflicts that Chen has mentioned, have you ever had to organize social movements such as street demonstration to achieve your goals?</p> <p>No, I don't think we have ever had to take matters onto the street.</p>

	<p>◆ It sounds like the National Trust is more peaceful, and you tend to take legal steps rather than resorting to social movements to protect heritage, is it right?</p> <p>Maurice : It's really the way. The National Trust Act was established in 1907. The Trust Act allows us to protect the heritage without having to resort to any social movements. It's written down in the Act what it can or cannot do, and it has become widely accepted in the country.</p> <p>Secretary-general of TEIA: I think the lack of the need to resort to social movements is a direct result of the social climate and legal background in the UK. Most of the properties in England are privately owned. In Taiwan, a lot of the problems we encountered are due to the government's treatment of public properties. Take the Changhua wetlands for an example, there are conflicts between the government and environmental groups because we have different vision as for what should happen to this land which rightfully belongs to the people. Is the government going to sell this land to big corporation for developments? Is the government going to manage the land? Or is the government willing to entrust NGOs to manage the land on behalf of the people? For the last 20-30 years, we can see that the majority of the social movements initiated by environmental groups are actually conflicts with the government, not with private individuals.</p>
Other Questions	<p>◆ In Taiwan, there are many cases in which local residents in an urban area would protest against a land owner's proposed development because there are old trees and valuable cultural heritage on the property. These local residents often go to the government and request the government to stop such developments on private properties. Are there such cases in England?</p> <p>Maurice: The government has the ability to declare green space land, usually on the fringe of the city. Once it's declared, nothing can be built on the green space. There were cases where the local communities got together to prevent a land in their neighborhood from developing, because it is for their own benefits. But these are rare cases; usually it's already taken care of by the local council. In England, the local government has to establish a structure plan, and it is reviewed every so often. They decide where everything should be and what the priorities</p>

	are. The structure plan is then sent out to the community in order for them to comment on the plan before it is ratified. The community has a say in what's going on to happen in the next 5 years.
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Maurice's questions

	◆ Maurice's Questions
	Participants' Answers
	◆ Going around in Taiwan this week, the message I heard is that the public and the government don't trust NGOs. I'm interested to know if it's true that the government doesn't trust NGOs, and if it's the case, what do the NGOs need to do to be trusted?
	<p>Urban and Rural Development Branch, Construction and Planning Agency:</p> <p>In Taiwan the government often gets criticized by the public, if we subsidize one NGO, the other NGOs or the public will question us about why we should subsidize that particular NGO. When the government is faced with many different NGOs, it is difficult for us to discern which NGOs are driven by legitimate visions and charitable causes and which NGOs are driven by profit and mere survival needs. We need to be careful of the way we spend tax payers' money. In Taiwan, NGOs cannot be self-sufficient. They rely on government subsidy. I think this is a main problem.</p> <p>Another problem is that most people are not familiar with what NGOs are doing. They donate to temples, but they don't donate anything to NGOs. I think NGOs have to be patient, if they establish some reputation, the government or the public will gradually come to trust them.</p> <p>Maurice:</p> <p>Perhaps that the community of NGOs all need to work together to become a national force. And then, if they're subsidized, maybe that problem will not exist. You all speak the same language, you need to keep in touch, and you need to tell the public what you are doing. The whole is greater than the sum of its parts.</p> <p>Director of Environmental Trust of TEIA:</p> <p>We have discussed about this question at length during the previous focus group meeting. The solution we came up with to address this question is</p>

