

ANNUAL REPORT 2020-2021



INTERNATIONAL CENTER
FOR LAND POLICY
STUDIES & TRAINING

國際土地政策研究訓練中心

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Message from Chair of the ICLPST Board of Directors

In 2020, the world was in a great turmoil caused by Coronavirus disease. The high contagious nature and fatality rate of the virus caused every country to shut down national gates and implementing entry restrictions for non-nationals. Facing the unprecedented situation, the Center's international training was forced to suspend for one year. While figuring out the pandemic would not go away in a short time, and the application of conference-call software got more and more mature, the Center decided to transfer the training in 2021 to online mode. This is for the first time in the Center's 52-year history.

From its inception in 1968 to date, the Center has received a total of 18,119 participants from 134 countries from all over the world. I would like to take this opportunity to extend my appreciation, especially to the Lincoln Institute of Land Policy in the USA. Although the Board and Executive Committee members cannot come to Taiwan for in-person meetings,

they still offer valuable suggestions and advices through video conference call and written form. Many thanks also go to the ROC Council of Agriculture, who supports the Center with every effort all the time, and to the Ministry of Foreign Affairs, the Ministry of the Interior and the National Development Council. Their support and guidance had enabled the Center to keep contributing in Taiwan for the world community.

We hope that in the near future, the COVID-19 pandemic will soon be under control and the in-person training will resume to establish even stronger international network in land and agriculture, and exert a far-reaching influence to those participating countries in improving their manpower quality.

A handwritten signature in black ink that reads "Chin-cheng Huang".

Chin-cheng Huang

Message from Director of the Administrative Office



I have been at the post of the Center's Director for almost 5 years since designation, serving for the ROC Council of Agriculture for over 30 years at the same time, but never had such experiences as in the years of 2020 and 2021. At the beginning of COVID-19 pandemic, people might be a little bit disorientated, but finally found its way out to overcoming it.

I am glad that the Center sought every effort and conducted in 2021 four online international regular trainings, in which a total of 84 participants from 30 countries around the world had participated. General feedbacks from the participants of the various training courses all show much satisfaction. Investment of time and energy in the training courses is considered to be both worthwhile and fruitful. Thanks to the international team of faculty and administrative staff for their endeavor to continue the Center's core contribution to the world community, even in such a globally difficult time.

In addition to the online annual training courses, we spent great effort in upgrading the learning and living environment at the Center. It is hoped that when the in-person training started again, the participants coming from all over the world would enjoy and make the most out of their training experience in Taiwan.

The global impact of COVID-19 testified to the fact that the world as a community was tied closely together and we should learn and help each other to win victory and prosperity. I want to assure my fellow colleagues that the good tradition of the Center will continue and its contribution will create greater value.

A handwritten signature in black ink that reads "Kuei-son Sheu". The signature is written in a cursive, flowing style.

Kuei-son Sheu



Introduction to the ICLPST

Outside of the Center

The International Center for Land Policy Studies and Training (ICLPST) was established in 1968. Till 2021, it has been running for 53 years. It is an autonomous and nonprofit international organization, jointly sponsored by the Council of Agriculture (COA), Executive Yuan, the Republic of China, and the Lincoln Institute of Land Policy, Cambridge, Massachusetts, U.S.A. Before January 1st, 2000, it was named Land Reform Training Institute (LRTI).

The establishment of the Center was based on the Taiwan land reform experience. It is devoted to providing training and research opportunities for government officials, professionals and others who take interests in land and tax policies and rural development. Since the 21st Century, the Center expanded its training fields by increasing agriculture related topics and conducting training courses and cooperative projects on specific themes commissioned by other



countries. We hope that, through cultivating agricultural manpower, the overall economy shall be raised and living standard improved.

At the Center the training programs blend theory and practice in order to suit the diverse needs of the participants. With intensive lectures, participants acquire the skills and techniques needed to better understand and facilitate land policies, rural development, and tax programs in their respective countries. The often-competitive selection of participants for international training courses and various foreign commissioned training projects have borne out the fact that these sessions offered and conducted by the Center are much in demand by the professional circles of agriculture and land management.

Organizational Setup

The organizational structure is three-tiered, comprising the Board of Directors, the Executive Committee and the Administrative Office.

The Board of Directors is the Center's guiding unit, which formulates general policies of the Center and approves its annual programs and budget. The Chair and Co-chair are appointed respectively by the COA, Taiwan, and the Lincoln Institute of Land Policy, USA. The Board members are nominated by both sides.

The Executive Committee oversees curriculum development, supervises programs, and provides advice on the

annual budget and is responsible for the selection of participants and faculty members. Currently it has seven members, with its Chair and Co-chair appointed respectively by the Lincoln Institute of Land Policy and the COA.

The Administrative Office is headed by the Director, who formulates and presents the annual programs and the budget to the Board through the Executive Committee. Under the Director were two divisions to execute and manage all the projects. They are the Training Division and the Administration Division.



Organizational Chart





Performance and Achievements

Launch of Online Training

In 2020, all in-person trainings were suspended due to precautions and safety measures surrounding COVID-19. Deeply concerned by the spread and severity of the pandemic, strict border control remained in place in 2021. Seeing the technology advancement of distance solutions, the Center decided to adopt e-learning methods and conducted the first online regular sessions that focus on theory analysis and policy making.

The online course consisted of three modules, with one-month learning period for each module. The course content included theories, case studies, Taiwan experience, international experience, online seminars, and quizzes/assignments. The guided learning hours for a course totaled 110 hours.

Taken into account the fact that the international participants would be on their job duties in different time zones during the training, the lectures were pre-recorded and the real-time events were recorded as well. Participants were allowed to arrange their schedule for self-learning at a given time frame. Additionally, as a motivation in learning, participants were invited to interact with lecturers and fellow participants on the communication platform or through emails.

Knowledge exchange activity served as a crucial component in the training; therefore, an online seminar was scheduled at the end of every module. During the seminar, participants could review key course concepts, discuss related themes, and present country reports. Participants' presentation had often focused on current situation in their country, and lecturers would lead participants in group collaboration activities to display the knowledge and skills they learned and apply a solution-focused approach to resolving issues addressed. The engaging and productive learning environment not only reinforced knowledge retention, but helped them resolve real-world challenges through summarizing the online training content.

