



中華民國全國中小企業總會

National Association of Small & Medium Enterprises, R.O.C.

年報

111 2022 Annual Report

我們的經營理念

Our Management Concepts

- ◆ 敬業樂群
Love for Your Career and People
 - ◆ 用心服務
Sincerity of Service
 - ◆ 創新成長
Growing with Creativity
-





克服產業困境 提升經濟動能

COVID-19 疫情從爆發到現在已有 2 年的時間，其改變人類的消費行為和整體經濟結構，也因而造成產業鏈重組、數位經濟發展，新的經濟區塊也應運而生，但當全球景氣走勢低迷，我國總體經濟卻逆勢而上，除鼓勵台商回臺投資，迎來國內近 10 年來最強勁的投資力道外，政府從紓困到振興一系列相關政策，在全民共同合作，團結抗疫下，讓臺灣交出一張漂亮的成績單，這些都是政府與人民共同創造的經濟成果。

為因應企業數位升級轉型以及創新發展的需求，政府一直在引導企業提升研發能量，這些成果也在 2021 年看到了，臺灣數位競爭力首度進入全球前 10 名，在「全國平均總研發人力」項目，臺灣也獲得全球第一，這些指標都再次顯示，臺灣的研發實力，受到世界的關注及肯定，但相對也反映出國內傳統產業與中小企業數位轉型的急迫性。

臺灣絕大多數是中小企業，約占全國 98.9%，是國家的護國山脈，也是經濟、文化、生活的發展重心，社會穩定的力量。中小企業除數位轉型議題外，在面對後疫情時代所帶來的新興科技發展與國際淨零碳排等未來趨勢，更是一大挑戰，冀望政府能持續規劃相關輔導機制，協助中小企業朝數位化、智慧化、創新化及建構減碳能力。中小企業則須隨時應變，思考短期生存關鍵以及長期營運韌性，在快速變遷的大環境下站穩腳步、勇往直前。

本會已邁向第 50 個年頭，在臺灣經濟發展的不同階段，以促進中小企業發展為宗旨，陪伴著中小企業一起成長和努力，同時也協助政府推動各項政策和執行相關措施。過去兩年即便深受疫情衝擊，本會仍透過多方管道向政府建言發聲，包含鼓勵台商回臺投資、勞工薪資補貼、貸款銀行全面協助、提倡民眾可居家自我檢疫等，期盼能與中小企業一起渡過這次難關。

展望未來，全國中小企業總會將持續堅守「政府與中小企業溝通橋梁」之重任，攜手中小企業與政府一同打拼，共創雙贏，而同仁們將秉持服務企業的初衷，不斷創新求變，提供更多元服務，為臺灣中小企業經濟發展貢獻己力。

理事長 李育象

Overcoming industrial challenges to improve economic dynamics

It has been over 2 years since the outbreak of COVID-19. As a result of the pandemic, consumer behavior and the overall economic structure have led to the restructuring of the industrial chain and development of a digital economy, hence the emergence of new economic blocks. Where the global economy was in the doldrums, Taiwan's economy was steadily growing. In addition to encouraging Taiwanese businesspeople to return and invest in Taiwan as they make the strongest investment force in the past 10 years, the government's commitment to introducing a series relief and revitalization policies has also contributed to delivering an excellent report card alongside the cooperation of the Taiwanese people. These economic achievements were efforts jointly made by the government and the people.

In light of meeting the needs of digital transformation and innovative development of businesses, the government has been guiding companies in enhancing their R&D capabilities. The results were seen in 2021 as Taiwan's digital competitiveness has entered the world's top 10 for the first time and has ranked No.1 in the category of "National Average Total R&D Workforce." These indicators once again show that Taiwan's R&D capabilities are widely recognized across the world. Nevertheless, the achievements also reflect the urgency of digital transformation in traditional domestic industries and SMEs.

As 98.9% of all companies in Taiwan are SMEs, they are the nation's economic, cultural and life development focus and a strong force to stabilize society. Aside from digital transformation issues, the future trends in the development of emerging technologies and international zero-carbon emissions in the post-pandemic era also pose major challenges. We hope that the government will continue to plan related coaching mechanisms to assist SMEs in moving towards digitalization and smart innovation as well as building their carbon-reduction capabilities. SMEs must adapt to change and think about the key to their short-term survival and long-term operational resilience so that they will be able to stay firm and move forward in these rapidly changing times.