	<p>the importance to establish a system that record and assess performance of NGOs. So that when the government is being questioned by the public about the motivation to cooperate with some NGOs, the government can present report, financial information and hard data to support their decision to cooperate with such a NGO.</p>
	<p>◆ Your section is called the coastal conservation section of Urban and Rural Development Branch. How does coastal conservation square with urban and rural development, and with construction and planning? There seems to be an immediate conflict just in the title itself!</p>
	<p>Urban and Rural Development Branch, Construction and Planning Agency :</p> <p>Actually this particular paradoxical role we have adopted traced back to the time when the central government decided that they were going to establish National Parks, but no government agencies wanted to take the lead in establishing and maintaining government parks. Chief of our agency decided that we would be the one to take charge in National Parks, hence we took the leap. Another reason is that the Construction and Planning agency is in charge of public land. Similarly, when coastal and wetland conservation were put on the national agenda, the tasks fell into our domain. And that was what happened.</p>
	<p>◆ What do you think is likely to happen in the wetland in Changhua ?</p>
	<p>Urban and Rural Development Branch, Construction and Planning Agency : No comments.</p>

Maurice’s Conclusion:

Look kindly on the idea of a National Trust in Taiwan, because the government in England can’t look after all the properties itself. Very often, to have an NGO that is trusted and sufficiently large to be able to look after properties, I think that should be the aim in this country. I know it’s arrogant for me to say this, since I’ve only been here a week, but the general view is that something does need to happen. For the NGOs to be working together is certainly the first step. If they then can form a big organization that has the support of the government, it will be a major step forward for the preservation of cultural and natural heritage, not just for this generation. We’ve got to think about the youth, we’ve got to keep this country in better shape. We are responsible now for what our children will inherit after us. I have been extremely impressed in the short tour I’ve made of the number of young people who are really interested in the environment. I’ve given two public talks, and they were each

of 50 people. The average age is probably only 30; most of them are quite a lot younger. Why were they there? They wanted to hear what's going on in the environment. I think it's hugely important that the children of today are educated to understand the important of cultural and natural heritage. I would urge the government to do anything that could foster and improve that.

7.) Image Gallery

	
<p>Maurice's presentation about the National Trust</p>	<p>Discussion with government representatives</p>

E-3. Public Speaking Session

1. Sustainable Heritage: The Work of The National Trust in the UK and the



International National Trusts Organisation (INTO)

1.) Location: National Museum of Taiwan Literature

2.) Time : 2010/4/10(Sat) ; 15:00-16:30

Time	Agenda
14:45 - 15:15	Registration
15:15 - 15:20	Opening Speech
15:20 - 16:20	Topic presentation : Sustainable Heritage: The Work of The National Trust in the UK and the International National Trusts Organisation (INTO) Speaker : Mr. Oliver Maurice
16:20 - 16:30	Q&A Session

3.) Image Gallery

	
<p>Mr. Maurice's talked about his experience with the National Trust in his first public speaking session</p>	<p>An enthusiastic audience</p>

2. Funding Conservation through Tourism

1.) Location: National Museum of Taiwan Literature

2.) Time : 2010/4/14(Wed) ; 18:00-21:00

Time	Agenda
18:00 – 18:40	Registration
18:40 – 18:50	Opening speech
18:50 – 20:20	Topic Presentation: Funding Conservation through Tourism Speaker : Mr. Oliver Maurice
20:20 – 20:40	Dialogue with guest speaker Guest speaker: Shihua Yen, Director of Foundation of Historic City Conservation and Regeneration
20:40 – 21:00	Q&A Session

3.) Image Gallery

	
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Registration	An engaged audience
	
Another guest speaker Mr. Yen, talked about his experience in cultural heritage preservation in Taiwan.	Group picture with Mr. Oliver Maurice

3. Coastal Conservation: Enterprise Neptune



1.) Location: 4-4 South Village, Taipei

2.) Time : 2010/4/16 (Friday) ; 18:00-21:00

Time	Agenda
18:30-19:00	Registration
19:00-20:40	Topic Presentation
20:40-21:00	Dialogue with guest speaker Guest speaker: Jiayang Tsai, President of Taiwan Environmental Protection Union Changhua Division
21:00-21:30	Q&A Session

3.) Image Gallery

	
Registration	An engaged audience

	
<p>Guest speaker Mr. Tsai discuss with Maurice about coastline conservation in Taiwan. °</p>	<p>Many people from the audience inquired Maurice after the session.</p>

E4. Field Visits

1. Changhua Dacheng Coastal Wetlands

- ◆ Time : 2010/4/12(Monday)
- ◆ Purpose of this visit: To invite Mr. Oliver Maurice to visit Dacheng coastal wetlands and the Taiwan Environmental Protection Union Changhua Division. To ask Mr. Maurice to lend us his experience in directing the National Trust's Enterprise Neptune in order to help plan the first coastal sustainability project in Taiwan.