Online Regular Sessions in 2021

There were four online regular sessions conducted in 2021. A total of 40 professors and experts, specialized in land and agriculture from the USA, the Netherlands, Germany, China and Taiwan, were invited to share their professions with participants. Please see the appendix for more faculty information.

The training aimed at inviting middle- and high-ranking officials, experts, engineers, and specialists from public or private sectors and international organizations. In 2021, there were 84 participants from 30 countries in Asia-Pacific, West Asia, Africa, Europe, Latin America and the Caribbean, and Oceania regions. To strengthen the collaboration between Taiwan and international organizations, the Center invited African-Asian Rural Development Organization (AARDO) to recommend 6 participants to attend the training.

Under the pandemic circumstance, the oversea study and field visit to government agencies and research organizations in Taiwan were taken out of the equation, but the participants in their course evaluation agreed with great appreciation that the lecture videos, assignments, tests, group discussions, and country presentations were in high quality. The self-arranged flexible learning schedule also help balance work and study. Moreover, participants broadened their horizons and built a close rapport with each other during training sessions.

This year, the online training courses had met the Center's major goals that improve Taiwan's global image: to train land and agriculture professionals from all over the world, to create an international platform for cooperation and exchanges, and to share Taiwan's experiences as a way of giving back to the world.





The 145th Regular Session on Land Policy for Sustainable Rural Development

The regular session was held from June 4th to August 27th. In total, 25 participants from 18 countries attended the training, and 10 lecturers were invited to share their expertise and experience with the participants. Participants were public and private sector professionals in the fields of Agriculture, Environment, Land Economics, Land Administration, and Rural Planning.

Theoretical Analysis and Policy Application

Dr. James Riddell, former chief of FAO Land Tenure Service, served as the course coordinator. Courses were designed and extended from the three main themes listed below and were given by 6 local lecturers and 4 overseas lecturers, from the Netherlands, Germany and the USA.

1. Module One: Rural Economy and Development

Topics and lectures, including Land Administration, Land Ownership, Land Economics, Agriculture Roles in the Present Economics Situation, and Rural Planning in Taiwan, were addressed and given by lecturers Jim Riddell, Bastiaan Reydon, Chien-hung Tung and Tzu-chin Lin.

2. Module Two: Situating the Local in Land Relations

Topics and lectures, including Land Rights and Rural Resources, Re-thinking Commons Governance, Bridging Interests and Scales in Land Administration, Agricultural Land Use Policy in Taiwan, Indigenous Land Tenure Right and Institutional Choice, were addressed and given by lecturers Jim Riddell, Laura German, Kuo-ching Lin and Ai-ching Yen.

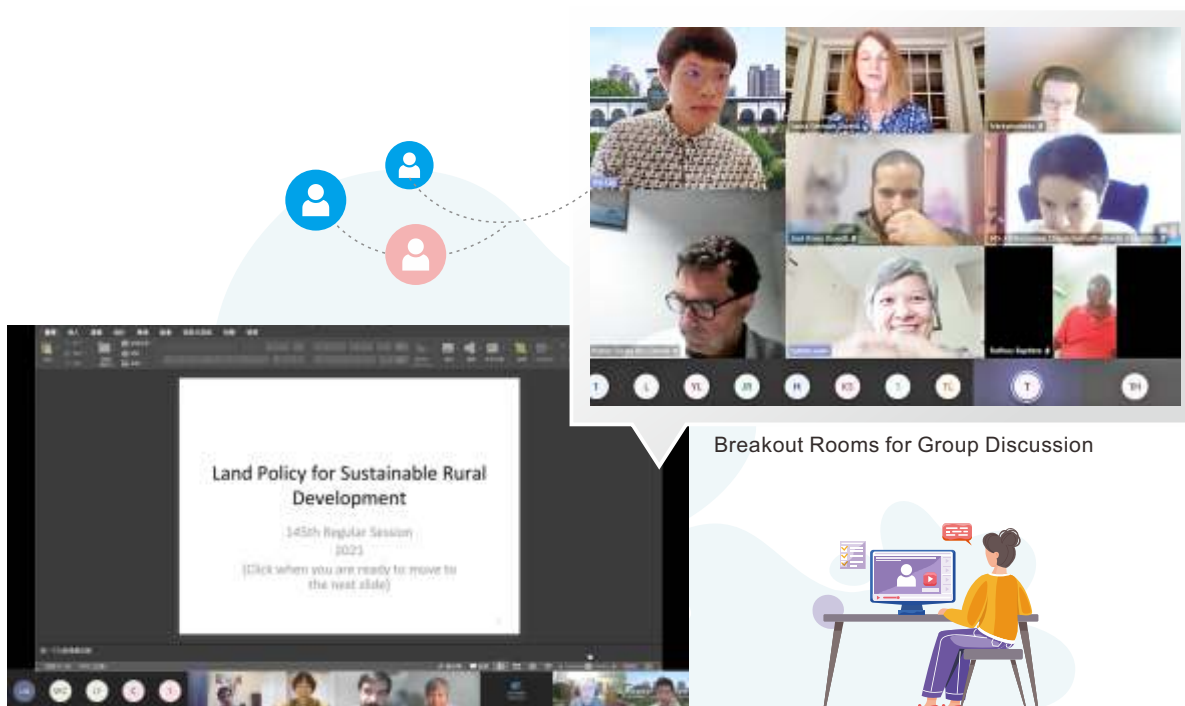
3. Module Three: Managing Local Governance for Sustainable Development

Topics and lectures, including Land Reclamation and Consolidation, Rural Land Use Planning, Decentralization and Rural Governance Experience, Local Governance Capacity, the Changing Roles for NGO Activity, Making Use of Geographic Information and Land Information System, were addressed and given by lecturers Jim Riddell, Rainer Adam, Stephan van Gasselt and Jimmy Chou.