Fifty years on, NASME continues to strive for the development of Taiwan's SMEs through the country's economic development. We grow and work hard together while helping the government push various policies and implement applicable measures. Although severely impacted by the pandemic over the past two years, NASME still managed to make every effort to help guide the government through various solutions, including encouraging Taiwanese businesspeople to return to Taiwan to invest, subsidizing workers' salaries, as well as providing assistance in loans from banks. Meanwhile, we also initiated the idea that people may self-quarantine at home, hoping to overcome this major challenge together with SMEs.

Looking ahead, NASME will continue to take on the mission to serve as a communication bridge between the government and SMEs. We will join hands with SMEs and the government striving to create a win-win situation. Our colleagues will also uphold their initial intention to do their utmost to serve SMEs while constantly making innovative changes and providing diverse services, dedicated to the development of Taiwan's SMEs.

Chairman 

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一個創新求變的社團

An Innovative and Creative Association

不管是透風 還是落雨 認真打拚為前途踏著堅定的腳步 不經風雨這呢粗無論是成功 還是失敗攏 是人生要走的路 暫時失志免痛朋友互相來照顧手牽手來心連心一步一腳印 為著前途付出犧牲創造美滿的社會 幸福人生

Rise or shine, we take a firm stand over our future despite the hardships. Failure or success is only a part of life. There is no need to be discouraged by temporary losses because friends will help each other heart to heart and hand in hand through it all. I am willing to make sacrifices for the social well-being and a life of contentment.

這首歌，深切傳達了本會的使命與精神，這就是我們的會歌。

This song, our theme song, truly conveys the mission and spirit of the NASME.

民國 61 年 7 月 17 日，中華民國中小企業協會誕生（總會前身），迄今已邁向第 50 個年頭，愈漸茁壯。

The National Association of Small & Medium Enterprises, R.O.C. (NASME) founded on July 17, 1972, has become for 50 years.

本會自成立以來，在歷任理事長帶領下，恪遵服務中小企業的原始初衷，多年來無時無刻不以「促進中小企業發展」為己任，協助政府推動經建計畫、執行輔導措施、提供服務管道，扮演政府與民間溝通橋樑的角色、促進學術研究資源導入產業界，更進而促成業界之間的交流機會，協助中小企業締造更多商機。

Under the leadership of successive chairmen over the years, NASME has upheld the mission of "promoting SME development", by executing guidance measures and providing service channels for SME. It has also bridged communication between government and private sectors and have promoted launching of academic research resources in the industries, which in turn have facilitated industrial exchanges and thus they have created more business opportunities for SME.

時至今日，本會在國內各縣市成立近 60 組分級組織和跨業聯誼會，形成全省 SME 家族網絡。此外，也踏出海外延伸服務觸角，與全球 130 餘個團體建立關係，成立國際工商團體姊妹會。希望能藉此引領我國中小企業接軌國際，再創舉世矚目經濟奇蹟。

Today, the nationwide SME network of NASME comprises approximately 60 organizations and crossenterprise clubs in Taiwan. In addition, it has also extended its services overseas and has established cooperative economic and trade relations with 130 global organizations, hoping to offer guidance to SMEs so they can be in line with the world trends and once again have a worldfamous new economic miracle.

經營理念與願景

Philosophy and Vision

本會為非營利組織 (NPO)，我們一直秉持「用心服務、敬業樂群、創新成長」的理念，力求會務的健全運作。在服務中小企業工作上，積極爭取向政府建言機會，嘉惠中小企業，並向中小企業宣導政府輔導政策；同時參與各項政府標案，戮力執行各項計畫，貫徹「協助中小企業獲得優質成長環境，追求競爭優勢」的使命。

多年以來除獲中小企業好評外，民國 84 年迄今，已連續多年榮獲內政部「全國性績優社團優等獎」和「全國性社會團體公益貢獻獎」的榮耀，持續向「代表性唯一、執行力第一的全國性中小企業服務性社團」願景邁進。

NASME is a non-profit organization (NPO). Upholding the philosophy of "Sincerity of Service Love for Your Career and People Growing with Creativity," it strives for integrity in its business conduct. In terms of provision of services for SMEs, NASME has actively sought opportunities to bring a voice to the government, advocated government's guidance policies and joined government's various biddings to implement NASME's mission of "Facilitating sound business environments for sustainable development of SMEs and pursuit of competitive advantage."