<p>Feedback and Suggestion</p>	<p>Conservation of Natural and Cultural Heritage</p> <p>Taiwan Environmental Protection Union Changhua Division (TEPUCD) and local residents arranged an ox wagon ride for Mr. Maurice to visit the intertidal mudflats. Mr. Maurice expressed that this traditional mode of transportation is a unique feature in the local tourism. Maurice stressed that the National Trust is not only limited to the conservation of natural heritage, but also the conservation of cultural heritage.</p>
	<p>Seeking International Support</p>

Maurice stated that wetlands such as the Dacheng Wetlands could definitely be classified as National Nature Reserve in the UK. The Taiwan government needs to fulfill its obligation to safeguard this environment. We are encouraged to seek support from international conservation groups. Such wildlife sanctuary is one of a kind in the world, and it can attract nature lovers from around the world.

Limit Manmade Interference on Coastal Landscape

The coastal landscape in Taiwan has been widely encroached by concrete blocks or landscape plants. Enterprise Neptune aims to improve coastal landscape and do away as much unnecessary manmade facility as possible. We spent so much effort in reversing man made impact and restore the coastline scenery to its original beauty.



“Through the many years of experience, National Trust has learnt that following nature is the most effective and long-lasting coastline management strategy” said Maurice. We need to strive to understand environmental features, to follow the principals of nature and traditional wisdom in order to come up with a sound management approach that enhances biodiversity and recreational value in that area. As for traditional industries, instead of replacing them, we should preserve and develop them as appropriate technologies that are rich in esthetic and historical values.

Coastline Management



Maurice stressed that local communities should play an important role in coastline management. The Enterprise Neptune could not have gathered so much support and trust from the public had the National Trust not actively invited the public to participate in program planning. The Trust sought to discuss various proposals, to assess environmental impacts, to solve problems, and to help the local communities to adapt to changes they are facing on the coast.

	<p>Moreover, no matter how well intentioned or well designed the programs are, the National Trust cannot force local residents to accept its programs. Instead, the National Trust has to come up with a consensus with local communities and learn from local communities' experience and input. What you cannot do is to give an air of condescension. Even if you don't agree with the opinions of the local residents, you need to listen and take their thoughts into consideration.</p> <p>Other than discussing with the locals, the National Trust also consults the opinions of visitors and integrates these opinions into their plan. This plan is the foundation on which future management work can be built on.</p>
	<p>A Social Movement, also an Environmental Movement</p> <p>Professor Junsho Wan stated that the pink dolphin trust is the first case in which the NGOs mobilize the public to buy public land, and entrust it to NGO. This is an expression of the determination of the people. We are not asking a lot of money from one individual or from one group; we would rather ask small amount of money from many people. We represent the corporate of "people". Everyone has the right and obligation to act on behalf of environmental justice, and take practical measures to protect the environment.</p>

◆ Image Gallery

	
<p>Visit to the Fubao Eco-education Center</p>	<p>Discussion with local conservationists in</p>

<p>in order to understand wetland conservation efforts in the region.</p>	<p>the region.</p>
	
<p>Maurice was interviewed by local reporters in front of a local temple. Maurice pointed out that Taiwan's shape resembles the shape of a dolphin. To protect dolphins is to protect Taiwan</p>	<p>After the interview, Maurice took a ride on a traditional ox wagon: the form of transportation the oyster farmers use while harvesting oysters in the wetlands.</p>
	
<p>Maurice rode on the ox wagon during high tide.</p>	<p>Maurice was served delicious local cuisine.</p>
	