International Webinar for Experience Exchange

This regular session conducted class review, Q&A forum and perspectives sharing among participants during the seminar. The discussion topics are listed below:

No.	Discussion Topic
Rural Economy and Development	
1	Personal experience on Land Use
2	Key topics in Land/Rural Economy Development
Situating the Local in Land Relations	
1	Points of view in Land Relations
2	Points of clarification in Local Land Use
Managing Local Governance for Sustainable Development	
1	Good Governance
2	Functions in Decentralised/Centralised in Rural Development
3	Personal experience with Capacity Development
4	Participation of citizens in Land Administration & Rural Development programs and projects
5	E-governance Features



Course Review in Online Seminar



The 146th Regular Session on Land Taxation and Valuation

This regular session was held from June 4th to August 27th. In total, 21 participants from 11 countries attended the training, and 6 lecturers were invited to share their expertise and experience with the participants. Participants were public and private sector professionals in the fields of Finance, Taxation, Land Survey, Land Economics and Valuation.

Theoretical Analysis and Policy Application

Professor Steve Tsui, from Chinese Culture University, served as the course coordinator. Courses were designed and extended from the three main themes listed below and were given by 3 local lecturers and 3 overseas lecturers from the USA.

1. Module One: Economics, Taxation Policy and Theory
Topics and lectures, including Introduction to Economics, Public Finance and Tax Policy, Defining Tax Bases, Government Finance, Tax Policy and Tax System in Taiwan, were addressed and given by lecturers William O'Brien and Steve Tsui.
2. Module Two: Local Public Finance
Topics and lectures, including Urban Public Finance, Economics of Local Governments, Structure of Tax Systems, Property Taxation, Land Pricing, Reforming the Land Tax System and Local Government Finance in Taiwan, Tax Increment Finance and Budgets, Borrowing and Deficit Finance, were addressed and given by lecturers John Anderson, K. C. Lin, and Steve Tsui.
3. Module Three: Land Valuation
Topics and lectures, including Principles and Concepts of Property Valuation, Land Valuation and Property tax, Methods of Mass Appraisal, The Cost and Income Capitalization, Splitting Land and Building Values: Resolution of Valuation Disputes, International Valuation Standards and Organizations and Valuation for Property Tax in Taiwan, were addressed and given by lecturers Steve Roach and Tzu-chin Lin.

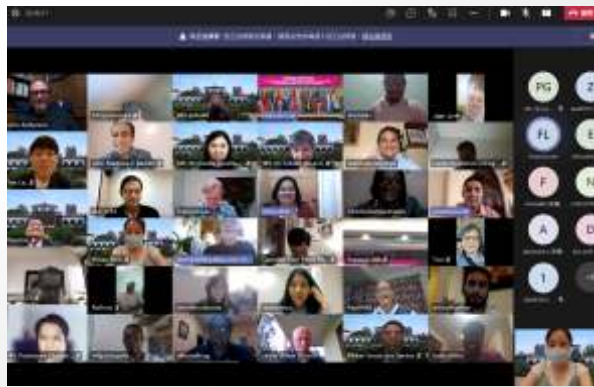
International Webinar for Experience Exchange

This regular session assigned every participant into group presentations, and reported in the seminar. The lecturer gave comments and evaluation during the presentation. Topics are listed below:

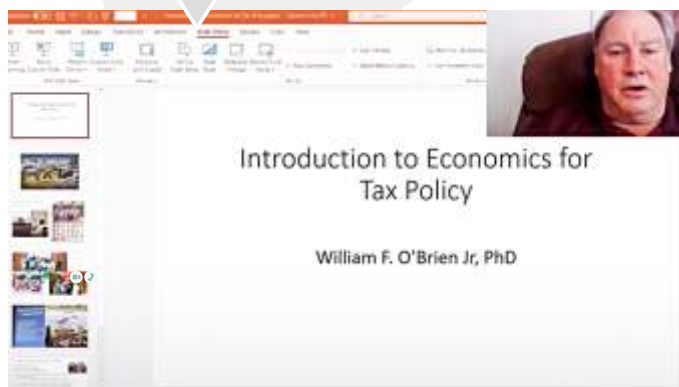
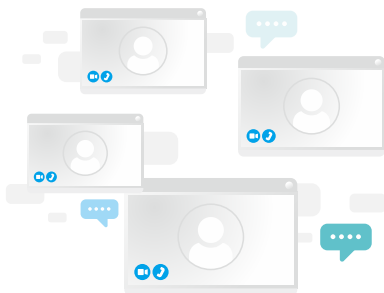
Country	Presentation Topic
Economics, Taxation Policy and Theory	
Guatemala	Group 1: Latin America and Caribbean Country-Social benefits, Economic equity, Full employment, Price level stability and Economic growth
Haiti	
Honduras	
Paraguay	
Malaysia	Group 2: Improve tax efficiency and Achieve tax equality in growth of GDP, Flat inflation (CPI), Drop of deficit, Lighten the tax burden on middle/lower income people in Taiwan government
Mongolia	
Taiwan	
Saint Lucia	Group 3: Saint Lucia government aim to generate revenue to pay for the expenditures on goods and service which will improve the wellbeing of the economy
The Philippines	Group 4: Developing with young population and fuel importer country in Asia
Thailand	
Türkiye	
Local Public Finance	
Guatemala	Group 1: A review of public finances in Paraguay
Haiti	
Honduras	
Paraguay	
Malaysia	Group 2: A review of public finances in Taiwan
Mongolia	
Taiwan	
Saint Lucia	Group 3: Tools of fiscal policy: Taxes and government spending in Saint Lucia
The Philippines	Group 4: Republic of the Philippines: Government levels and administration systems, the sub-national or local government units
Thailand	
Türkiye	



Country	Presentation Topic
Land Valuation	
Guatemala	Group 1: Explanation of the cost approach to value
Haiti	
Honduras	
Paraguay	
Malaysia	Group 2: Explanation of the issue to the hearing officer, introduction to the property, problem identification for the appraisal, explanation of the property's submarket, and the three approaches to value
Mongolia	
Taiwan	
Saint Lucia	Group 3: Explanation of the income capitalization approach to value
The Philippines	Group 4: Explanation of the sales comparison approach to value
Thailand	
Türkiye	



Online Group Photos



Prof. O'Brien's Lecture Videos

The 147th Regular Session on Infrastructure Development and Planning

This regular session was held from September 17th to December 10th. In total, 14 participants from 7 countries attended the training, and 14 lecturers were invited to share their expertise and experience with the participants. Participants were public and private sector professionals in the fields of Urban Development, Urban Planning, Transportation, Manufacturing, Housing and Public Works.