NASME has not only been well received by SMEs over the years, but has also won the "National Social Group Work Performance Appraisal – Excellence" and "National Social Group Charity Contribution Award" for many consecutive years.

使命 Mission

協助中小企業獲得優勢
成長環境追求競爭優勢

To help small and medium
enterprises acquire an environment
supportive to growth and
competitive advantages

理念 Concepts

用心服務、敬業樂群、創新成長

Sincerity of Service
Love for Your Career and People
Growing with Creativity

文化 Culture

在快樂的環境下工作、
學習與成長

Learn and grow
in a happy environment

願景 Vision

代表性唯一執行力第一的全國性
中小企業服務社團

The one, the only and the most effective
national service association for small
and medium enterprise

定位 Position

爭取政府資源
嘉惠中小企業

To Strive for government
resources to benefit SMEs

多元化的專業服務

Diversified Professional Services

我們能為您做些什麼？

- 提升產業競爭力優勢
- 落實政令維護權益
- 開拓國外商機交流
- 建構政府與企業溝通橋樑
- 增進企業人才素質
- 創業諮詢與輔導
- 輔導激勵產業升級
- 促進就業與媒合

我們辦過些活動？

- 晉見總統 提供建言
- 行政院院長與中小企業交流活動
- 中小企業新春團拜
- 各類獎項選拔及會議規劃
- 各類人才培訓課程及輔導
- 國際中小企業大會 (ISBC)
- 全國中小企業發展會議
- 兩岸企業家峰會
(中小企業合作及青年創業推動小組)
- 山頂尾溜嘉年華會登山健行
- 再現一炊煙露營活動 / 高爾夫球賽

我們的服務項目 Our Service



What can NASME do for you?

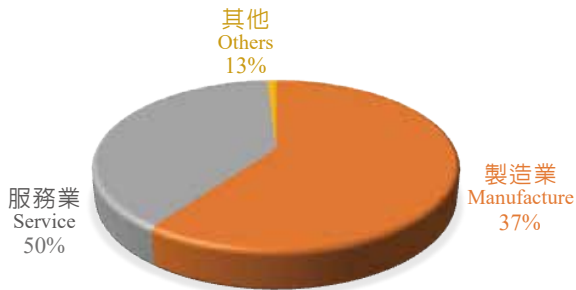
- Enhances business competitiveness and strength.
- Helps businesses enforce government rules and maintain rights and benefits.
- Explores overseas business opportunities and promote overseas exchange.
- Promotes two-way communication between businesses and the government.
- Improve personnel quality.
- Provides consultation and guidance for entrepreneurship.
- Provides guidance and encouragement for industrial upgrade.
- Enhance & integrate employment resources.

What activities has NASME organized?

- Meeting the president and making recommendations
- Exchange with the Premier
- SME Chinese New Year Gathering
- Various awards and conferences
- Various talent cultivation courses and guidance
- The International Small Business Congress (ISBC)
- National Small & Medium Enterprises Development Conference
- Cross-Strait CEO Summit (SMEs Cooperation and Youth Entrepreneurship Promotion Task Force)
- Peak Mountaineering & Hikign Carnival
- Camping Activity / Golf Tournament