<p>Maurice was interviewed by reporters in the mudflats during low tide. The mudflats are the hosts of a vast array of life forms.</p>	<p>Maurice climbed to the fourth floor of a local temple to take a panoramic view of the Dachen wetlands. A local guide explained the oyster farming tradition to Maurice.</p>

	
<p>Maurice attempted his luck at getting a glance of the precious pink dolphins by the Taichong Harbor.</p>	<p>The pink dolphins had already passed by the location 30 minutes prior to Maurice's arrival. Pink dolphins were nowhere to be seen, however, due to clear weather condition, the wind turbines of the west coast were visible.</p>

2. Cultural Heritage Sites in Yunlin County

- ◆ Time : 2010/4/13 (Tuesday)
- ◆ Location : Historic Siluo Theatre, Old Police Office, Yunlin Puppetry Museum, and Yunlin Story Museum.

1.) Historic Siluo Theatre

<p>Feedback and Suggestion</p>	<p>Maurice showed great interests in the Historic Siluo Theatre, and thought it was a great pity to see the building in disrepair. The interior structure of the theatre resembles an American Broadway theatre. If this theatre is to be promoted as the Broadway theatre of Taiwan, many people might be driven to come and learn about the historic significance of this architecture. The following suggestions were brought up from of the discussion between Maurice and community members:</p> <hr style="border-top: 1px dashed black;"/> <p>Bringing in Cultural Organizations to the Building</p> <p>A theatre can be refurbished into a space that can host art exhibitions, educational work shops, cultural events etc. It is possible to turn this theatre into a venue that can generate revenue for its own maintenance and other cultural purposes.</p>
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Communication, Communication and Communication

To turn a historic building into a functional cultural space is a tricky business. First, you have to apply for the building to be certified as a historic building. Secondly, you need to fundraise for the costs involved in conserving it, and most importantly, you have to discuss with the community to figure out how to transform it into a space that answers the community's need at the same time appeals to the public. These all takes tremendous effort.

At the beginning, you may encounter many voices of criticism and complaint. They force you to reconsider your plans, to come up with new and better plans that honor the opinions and needs of local communities.

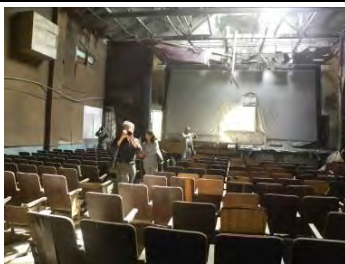
Many members of the community might still remember what this space was like 20 years ago. You can invite these people to reminisce the past by telling stories and to inspire people's imagination for the building's future.

Last but not least, the public consultation process should be published, so that everyone can access the information.

Fundraising from Diverse Sources

Fund raising should not be limited to local sources. Internet or digital media nowadays are viable and effective tools for marketing to the world. We cannot count on local strength only. INTO and the National Trust have plentiful experience in heritage conservation. The county government can keep in touch with INTO for further consultation including details involved in drafting a trust proposal.

◆ Image Gallery



The derelict Siluo Theatre.



There was even a balcony. You can almost

	imagine its splendor in the past.
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2.) Old Police Office

<p>Feedback and Suggestion</p>	<p>In the UK, a building’s value is determined by its historic significance or the importance of the architecture itself. Usually they are classified into three categories. First category: building of special significance. Second category: building of special significance and importance. Third category: building of special significance and conservation value.</p> <p>On the other hand, heritage buildings are classified into two categories: cultural heritage and historic building. The Old Police Office belongs to the cultural heritage category and it cannot be torn down or rebuilt. Historic Siluo Theatre is counted as a historic building. The conservation status is lower than that of a cultural heritage, therefore the owner can decide whether or not he/she wants to tear it down or to rebuild it. The theater is now being managed by the owner.</p> <p>The repairing of historic building can be carried out by mobilizing volunteers through holding working holidays. It’s also an effective method to introduce the value of historic buildings to the public and to save labor costs at the same time. The Trust has much experience in organizing working holidays. Many organizations in Taiwan also have similar experience, for example, the Taiwan Environmental Information Association.</p>
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◆ Image Gallery