Theoretical Analysis and Policy Application

Mr. Ge Vue, Director of Learning Design, Lincoln Institute of Land Policy, served as Course Coordinator. Courses were designed and extended from the three main themes listed below and were given by 6 local lecturers and 8 overseas lecturers from the USA.

1. Module One: Land Policy and Urban Development

Topics and lectures, including Urbanization, Infrastructure, Informality and City Development, Urban Sustainability Recourses, SDGs in United Nations, Intelligent Transportation System in Taiwan, Modernization of Nations and the Choices of Land Development and Infrastructure Installation, Land Consolidation, Technology and Wise City, were addressed and given by lecturers George McCarthy, Ge Vu, Diego Lomelli Trejo, Simon Chen, Chien-Pang Liu, and Feng-Tyan Lin.

2. Module Two: Public Finance and Investment

Topics and lectures, including Financing Capital Projects, Financing Infrastructure Projects Using Land Value Capture, Infrastructure Investment Criteria, Public-Private-Partnership Models for Infrastructure Projects, Local Economic Development, Case Study: Confronting the Decline in Cleveland, Washington Underwater Tunnel Project, Community Toilets and the Challenges of Urban Sanitation in Nairobi, Kenya, were addressed and given by lecturers Enrique Silva, Luis Quintanilla Tamez, Jenna Martin, Lourdes Germán, An-ting Cheng and Cheng-min Feng.

3. Module Three: Transportation Investment

Topics and lectures, including Transportation Planning and Implementation, Cost Benefit Analysis, Urban Transport and Land Use Planning, Transit-Oriented Development, Social Housing, and Sustainable Development and Green Infrastructure, Transportation Resilience, were given and addressed by lecturers Zhi Liu, Cheng-ming Feng and Yung-jaan Lee.



International Webinar for Experience Exchange

This regular session assigned every participant into individual and group collaboration, and reported in the seminar. The lecturer gave comments and evaluation during the presentation. Topics are listed below:

Country	Presentation Topic
Land Policy and Urban Development	
Mexico	Group 1: Water Management
Paraguay	
Eswatini	Group 2: Land Use Planning
Jordan	
Mexico	
Haiti	Group 3: Housing & Transportation
Mexico	
Taiwan	
Public Finance and Investment	
Eswatini	What is PPP and the models, methods, the benefits and challenges
Haiti & Uruguay	The problems, issues similarities and differences from the stakeholders
Jordan & Mexico	The current status of sewerage treatment facilities, the benefits and challenges
Mexico	Methods on community toilets to provide sewerage and water services, the benefits and challenges
Mexico	What is land value capture and the opportunities
Taiwan	What is pay-as-you-go and the examples, the functions, the benefits and challenges
Taiwan	What is financing a public project with debt, methods, the benefits and challenges
Transportation Investment	
Jordan	Transportation of Infrastructure and Land use in Irbid City in Jordan
Jordan	Affordable Housing in Jordan
Mexico	Transportation infrastructure and land use in Mexico City
Mexico	45 Federal Corridor in the State of Guanajuato, Mexico
Mexico	Affordable - Social Housing in León, Guanajuato - MX
Mexico	Affordable - Social housing in Mexico City
Taiwan	Neihu Tech Park Taipei City



Experience exchanges among Professors and Participants



Country Presentation by Participants

The 148th Regular Session on Agricultural Development and Policy

This regular session was held from September 17th to December 10th. In total, 24 participants from 15 countries attended the training, and 12 lecturers were invited to share their expertise and experience with the participants. Participants were public and private sector professionals in the fields of Agriculture Research, Rural Development, Agricultural Export and Economy.

Theoretical Analysis and Policy Application

Dr. Douglas Southgate, Professor Emeritus from Ohio State University, served as Course Coordinator. Courses were designed and extended from the three main themes listed below and were given by 9 local lecturers and 3 overseas lecturers from Germany and the USA.

1. Module One: International Marketing and Global Market
Topics and lectures, including Global Supply Chains, Trends in Food Demand, Market and Public Policy, Food Security, Issues in Food Economics, International Trade and Agricultural Development, the Challenge of Food and Agriculture in Developing Countries in the Era of Globalization, Farmers' Association, were given by lecturers Douglas Southgate, Wen-chi Huang, Shih-hsun Hsu, and Kuo-ching Lin.
2. Module Two: Agricultural Resources and Technology Policy
Topics and lectures, including Farm Management, Land Market Impacts on Agriculture Development, Water Resources Management, Economics of Agriculture, and International Agricultural Production and Cooperation, the Application of ICT in Smart Agriculture, were given by lecturers Barry Ward, C. H. Tan, Ye-nu Wan, and Pai-po Lee.
3. Module Three: Rural Development under Conditions of Globalization
Topics and lectures, including Rural Development Introduction, Rural Planning and Political Economy, Global Cases Study, Circular Agriculture in Taiwan, Local Specialty Industry and Rural Regeneration, were given by lecturers Beatrice Knerr, Jack Sheu, York Liaw and Chen-Fa Wu.

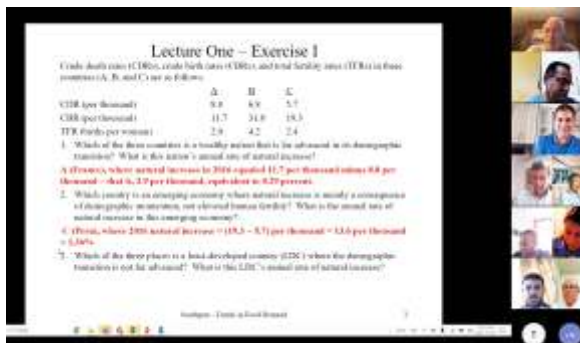


International Webinar for Experience Exchange

This regular session assigned every participant into country report. The lecturer gave comments and evaluation during the presentation. Topics are listed below:

Country	Presentation Topic
International Marketing and Global Market	
Argentina	Obesity and Overweight in Argentina
Guatemala	Food and Nutrition Security in Guatemala
Honduras	Obesity in Honduras
Jordan	Under-nourishment and Food Security in Jordan
Mexico	Under-nourishment and Food Insecurity in Mexico
Mexico	Obesity in Mexico
Mongolia	Obesity and Overweight in Mongolia
Paraguay	Under-nourishment, Food Insecurity and Obesity in Paraguay
Palestine	Food Security in Palestine
Taiwan	Research Collaboration with IRRI
Uruguay	Agricultural Development in Uruguay
Agricultural Resources and Technology Policy	
Argentina	Agricultural Development Challenges in Argentina
Honduras	Challenges in Adopting Precision Agriculture in Honduras
India	Precision AG Technologies in India
Jordan	The Top Challenges for Agriculture in Jordan - Including Critical Environmental & Natural Resources Concerns
Palestine	The Reality of the Agricultural Sector in Palestine - Challenges and Problems
South Africa	Precision AG in SA
South Africa	Challenges Farmers will Face in Next 10 Years
South Africa	Food Security Issues in South Africa
South Africa	Obesity in South Africa
Taiwan	The Top Challenges That Will Face Farms in Taiwan in The Next 10 Years

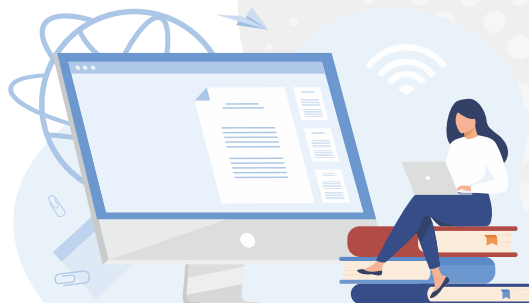
Country	Presentation Topic
Rural Development under Conditions of Globalization	
Argentina	Rural Tourism in Argentina
Honduras	Rural Tourism in Honduras
India	Rural Development in a Globalizing World
Jordan	The Indicators of a Positive Rural Development
Mexico	Rural Tourism in Mexico
South Africa	Rural Tourism in South Africa
Taiwan	Can Rural Tourism Help to Improve People's Livelihood?
Uruguay	Rural Development Example in Uruguay



Brainstorming in Exercise and Practices



Course Discussions in the Chat Room





General Administration

Personnel

Board of Directors and Executive Committee

The lists of Board members and Executive Committee members updated to 2021 are as follows:

ICLPST Board of Directors	
Chin-cheng HUANG (Chair)	Deputy Minister Council of Agriculture
Kathryn Jo LINCOLN (Co-chair)	Chair Lincoln Institute of Land Policy
Roy W. BAHL	Founding Dean Andrew Young School of Policy Studies Georgia State University
Gary C. CORNIA	Former Dean and Stewart Grow Professor of Public Management Marriott School of Management Brigham Young University
George W. MCCARTHY	President and CEO Lincoln Institute of Land Policy
Alexander Tah-ray YUI	Vice Minister Ministry of Foreign Affairs
Chien-hwa YU	Deputy Minister National Development Council
Ching-hsiu WANG	Director Department of Land Administration Ministry of the Interior
Ai-ching YEN	Professor Department of Land Economics National Chengchi University



ICLPST Executive Committee	
Gary C. CORNIA (Chair)	Former Dean and Stewart Grow Professor of Public Management Marriott School of Management Brigham Young University
Kuei-son SHEU (Co-chair)	Director of the ICLPST & Counselor Council of Agriculture
Kathryn Jo LINCOLN	Chair Lincoln Institute of Land Policy
Roy W. BAHL	Founding Dean Andrew Young School of Policy Studies Georgia State University
Y. C. TSAI	Director General Department of International Cooperation and Economic Affairs Ministry of Foreign Affairs
Cheng-gi WANG	Director Department of Land Administration Ministry of the Interior
Vincent LIN	Director General Department of International Affairs Council of Agriculture

As a result from the global impact of COVID-19 pandemic, the meetings of the Board of Directors and the Executive Committee in 2020 and 2021 were all conducted in written form to examine budgets, supervise programs, and provide advices.



Course Coordinators

Course coordinators play a crucial role in the training programs conducted at ICLPST. They design the course structure, identify and invite suitable experts or professors for teaching, as well as introducing classes, finalizing the curriculum, delivering lectures on the subjects assigned, and supervising participants' country paper presentations.

Course Coordinators for the Regular Sessions in 2021	
The 145 th Regular Session on Land Policy for Sustainable Rural Development	
James C. RIDDELL	Consultant on Land Administration Member of Senior Associates, USA
The 146 th Regular Session on Land Taxation and Valuation	
Steven Wai-cho TSUI	Professor, Department of Accounting Chinese Culture University, TAIWAN
The 147 th Regular Session on Infrastructure Development and Planning	
Ge Vue	Director of Learning Design Lincoln Institute of Land Policy, USA
The 148 th Regular Session on Agricultural Development and Policy	
Douglas SOUTHGATE	Professor Emeritus, Department of Agricultural, Environmental, and Development Economics (AED Economics), Ohio State University, USA

Administrative Personnel

In addition to the Director, the Center kept a compact staff of nine members in charge of training, administration, finance, and personnel. Meanwhile, two regular outsourced laborers remained working on cleaning, dormitory room service, driving, and other general affairs, such as gardening; therefore, within limited budget, the Center can operate smoothly and achieve high performance.

General Affairs

Due to the COVID-19 swiped all over the world, the Center's trainings was suspended in 2020, and resumed in 2021 through the on-line mode. The Center made use of this period to upgrade the environment and facilities, so the 52-year-old building can keep providing better and better international modernized training.

In 2020, the Center completed the following renovation works: the exterior facelift of the administration building, the remodeling of the Multi-functional Classroom, the Reading Room and the Recreation Room, the renovation of the computer server room, including renewal of the wire systems of internet, telephone, and security, and other renewal of partial office area.

In 2021, the remodeling of the lobby floor was completed before May. The staff worked at home from May to the end of July due to the severe epidemic situation. After August, the maintenance and renovation kept going in the participants' dormitory and the administration building, to allow the Center to provide the best training.



1. New look of the Multi-functional Classroom
2. Recreation Room Upgraded
3. Facelift of the Administration Building
4. Floor Remodeled in the Lobby
5. Remodeling of Partial Office Area



Special Guests

The Center arranged briefings on Taiwan's agricultural and land policy development for important guests, who typically found it worthwhile to exchange ideas and experiences with the Center's senior staff members. During those visits, the Center was pleased to share Taiwan's experiences in economic and societal development, thus helping to strengthen Taiwan's image in prosperity and friendliness. At the same time, the Center hoped to strengthen its relationships with fellow countries through the visits.