會員組成與分布

Membership Organization and Distribution



會員行業分佈

製造業：

包括電子電器業、精密器械業、化學製品業、機械設備業、食品業、紡織業、木竹傢俱業、造紙印刷業、橡膠製品業、金屬製品業、運輸工具業等。

服務業：

包括運輸服務業、旅遊業、金融業等。

其他：

包括營建業、運輸及倉儲業、農林漁牧業等。

會員組成結構

個人會員：

凡經核准入會，從事經營中小企業或具有興趣及研究之個人。

公司會員：

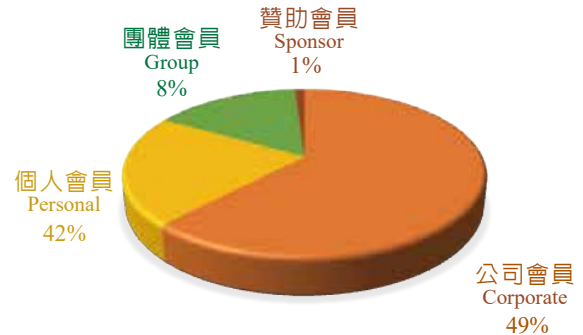
凡經核准入會，其經營本質屬中小企業發展條例第二條規定標準之公民營公司行號。

團體會員：

1. 本會所屬各分級組織。
2. 凡贊同本會宗旨或本會輔導之各相關團體。

贊助會員：

對於本會有特殊貢獻或每年贊助經費新臺幣壹萬元以上之團體或個人。



Members Industries

Manufacture：

including electronics and appliance, precision mechanics, chemical productions, mechanical equipment, food, textile, wood and bamboo furniture, paper making and printing, rubber and plastic manufacturing, metal, transportation tools.

Service：

including transportation service, travel, and finance.

Others：

including construction, transportation, warehousing industry, agriculture, forestry and fisheries.

Members Composition

Personal membership：

individuals who are working or interested in conducting in a small and medium enterprises.

Corporate membership：

public or private business entities whose business natures fit the descriptions in the second article of the Statute for Development of Small and Medium Enterprises.

Group membership：

1. subsidiary associations of NASME.
2. SME-pertaining groups whose membership applications were accepted.

Sponsor membership：

groups or individuals with either special contributions or sponsorship over NT\$10,000 each year to the National Association of Small and Medium Enterprises.

年度重要記事 Major Events

1月

- ▶ 01/01-05 2021綻Fun新商圈-商號商圈畫展
2021 Commercial District Taiwan – SOME How Painting Exhibition
-

3月

- ▶ 03/02 八大工商團體拜會總統
Eight major business groups paid a visit to the President
 - ▶ 03/04 2021夯運動 in Taiwan國際論壇
2021 Fun Sports at the Taiwan International Forum
 - ▶ 03/09 總統會見全國中小企業總會代表-迎春拜年
The President meeting representatives of the NASME – New Year greetings
 - ▶ 03/13 理監事聯誼活動(花蓮)
Directors and Supervisors Gathering (Hualien)
 - ▶ 03/24 第14屆第5次常務理監事會議
5th executive directors' and supervisors' meeting of the 14th Board of Directors and Supervisors
-

6月

- ▶ 06/23 第14屆第7次理監事會議
7th meeting of the 14th Board of Directors and Supervisors
-

7月

- ▶ 07/13 獲經濟部發函感謝本會積極參與協助辦理「振興三倍券」措施
The MOE issued a letter thanking the NASME's efforts on stimulus vouchers
-

9月

- ▶ 09/17 第14屆第6次常務理監事會議
6th executive directors' and supervisors' meeting of the 14th Board of Directors and Supervisors
-

10月

- ▶ 10/06 第14屆第4次會員大會暨第13屆國家磐石關懷獎章贈獎典禮
4th meeting of the 14th General Assembly and the 13th National SME Care Medal Presentation Ceremony
- ▶ 10/08-10 2021全國商圈國際嘉年華
2021 National Commercial District International Carnival
- ▶ 10/28 二代大學第4屆畢業典禮暨第5屆開學典禮
New Generation College 4th Commencement and 5th Opening Ceremonies

11月

- ▶ 11/05 獲「110年度超額進用原住民族機關(構)及廠商獎勵」甲等獎
Received the "2021 Incentive for Companies and Vendors for Exceeding Statutory Employment Quota," Grade A award
- ▶ 11/09 第30屆國家磐石獎暨第23屆海外台商磐石獎頒獎典禮
The Awards Ceremony of the 30th National Award of Outstanding SMEs and the 23rd Outstanding Overseas Taiwanese SMEs Award
- ▶ 11/10 國家磐石獎暨海外台商磐石獎得主拜會各部會首長
Visits on ministers by the winners of the National Award of Outstanding SMEs and Outstanding Overseas Taiwanese SMEs Award
- ▶ 11/16 企業聘用運動指導員成果交流茶會暨表揚活動
Tea party for exchanging views on companies employing sports instructors and recognition event
- ▶ 11/22 「新創事業獎、中小企業創新研究獎暨小巨人獎」聯合頒獎典禮
Joint award ceremony for the "Business Start-up Award, Taiwan SMEs Innovation Award and the Rising Star Award"