	
<p>Donan Old Police Office is a Western-styled architecture built by the Japanese.</p>	<p>Staff from the Yunlin County Ministry of Cultural Affairs explained the layout of the Old Police Office to Maurice.</p>

3.) Yunlin Puppetry Museum

Feedback And Suggestion	<p>It is advisable to integrate the forces of NGOs, business sectors, and the government to come up with a sound management plan for this place. Donation, entry fees, merchandize and coffee shops all have potential to bring in income. Collaborating with the tourism industry should also be considered. The government can provide the venue; business sector can provide the capital; NGOs can provide human resources.</p>
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◆ Image Gallery

	
Maurice visited the puppetry museum	The old prison has been left to its original state so that people can visit the facility.

4.) Yunling Story Museum

Participants of discussion: Oliver Maurice,
Lifang Tang, Board of Director of Story teller's Association
Professor Chuanzhi Liu

Feedback and Suggestion	<p>Discussion with the public is like telling stories</p> <p>Local conservation groups have to make a lot of effort to discuss about their work with the public. What kind of vision do they have for the building? How do they want the local organization to preserve the building? Through these discussion, we get an understanding of different perspectives in which the local people view this building and its present condition. °</p> <p>We hold public consultation gatherings regularly, and we open the invitation to all. Take the Siluo theatre for an example. We invited the public to participate the discussion; we sat them down and got them to talk about what they feel towards the building. You can often find inspiring feedback from the people. The vision for whatever buildings you are woking with will</p>
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usually come from these people's input.

The key is to teach people to get into the habit of imagining the future.

Not a lot of people are good at imagining the future in 10 or 20 year's time. The majority of people can only relate to the past and the present. However, we need visionary individuals to work with us, to take action, and to make dreams come true. At this stage, we have mobilized many organizations of different mandates to come together. However, everything is still in its infant stage.

Feedbacks from guests

We value all the guests who have visited and their opinions. We know about the limited insights that can be produced by local residents and our circle of friends. We have been consulting our valued guests their opinions towards the space.

Fund Raising

The biggest obstacle we face is fund raising. Taiwanese people are very apathetic towards cultural and historic conservation. They would rather donate money to charity organizations. But we should still raise small amounts of donation here and there. If everyone who comes to visit this building each donate 100 NT dollars, those can still accumulate into some significant amount. We should also fund raise from international organization. It depends on how well your story-telling ability is. Media, public relations and marketing are all tools for reaching the fund raising target.


There is more than one way to conserve heritage

The National Trust has 150 years of history. It started off with three philanthropists. The present situation in Taiwan is not dissimilar to the situation in England back then. Patience and faith is the key to a prosperous future.

In England, the way a trust contract work is very diverse and it varies from place to place, hence there is no standard template for such a contrast. For certain property, the property title is owned by the National Trust, and

	<p>it is maintained by the government; for other cases, the situation could be reversed. However, the first step in making a trust is to make a “declaration”. Once the contract is written and signed, it cannot be changed. If the contract needs to be changed, all the stakeholders, especially the local residents, need to be consulted thoroughly before making any modifications. Usually the consultation processes will be lengthy and complicated. In England, there was a historical harbor town that had been damaged by severe storms in a number of occasions and the repair costs have grown out of proportions. After several rounds of consultation, it finally came to the decision that the harbor should be left to the force of nature and without artificial interference.</p>
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◆ Image Gallery

	
<p>Yunlin Story Museum was originally an old government building. The architectural style has a strong Japanese influence.</p>	<p>Discussion about cultural heritage conservation was carried out in the story museum.</p>

3. Formosa Golden Bats' Museum

- ◆ Time : 2010/4/13(Wed)
- ◆ Location : Formosa Golden Bat's Museum (Yunlin county Cehnzheng Elementary school)