However, given the unpredictable and highly-contagious nature of the COVID-19, the visit was reduced to minimal. Only the delegation from the American Institute in Taiwan, Mr. Mark Rosenshield, Deputy Chief, and Ms. Evelyn Huang, Senior Political Analyst, in the Political Section came visit on June 16th, 2020, for experience exchange.



2022 International Training Programs

No	Programs	Date/Duration	Remarks
1	The 149 th Regular Session on Land Policy for Sustainable Rural Development	May. 18 - Jun. 10	Annual Course
		3 Months	
2	The 150 th Regular Session on Land Taxation and Valuation	May. 18 - Jun. 10	Annual Course
		3 Months	
3	The 151 st Regular Session on Infrastructure Development and Planning	Jul. 13 - Oct. 6	Annual Course
		3 Months	
4	The 152 nd Regular Session on Agricultural Development and Policy	Jul. 13 - Oct. 6	Annual Course
		3 Months	
5	Seminar on Geographical Information System and Land Management	Nov. 2 - 15	Sponsored by MOFA
		2 Weeks	
6	Seminar on Knowledge-based Economy and City Competitiveness	Nov. 2 - 15	Sponsored by MOFA
		2 Weeks	

Remarks: Considering the Covid-19 pandemic, the trainings of annual courses are conducted online.

Appendix I 附錄一

Breakdown of Participants by Country and Region in 2021

110 年參訓國別一覽表

No 編號	Region 地 區	Country	國 家	Participants 學員數	
				Person(s) 人數	Subtotal 小計
1	East Asia & Pacific 亞太 7 Countries/國	Fiji	斐濟	1	22
2		India	印度	1	
3		Malaysia	馬來西亞	3	
4		Marshall Islands	馬紹爾群島	1	
5		The Philippines	菲律賓	5	
6		Thailand	泰國	4	
7		Taiwan	臺灣	7	
8	West Asia 亞西 5 Countries/國	Jordan	約旦	6	13
9		Mongolia	蒙古	4	
10		Palestine	巴勒斯坦	1	
11		Sultanate of Oman	阿曼	1	
12		Türkiye	土耳其	1	
13	Africa 非洲 4 Countries/國	Eswatini	史瓦帝尼	1	5
14		Gambia	甘比亞	1	
15		Sudan	蘇丹	1	
16		South Africa	南非	2	
17	Europe 歐洲 2 Countries/國	Poland	波蘭	1	2
18		Portugal	葡萄牙	1	
19	Latin America & Caribbean 拉丁美洲 暨加勒比海 12 Countries/國	Argentina	阿根廷	6	42
20		Belize	貝里斯	2	
21		Brazil	巴西	1	
22		Guatemala	瓜地馬拉	4	
23		Haiti	海地	2	
24		Honduras	宏都拉斯	4	
25		Mexico	墨西哥	9	
26		Nicaragua	尼加拉瓜	1	
27		Paraguay	巴拉圭	4	
28		Peru	秘魯	1	
29		Saint Lucia	聖露西亞	7	
30		Uruguay	烏拉圭	1	
Total Participants 總計學員人數				84	
Number of Countries 參訓國家				30	



Appendix II 附錄二

Faculty 師資團隊

In 2021, the Center invited a total of 40 lecturers, including 18 from overseas institutions and 22 from local institutions.

110年本中心共邀請40位學者、政府官員及專家擔任課程教授，其中18位來自海外，22位來自本國各機關單位。

Overseas Lecturers 國際教授

No	Name	中 譯	Title 職 稱
1	ADAM, Rainer	亞 當	Head, Regional Office for East and Southeast Europe, Friedrich Naumann Foundation, BULGARIA 保加利亞
2	ANDERSON, John E.	安德森	Baird Family Professor of Economics, College of Business Administration, University of Nebraska–Lincoln, USA 美國
3	GERMAN, Laura	潔 曼	Associate Professor, Anthropology Department, University of Georgia, USA 美國
4	GERMÁN, Lourdes	朱 蔓	Director, International & Institute-wide Initiatives, Lincoln Institute of Land Policy, USA 美國
5	KNERR, Beatrice	可奈兒	Professor, Dept. of Development Economics, Migration and Agricultural Policy, Kassel University, GERMANY 德國
6	LIU, Zhi	劉 志	Director, Peking University-Lincoln Institute Center for Urban Development and Land Policy, CHINA 中國
7	MARTIN, Jenna	瑪 汀	Associate Director of Local and Regional Fiscal Health, Lincoln Institute of Land Policy, USA 美國
8	MCCARTHY, George W.	麥卡錫	President and Chief Executive Officer Lincoln Institute of Land Policy, USA 美國
9	O'BRIEN, William F. Jr.	歐布萊恩	Professor, Dept. of Economics, Worcester State College, USA 美國
10	REYDON, Bastiaan Philip	瑞 頓	Project Manager, Kadaster International (the Netherlands), BRAZIL 巴西
11	RIDDELL, James C.	瑞戴爾	Consultant on Land Administration, Member of Senior Associates, USA 美國 ICLPST Course Coordinator
12	ROACH, Stephen	羅 奇	MAI & Principal, JONES, ROACH & CARINGELLA, INC., Real Estate Appraisers and Consultants, USA 美國

Overseas Lecturers 國際教授

No	Name	中 譯	Title 職 稱
13	SILVA, Enrique	希 瓦	Director, International and Institute Lincoln Institute of Land Policy, USA 美國
14	SOUTHGATE, Douglas	索斯蓋特	Professor Emeritus Department of Agricultural, Environmental, and Development Economics Ohio State University, USA 美國 ICLPST Course Coordinator
15	TAMEZ, Luis Quintanilla	塔梅茲	Policy & Program Analyst, Lincoln Institute of Land Policy, USA 美國
16	TREJO, Diego Lomelli	特雷喬	Junior Instructional Designer and Researcher, Lincoln Institute of Land Policy, USA 美國
17	VUE, Ge	武 傑	Director of Learning Design, Lincoln Institute of Land Policy, USA 美國 ICLPST Course Coordinator
18	WARD, Barry	瓦 特	Director, OSU Income Tax Schools Leader, Production Business Management College of Food, Agricultural and Environmental Sciences, Ohio State University, USA 美國