12月

- ▶ 12/07 兩岸企業家峰會年會(台北)
Cross-Strait CEO Summit Annual Conference (Taipei)
- ▶ 12/23 第14屆第8次理監事會議
8th executive directors' and supervisors' meeting of the 14th Board of Directors and Supervisors
- ▶ 12/26 2021總統盃黑客松頒獎典禮
The Awards Ceremony of the 2021 Presidential Hackathon Awards
- ▶ 12/29 2021國家人才發展獎頒獎典禮
The Awards Ceremony of the 2021 National Talent Development Awards

會務推廣

Event Promotion

- ▼ 會員大會暨理監事會議
General Assembly and Meeting of the Board of Directors and Supervisors
- ▼ 磐石獎聯誼委員會
Friendship Club of Winners of National Award of Outstanding SMEs
- ▼ 全國各縣市中小企業協會活動
County and City SME Association Activities
- ▼ 中小企業跨業聯誼會活動
Cross-Industry Club Activities

暢通企業發聲管道，拓展企業交流平台

Establish corporate communication channels and expand corporate interaction platforms

本會成立迄今 50 年，不僅成為政府與中小企業間溝通橋樑，亦持續成長茁壯、精進服務品質，提供中小企業各項輔導與服務。自民國 84 年起，多年榮獲「全國性社會團體工作績效評鑑優等」、「全國性社會團體公益貢獻獎」的肯定，組織發展及會務運作皆健全穩健。

為落實中小企業服務，本會不定期舉辦各項政府與企業的交流活動，與各機關部會代表就政府當前的施政方針及經濟議題進行意見交換，了解現階段中小企業面臨的經營需求，並積極向政府傳達中小企業的心聲。

本會已於全臺成立近 60 個分級組織，包含縣市中小企業協會及跨業聯誼會，直屬會員代表約 1,300 家，所屬會員約 1 萬家，致力發展各項交流活動及企業服務工作，建構綿密的服務網絡。為凝聚會員共識，本會亦精心規劃相關活動，增進會員間聯誼，進而達到企業間商機交流之效，這兩年雖受疫情影響，但會員間的情誼仍不減。

此外，由歷屆國家磐石獎及海外台商磐石獎得主成立之「磐石獎聯誼委員會」，為延續磐石精神，於每季舉辦各項例會活動，增進會友情感，相互觀摩切磋並激發創新想法，以促進產業成長茁壯。

The Association has been established for five decades and acted as a communication channel between the government and SMEs. The Association has continuously grown stronger and provided refined service to SMEs with various guidance and services arranged. The Association has been awarded with the "National Social Group Work Performance Appraisal – Excellence" and "National Social Group Charity Contribution Award" for years since 1995 with the organizational development and event operations conducted soundly and stably.

The Association has organized various government-SMEs communication activities occasionally to substantiate SMEs services. The Association has exchanged opinions with the representatives of government agencies and departments on the current government policy and economic issues so as to help the government agencies and departments understand the current business needs and the actual practice of SMEs.

The Association has nearly 60 secondary organizations established nationwide, including county and city SME clubs and cross-industry clubs with around 1,300 members and 10,000 associated members on the list to develop various activities and enterprise services and to construct a comprehensive service network. The Association has related activities carefully planned to help form member consensus and to enhance friendship among members in order to realize the effect of exchanging business opportunities among enterprises. The friendship among members remained strong in the last two years while facing the threat of pandemic.

In addition, the "Friendship Club of Winners of National Award of Outstanding SMEs" established by all the winners of the National Award of Outstanding SMEs and the Outstanding Overseas Taiwanese SMEs Award has a routine meeting held on a quarterly basis to extend the spirit of the National Award of Outstanding SMEs, to enhance the friendship of the members, to observe and learn from one another to inspire creative ideas, and to promote the growth of the industry.

會員大會暨理監事會議



本屆國家磐石獎得主合影，左起李紹唐校長、詹文男院長、黃顯華董事長、沈榮津副院長、李育家理事長、何欣純立委、鄧美華副總經理

Group photo of the winners of the current National SMEs Care Medal, from left to right: Principal Shao-Tang Li, Dean Wen-Nan Chan, Chairman Hsien-Hua Huang, Vice Minister Jung-Chin Shen, Chairman Yu-Chia Li, Legislator Hsin-Chun Ho, and Vice President Mei-Hua Teng.