<p>Feedback and Suggestion</p>	<p>With the advent of industrial revolution, natural habitat and pristine environment were damaged tremendously as a consequence. Having realize the seriousness of environmental degradation around them, the English people started to wake up to the negative impact of industrialization and have began what was seemed as a pioneering of environment movements which have been continuing till today. The environmental law in England is very strict, but the government doesn't inspect regularly. However, once a violation is discovered, persecution will surely be enforced.</p> <p>Biodiversity in Taiwan is much richer than that of England. However, in England, every species is valued and protected. Take bats as an example, if certain home improvements or renovation will violate bat's nests, you need to apply for permit before you can proceed with renovation. This is an example of the conservation effort evident in England.</p> <p>We should encourage networking and experience-sharing between the bat conservation works done by the Chengzheng Elementary school and the works done in England. That way, people from outside of Taiwan will have a chance to get to know about the Golden Bat's Museum: a case of conservation combined with education, endorsed and supported and by the community</p>
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◆ Image Gallery

	
<p>Maurice visited Golden Bat's Museum, and learned about the transformation of a vacant space into a museum.</p>	<p>Maurice searched for golden bats.</p>

F. Programme Effects

The goal of this program is to lend Mr. Oliver Maurice's experience and insights gained from years of experience directing the National Trust and INTO. We engaged Maurice in in-depth discussions and experience-sharing with the general public, NGO representatives and government representatives. We hope that this series of activities will act as a catalyst in the implementation of charitable trust in Taiwan, and that the results derived from these discussions can be used as reference materials by the government legislative bodies. Effects and analysis of the program are summarized below:

F-1. Provide the government agencies a framework in which charitable trust and an environmental-friendly legal system can be developed and implemented.

In order to produce reference materials that can be used in the development of charitable trust in Taiwan, we planned a "World Café" discussion forum in advance of Mr. Maurice's arrival. We invited 6 representatives from the government sector and 12 representatives from the NGO sector. This forum served as a prelude to the focus group meetings held during Maurice's visit. During the focus group meeting with government officials, representatives from government agencies such as the Ministry of Justice who are in charge of trust laws, Taipei's Department of Cultural Affairs who are in charge of cultural preservation, Urban and Rural Department of Construction and Planning Agency who are in charge of coastal and wetland conservation, and Ministry of Forestry who are actively involved in the development of conservation land trust were present. Dialogues and discussions amongst Maurice and the law-making and law-executing agencies provided the government agencies a framework in which charitable trust and an environmental-friendly legal system can be developed and implemented.

F-2. Provide NGOs the know-how on the development and implementation of charitable trust

Implementing natural or cultural heritage conservation in Taiwan was often met with legal and structural difficulties. As a result, NGOs in Taiwan have started to study conservation trusts that were being practiced in other countries. Mr. Maurice's visit to Taiwan and face-to-face discussions with Taiwanese NGOs helped us gain considerable insights beyond the case studies and information gathered through the internet and documents.

12 representatives from cultural and environmental NGOs participated in the focus group meeting. The topics in discussion encompass the conserving and refurbishing of historical architecture, wetland conservation, environmental education, urban parks

protection, river conservation and community development.

Maurice explained in detailed the working of the National Trust and its experience in coastline conservation (Enterprise Neptune). These discussions, interaction and collaboration will serve as a vehicle for the establishment of the first charitable trust in Taiwan.

F-3. Increase the public’s awareness of charitable trust, and encourage everyone to come up with his/her own vision as for what we can accomplish collectively through charitable trust, and what we can do to make it happen.

Civil participation in Taiwan has been improving drastically in the recent years. People have been paying more and more attention to intangible properties such as environmental heritage and cultural heritage. Three public speaking sessions were held. 131 people participated; 7 reviews by critics were posted on the web-based forum or columns and were viewed by 3000 people. Maurice elaborated on the combining tourism with charitable trust, the development pattern and present conditions of National Trust around the globe, and the operation of Enterprise Neptune etc. Through the enriching talks and presentations on real case studies, Maurice provided a chance for the people who are awared of charitable trust to gain a well-grounded understanding of the subject and concept. He also brought people who have never heard of charitable trust to become familiarized with the subject, and become motivated to participate.