Local Lecturers 本國教授

No	Name	姓 名	Title	職 稱
1	CHEN, Chien-yuan	陳建元	Professor, Dept. of Land Management, Feng Chia University	逢甲大學土地管理學系教授
2	CHENG, An-ting	鄭安廷	Associate Professor, Dept. of Land Economics, National Chengchi University	國立政治大學地政學系副教授
3	CHOU, Tien-ying	周天穎	Professor & Director, GIS Center, Feng Chia University	逢甲大學地理資訊研究中心主任
4	FENG, Cheng-min	馮正民	Professor Emeritus, Department of Transportation and Logistics Management National Yang Ming Chiao Tung University	國立陽明交通大學運輸與物流 管理學系榮譽退休教授
5	HSU, Shih-hsun	徐世勳	Professor, Dept. of Agricultural Economics, National Taiwan University	國立臺灣大學農業經濟系教授
6	HUANG, Wei-chi	黃文祺	Professor and Chair, Dept. of Agribusiness Management, National Pingtung University of Science and Technology	國立屏東科技大學農企業管理學系 教授兼系主任
7	LEE, Pai-po	李栢淳	Deputy Secretary General, International Cooperation and Development Fund (Taiwan ICDF)	財團法人國際發展合作基金會 副秘書長



Local Lecturers 本國教授

No	Name	姓 名	Title	職 稱
8	LEE, Yung-jaan	李永展	Research Fellow, Third Research Division, Chung-Hua Institute for Economic Research	中華經濟研究院第三研究所研究員
9	LIAW, York Yaw-chung	廖耀宗	Director-General, Dept. of Economics, Energy and Agriculture, Executive Yuan	行政院經濟能源農業處處長
10	LIN, Feng-tyan	林峰田	Professor, Department of Urban Planning, National Cheng Kung University	國立成功大學都市計劃學系教授
11	LIN, Kung-cheng	林恭正	Associate Professor, Dept. of Public Finance, College of Public Affairs, National Taipei University	國立臺北大學公共事務學院財政學系專任副教授
12	LIN, Kung-cheng	林國慶	Professor, Dept. of Agricultural Economics, National Taiwan University	國立臺灣大學農業經濟學系教授
13	LIN, Tzu-chin	林子欽	Professor, Dept. of Land Economics, National Chengchi University	國立政治大學地政學系教授
14	LIU, Chien-pang	劉建邦	Counselors, Office of Counselors, Ministry of Transportation and Communication	交通部科技顧問室技正
15	SHEU, Kuei-son	許桂森	Councilor (retired), COA Director of the International Center for Land Policy Studies and Training	行政院農業委員會退休參事 國際土地政策研究訓練中心主任
16	TAN, C. H.	譚志宏	Technology Director, Agricultural Engineering Research Center	農業工程研究中心技術長
17	TSUI, Steve Wai-cho	徐偉初	Professor, Dept. of Accounting, Chinese Culture University ICLPST Course Coordinator	中國文化大學會計學系教授 本中心課程指導教授
18	TUNG, Chien-hung	董建宏	Assistant Professor, Graduate Institute of Rural Planning, National Chung Hsing University	國立中興大學景觀與遊憩碩士學位學程副教授
19	VAN GASSELT, Stephan	范葛色	Associate Professor, Dept. of Land Economics, National Chengchi University	國立政治大學地政學系副教授
20	WAN, Ye-nu	萬一怒	Professor, Department of Bio-Industrial Mechatronics Engineering, National Chung Hsing University	國立中興大學生物產業機電工程學系教授
21	WU, Chen-fa	吳振發	Professor, Department of Horticulture, National Chung Hsing University	國立中興大學園藝學系教授
22	YEN, Ai-ching	顏愛靜	Professor, Dept. of Land Economics, National Chengchi University	國立政治大學地政系 兼任教授

Appendix III 附錄三

Total Number of Participants / 歷年參訓人數累計總表

International Center for Land Policy Studies and Training
Total Number of Participants to the Study and Observation Sessions
April 14, 1969 to December 10, 2021

No.	Countries/Districts	148 Regular Sessions										147				353			
		57	28	9	39 (91 cancelled)	8	13	44	Policy Level/	Alumni	Appraisal	Planning	Commissioned	Total	Total	Training	Sessions	Courses	Workshops
		Land Policy for Sustainable Rural Development Sessions	Financing Government, Decentralization and Development	Land Taxation and Valuation	Infrastructure Development & Planning Sessions	Agricultural Development and Policy	Infrastructure Development and Planning	Senior Officials	Land Reform Officials	Workshops	Courses	Sessions	Commissioned	Total					
1.	Angola	1			1										1				
2.	Anguilla														1				
3.	Argentina	8	2		11	8	2		5		2			11	49				
4.	Armenia	1		1	1									2	5				
5.	Azerbaijan					1													
6.	Bahamas														1				
7.	Bahrain				2		2		1						9				
8.	Bangladesh	12	1			1								2	16				
9.	Barbados				2										2				
10.	Belarus	12	2	7	2		2							10	37				
11.	Belize	13	2	3	3	4	3		2		2			14	47				
12.	Bolivia	11	4		11				10		4			3	43				
13.	Bosnia and Herzegovina	1				1								1	3				
14.	Brazil	10	5	2	5	2	3		5		3			14	49				
15.	Brunei	8			1									4	13				
16.	British Virgin Islands													1	1				
17.	Bulgaria	1													1				
18.	Burkina Faso	12	9	4	13	3	2				8			31	82				
19.	Cambodia	33	1	1	3				6					1	50				
20.	Central African Rep.														1				
21.	Chad, Republic of	5	3		1									14	26				
22.	Chile	8	7	3	12	3	1		5		3			2	52				
23.	Colombia	8	2	2	4				4		5			11	36				
24.	Cook Islands	2												2	2				
25.	Costa Rica	19	17		9	1			13		11			6	77				
26.	Commonwealth of Dominica	2	2												2				
27.	Czech Republic	20	8	8	7	6	4				2			30	89				
28.	Dominican Republic	9	9	4	5	1	1		16		6			17	70				
29.	Ecuador	8	2		3	3	2		7		1			23	49				
30.	Egypt	6												4	10				
31.	El Salvador	29	17	2	28	1	2		22		12			18	146				
32.	Estonia	6	2		2									6	16				
33.	Ethiopia	2												2	4				
34.	Fiji	9				7								3	20				
35.	The Gambia	14	11	2	11	1	1				7			23	70				
36.	Georgia	1		1	1	1								2	6				
37.	Ghana	17			1									5	23				
38.	Greece			4										2	6				
39.	Grenada	9	7		2						3			3	24				
40.	Guam	3	1		9				2					15	15				
41.	Guatemala	24	19	7	24	4	3		18		8			21	128				
42.	Guinea-Bissau	1												1	2				
43.	Haiti	18	15	8	6	1	1		8		16			23	96				
44.	Honduras	20	10	7	13	2	2		14		9			18	99				
45.	Hungary	3	5	1	4						7			14	34				
46.	India	39	5		19	4								15	167				
47.	Indonesia	102	78	8	103	4	2		15		79			81	573				
48.	Iran	4												4	4				
49.	Iraq	3				2								5	5				
50.	Italy													1	1				
51.	Israel		3		1									2	2				
52.	Jamaica		1		6						1			5	5				
53.	Japan			9	18	10	5				64			2	73				
54.	Jordan	35	5								8			33	123				