本會自民國 84 年迄今，連續多年榮獲內政部「全國性績優社團優等獎」和「全國性社會團體公益貢獻獎」之肯定，會務皆穩健發展，理監事和諧運作。

會員大會

因疫情關係，第 14 屆第 4 次會員大會於民國 110 年 6 月 30 日下午 2 時採實體和線上同步舉行，爰例與關懷中小企業基金會共同舉辦「第 13 屆國家磐石關懷獎章」贈獎典禮，「國家磐石關懷獎章」為對我國中小企業發展有重大貢獻人士贈獎表達感謝，過去已表揚 12 屆共 59 位人士，本屆共有二代大學李紹唐校長、數位轉型學院詹文男院長、福邦證券金融集團黃顯華董事長、立法委員何欣純和飛凡傳播鄧美華副總經理等 5 位獲獎。

會中行政院沈榮津副院長、經濟部陳怡鈴主任秘書、經濟部中小企業處陳秘順副處長、僑務委員會王偉讚副處長，以及各部會首長蒞臨嘉勉，透過實體和線上視訊方式與會員互動，氣氛活絡。

這兩年也因疫情關係，原定於年初新春團拜頒發的「績優縣市中小企業社團暨績優跨業聯誼會」獎項，延至於會員大會中頒發，以表揚在地服務創新及健全經營之縣市企協及聯誼會組織。

大會除進行例行性的會務報告和提案討論外，會中也針對第 14 屆第 3 次會員大會決議案辦理情形逐案說明。

理監事相關會議

為順利推展會務並達成理監事共識，依據章程第 25 條規定召開理監事會議，在會議中進行各項工作報告、財務報告以及提案討論，提案包含第 14 屆第 4 次會員大會、國家磐石關懷獎章、山頂尾溜嘉年華會、績優中小企業社團選拔、尾牙聯歡、全國中小企業聯合新春團拜及本會顧問聘任等。

General Assembly and Meeting of the Board of Directors and Supervisors

The Association has been awarded with the "National Social Group Work Performance Appraisal – Excellence" and "National Social Group Charity Contribution Award" for years since 1995 with the events operations developed stably and the directors and supervisors working together harmoniously.

General Assembly

The 4th General Assembly meeting of the 14th term was held on site and online simultaneously at 14:00 on June 30, 2021 due to the impact of the pandemic. The "13th National Award of Outstanding SMEs Caring Medal" ceremony as usual was held jointly with the "Small and Medium Enterprise Foundation, Taiwan" at the same time. The "National Award of Outstanding SMEs Caring Medal" is awarded to express gratitude to those who have made major contributions to the development of SMEs in Taiwan. A total of 59 elites were awarded in the last 12 years. There are five elites awarded with this honor this year, including Principal Shao-Tang Li of the New Generation College, Dean Wen-Nan Chan of the Digital Transformation Institute, Chairman Hsien-Hua Huang of Grand Fortune Securities, Legislator Hsin-Chun Ho and Vice President Mei-Hua Teng of Unique Broadcasting Inc.



賴清德副總統以錄影方式，特別向本屆國家磐石關懷獎章得主表達恭賀，並祝賀本會會員大會圓滿順利

Vice President Ching-Te Lai congratulates the winners of the current National Award of Outstanding SMEs Caring Medal and the success of the General Assembly of the Association on the video.

Vice Minister Jung-Chin Shen of the Executive Yuan, Secretary-General Yi-Ling Chen of the Ministry of Economic Affairs, Deputy Director Mi-Shun Chen of the SME Division of the Ministry of Economic Affairs, Deputy Director Wei-Tsan Wang of the Overseas Community Affairs Council ROC (Taiwan), and heads of various departments came to congratulate and interact with members on site or online in a lively atmosphere.

The "Excellent County and City SMEs Associations and Excellent Cross-Industry Clubs Campaign" ceremony that was originally scheduled in the Chinese New Year Gathering had been postponed to the General Assembly due to the outbreak of pandemic in the last two years for commending the county and city SMEs associations and clubs that had local service innovation and sound management demonstrated.