F-4. Network with international organizations and share Taiwanese experience

INTO is a global network, many member organizations are outstanding national trust organizations in its respective country.

Mr. Oliver Maurice’s visit to Taiwan was endorsed by the INTO secretary. Maurice will write a report about his visit and publish it onto INTO’s worldwide web. It will be sent through the INTO newsletter to 48 trust organizations spread across 30 countries. The report and related resources will be shared among member organizations. Therefore, we can expect more meaningful and pragmatic collaboration in environmental and cultural heritage conservation between Taiwan’s NGO and NGOs from other nations

G. Programme Evaluation and Recommendation for Follow-up Work

G-1. How to build “trust” between grantor and trustee of a charitable trust

1. A collaboration between NGOs builds strength and credibility:
Individual small NGO may suffer from a lack of popularity and visibility, which result to the difficulty in acquiring trust from the public. If we can combine the forces of experts from different NGOs, it will be relatively easier to receive the trust from the public, and it will be

easier for NGOs to become the trustee of properties. Take the National Trust as an example. The consultant groups of the Trust encompass very credible and prominent NGOs such as the British Royal Bird's Society

2. Draft management proposals well ahead in time, conduct thorough publish consultation process: explain, discuss, and make changes. To reassure the public of your sincerity and your wiliness in taking in their opinions. The National Trust in England always presents its management proposal before it signs contract with a property owner. The Trust would invite local residents and local organizational to express their opinions, raise questions and participate in the planning process.

3. It may be worth experimenting to allow a trial period to be in place before the official transfer of property title. Once a mutually trusted relationship is built, the property can then be entrusted from the grantor to the trustee. Take the historic Siluo Theatre for an example. Although the ownership problem is not resolved, we can have the cultural /artist group come and stay as “residence artist group”, and we can conduct repairs using limited resources. Once the artist groups, cultural events and educational workshops and art exhibitions begin to attract people to Siluo, the owner may be inspired to see that underneath the derelict of the old theatre it lies beauty, value and economic opportunities.

G-2 How to properly manage properties

1. Collaborate with tourism industry and establish a mutually beneficial relationship: Conservation work requires financial resources. The National Trust has successfully tackled the financial issue by integrating tourism industry and conservation. Often times, these hotel or recreational ventures are members of the Trust. The Trust will then introduce these conservationally-minded industries and enterprise in their promotional materials. Take the Enterprise Neptune as a successful example of the cooperation with tourism industry, 60 million Pounds were collected within 40 years. The Trust can use these funds to keep purchasing more coastlines for conservation.

2. Take advantage of the internet

In this day and age, it is vital that NGOs possess the capacity to utilize digital media for marketing, promotion and public relation. Digital media or social media are great tools to spread the word, in order to get people to care and participate in conservation efforts. We can even reach out to grants, donations or technical assistance from around the world.

G-3. How to mobilize the public's participation

1. Searching for “stories” and maintain ongoing discussion

We need to offer heritage the significance it deserves. Significance comes from the history and stories behind the heritage. When conserving an old building, we need to discuss regularly with the local community: what is the future we want to create collectively? What is our vision? How do we want to preserve this old building? The discussion needs to be dialectical. We will encounter lots of problems when community members give us feedback. However, by clarifying doubts, resolving conflict, we can all learn and grow together, we may also discover visionary leaders amount the community.

2. Prioritize early education

Early education should be one of the most important themes in the establishment of a trust. Children are our hope. They need to understand the importance of tradition, culture and natural environment, tangible and intangible properties. They also need to take a balance view of the three realms: economics, environment and social. These three realms are Intertwined. We are not only building a better world for us, but also for the generations to come. It is only when we think like this, can we act on the mentra of Nationa Trust: For ever, for everyone.