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Appendix III 附錄三

Total Number of Participants /歷年參訓人數累計總表

International Center for Land Policy Studies and Training Total Number of Participants to the Study and Observation Sessions April 14, 1969 to December 10, 2021

No.	Countries/Districts	144 Regular Sessions										147	353			Total						
		57 Land Policy for Sustainable Rural Development Sessions	28 Financing Government, Decentralization and Development	9 Land Taxation and Valuation	39 (91 cancelled) Infrastructure Development & Planning Sessions	8 Agricultural Development and Policy	13 Infrastructure Development and Planning	44 Policy Level/ Senior Land Reform Officials Special Sessions	33 Appraisal Courses	7 Planning Sessions	Commissioned Training											
55.	Kalmykia																			1	1	
56.	Kenya	1																		2	3	
57.	Kiribati	4	1																	4	9	
58.	Korea, Republic of	95	28		79	1	1			57	9									7	521	
59.	Kosovo					2														2	4	
60.	Kyrgyz																			1	1	
61.	Laos	1																		1	2	
62.	Latvia	13	6		6	3				7										16	51	
63.	Lebanon	3				2														5	5	
64.	Lesotho											3								1	4	
65.	Liberia	6	3		4					3										3	19	
66.	Libya		1																	1	1	
67.	Lithuania	7		1	3		2			3										12	28	
68.	Macedonia				1															1	2	
69.	Madagascar																			1	1	
70.	Malawi	13	14		13	1				8										15	64	
71.	Malaysia	45	20	9	17	9	1			28										39	169	
72.	Marshall Islands	6	4			1	1			3										17	32	
73.	Mauritius	4	1																	2	7	
74.	Mexico	6	2	4	15	8	10	1		11										23	80	
75.	Mongolia	16	4	9	9	7	2			2										26	75	
76.	Morocco	2				1				4										1	4	
77.	Myanmar	3			1	2	1													2	9	
78.	Namibia	2																		1	2	
79.	Nauru	3			1	1														5	2	
80.	Nepal																			3	3	
81.	The Netherlands																			1	1	
82.	Nicaragua	19	7	4	15	6	3	5		7										20	86	
83.	Niger	1																		5	4	
84.	Nigeria	13		1	5	4														12	35	
85.	Northern Mariana Islands	19			5															24	24	
86.	Oman	11	3		3	1	2			5										11	36	
87.	Pakistan																			2	2	
88.	Palau	10	3	1	3	1				2										10	30	
89.	Palestine					1														1	1	
90.	Panama	8	7	1	19					5										21	71	
91.	Paraguay	19	5	5	10	4	6	16		5										36	106	
92.	Papua New Guinea	3		5		1	1													1	11	
93.	People's Republic of China																			69	81	
94.	Peru	14	10	5	10	7		5		11	13									5	67	
95.	The Philippines	265	83	7	144	3	3	46		107										46	1665	
96.	Poland	11	14	4	15	1	1			12										24	82	
97.	Portugal	1																		1	1	
98.	Romania		2		2		1			2										7	7	
99.	Russian Federation	13	4	3	7	4				10										11	52	
100.	Saint Christopher & Nevis	5	5		2		2			4										12	30	
101.	Saint Lucia	5		10	2					1										11	29	
102.	Saint Vincent & Grenadines	7	5	3	2	3		1		3										13	37	
103.	Sao Tomé and Príncipe	6	8	1	8	2	1			4										17	47	
104.	Saudi Arabia	1			2															194	197	
105.	Senegal, Republic of	7	9		11					7										14	48	
106.	Serbia	1		2	2	1	3													5	14	
107.	Singapore		15							18											35	35
108.	Slovak Republic	5	1		1					1										13	21	

[illegible]

1. 7 International Seminars 441

1. 7 International Seminars
2. 7 National Seminars 375

3. 42nd Policy Level/Senior Officials Sessions (4 Participants) commissioned by IECDF

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發行者

國際土地政策研究訓練中心

Chair of the Board

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凱薩琳·林肯

Director of the Administrative Office

Kuei-son SHEU

行政辦公室主任

許桂森

Supervisor

Chi-mei LIN

Grace JAO

審稿

林紀玫

饒淑君

Editor

Vivian SHIH

編輯

石宇微

Photographers

(in alphabetical order of last names)

Francis LEE

Tim LIU

Vivian SHIH

攝影（按英文姓氏順序）

李芳男

劉冠廷

石宇微



國際土地政策研究訓練中心

International Center for Land Policy Studies and Training

33058 桃園市桃園區中山路574號

574 Zhongshan Rd., Taoyuan Dist., Taoyuan City 33058, Taiwan R.O.C.

TEL: 886-3-3324622

FAX: 886-3-3364397

E-mail: iclpst@iclpst.gov.tw

www.iclpst.gov.tw