In addition to regular meeting reports and proposal discussions, each proposal resolved in the 3rd meeting of the 14th term was explained.

Meeting of the Board of Directors and Supervisors

The meeting of the board of directors and supervisors had been held in accordance with Article 25 of the Articles of Association in order to implement the events smoothly and to reach the consensus of the board directors and supervisors. Work reports, financial reports, and proposal discussions were reviewed at the meeting. The proposals included the 4th General Assembly of the 14th term, National Award of Outstanding SMEs Caring Medal, Hilltop Carnival, Outstanding SMEs Association Campaign, Yearend Party, national SMEs Chinese New Year Gathering, and the appointment of the consultants of the Association, and so on.

磐石獎聯誼委員會



由李育家理事長(中)監交, 振躍精密滑軌陳萬來董事長(右)接任第13屆「磐石獎聯誼委員會」總會長
Mr. Gary Chen, the Chairman of Martas Precision Slide Co., Ltd., was the newly appointed Chairman of the 13th "Friendship Club of Winners of National Award of Outstanding SMEs" at the ceremony supervised by Chairman Yu-Chia Li.

「磐石獎聯誼委員會」是磐石獎得獎企業專屬之交流平台, 主要目的是為開拓會員人脈關係及促成會員間之商機、經驗交流與投資學習, 以創造更大利基市場。

為配合政府防疫措施, 本屆總會長交接典禮於06月30日改為「線上交接儀式」順利舉行。由李育家理事長監交, 振躍精密滑軌陳萬來董事長接任第13屆新任總會長。會中, 經濟部王美花部長、僑委會徐佳青副委員長錄影線上賀喜, 中小企業處何晉滄處長親臨線上致賀詞, 近200位海内外磐石獎得主空中見證。

110年第2次例會在疫情微解封下於10月1日舉辦, 因室內出席人數仍受限制, 本次運用實體與線上併行方式, 邀請行政院郭耀煌政務委員暢談數位經濟的發展及所帶來的新興機會與挑戰, 以及公司治理專家劉文正先生, 分享透過公司治理的落實, 約計130位會友參與。

另外, 11月9日一年一度迎新晚宴是磐石獎聯誼委員會的盛事之一, 歡迎110年優秀海内外19家得獎企業加入磐石獎大家族的行列。會中經濟部林全能次長、僑務委員會徐佳青副委員長、中小企業處何晉滄處長等長官親臨勉勵, 海内外會友亦踴躍參與, 現場氣氛歡樂又溫馨, 更是成功的拉近會友之間的距離, 產生更緊密的向心力。



例會活動以實體與線上併行
The regular meeting activities were held onsite and online simultaneously.

Friendship Club of Winners of National Award of Outstanding SMEs

The "Friendship Club of Winners of National Award of Outstanding SMEs" is an exclusive communication platform for the winners of this award with the purpose of developing member relationships and promoting business opportunities, experience exchanges, and investment learning among members in order to create a larger niche market.

The current chairman inauguration ceremony was held online successfully instead of onsite on June 30 in response to the government's anti-pandemic policy. Mr. Gary Chen, the Chairman of Martas Precision Slide Co., Ltd., was the newly appointed Chairman of the 13th term at the ceremony supervised by Chairman Yu-Jia Lee. Minister Mei-Hhua Wang of the Ministry of Economic Affairs and Deputy Commissioner Chia-Chin Hsu of the Overseas Community Affairs Council ROC (Taiwan) congratulated him on the video at the meeting. Mr. Chin-Tsang Ho, Director of the SME Administration, congratulated him in person with nearly 200 domestic and overseas winners of the National Award of Outstanding SMEs witnessed online.

The second regular meeting was held on October 1 when the pandemic quarantine was slightly eased, which was held onsite and online simultaneously since the number of participants indoors remains limited. Mr. Yao-Huang Kuo, the Committee Member of the Executive Yuan, was invited to talk about the development of the digital economy and the derived opportunities and challenges. Mr. Wen-Cheng Liu, an expert in corporate governance, was also invited to share the implementation of corporate governance with around 130 members joining us.

In addition, the annual welcome banquet on November 9 was one of the grand gatherings of the National Award of Outstanding SMEs. A total of 19 outstanding domestic and overseas SMEs was welcomed to join the National Award of Outstanding SMEs family in 2021. Chuan-Neng Lin, Vice Minister of the Ministry of Economic Affairs, Deputy Commissioner Chia-Chin Hsu of the Overseas Community Affairs Council ROC (Taiwan), and Mr. Chin-Tsang Ho, Director of the SME Administration congratulated the winner in person. The local and overseas members also actively participated to enjoy a joyful and warm atmosphere that had successfully brought the members together.



邀請行政院郭耀煌政務委員(中)演講

Mr. Yao-Huang Kuo, the Committee Member of the Executive Yuan, was invited to give a speech.



迎新晚宴新得主自我介紹 - 美國威剛科技

Self-introduction for the new winner at the welcome dinner – ADATA.

全國各縣市中小企業協會活動



屏東縣中小企業協會 - 新春團拜
Pingtung County SMEs Association – Chinese New Year greeting

為協助中小企業朝高附加價值發展邁進，本會及各縣市中小企業協會長期深耕基層，服務廣大中小企業族群，透過有效整合將資訊正確且準確地傳遞給全國各地的中小企業，適時提供企業所需的資源與協助。

本會每年透過「提升各縣市中小企業基層服務補助計畫」的經費補助挹注及縣市企協自辦上百場次活動，強化中小企業經營績效、健全企業體質以及提升整體競爭優勢，協助中小企業在激烈的競爭環境中，站穩腳步、向前邁進。而在新冠肺炎疫情的衝擊下，中小企業是必要審慎檢視過去及現在的經營策略，透過數位轉型之方式，從危機中尋找轉機。對此，在面對全球市場不確定性的各項競爭及挑戰下 110 年度延續「數位轉型」主軸，持續強化中小企業運用數位科技驅動企業轉型，進而推動產業再升級。藉由各縣市企協的力量深入基層，作為政府與企業間雙向平行的溝通橋樑，了解中小企業在疫情衝擊下經營層面所面臨的問題，透過實質的方式蒐集中小企業的需求，並給予即時的協助。

此外，為激勵中小企業社團提升服務品質及永續經營發展，每年舉辦「績優中小企業社團選拔」活動，以茲鼓勵，110 年度獲獎名單如下：

★會務精銳獎★

南投縣中小企業協會、屏東縣中小企業協會、苗栗縣中小企業協會、雲林縣中小企業協會、彰化縣中小企業協會

★創新服務獎★

臺中市大臺中中小企業協會、宜蘭縣中小企業協會、臺東縣中小企業協會

★多元發展獎★

桃園市中小企業協會、台北市中小企業協會

★穩定發展獎★

高雄市大高雄中小企業協會、台南市中小企業協會

County and City SME Association Activities

This Association and county and city SME Associations have helped and served SMEs to grow and move towards high-value-added businesses by having information integrated effectively and then transferred to SMEs nationwide correctly and precisely, as well as providing the necessary resources and assistance to enterprises.

This Association has arranged more than 100 activities annually with the funding of the "County & City SMEs Basic Services Subsidy Programs" to enhance SME's business performance, improve business operation, and upgrade the overall competitiveness, and also to assist SMEs to stand strong and move forward in a competitive environment. The SMEs under the impact of the COVID-19 pandemic must review their previous and current business strategies and find business opportunities while facing crises through a digital transformation. Under the circumstance, while facing competitions and challenges in the global market with uncertainties, the "digital transformation" remains the focus in the year of 2021 so as to help SMEs have their business operation transformed and upgraded with the use of digital science and technology. This plan is to reach the enterprises in-depth through the assistance of county and city associations as a two-way street for the government and enterprises, to help the

government understand the impact of the pandemic on the SMEs. The mission is to help SMEs with their needs being truly fulfilled by collecting the necessary information substantively.

In addition, the Association has held the "Excellent SMEs Association Campaign" annually to encourage SMEs to improve their service quality and sustainable business development. The list of winners in 2021 is as follows:

★ Excellent Team Award ★

Nantou County SME Association, Pingtung County SME Association, Miaoli County SME Association, Yunlin County SME Association, and Changhua County SME Association.

★ Innovation Service Award ★

Taichung City SME Association, Yilan County SME Association, and Taitung County SME Association.

★ Multiple Development Award ★

Taoyuan City SME Association and Taipei City SME Association.

★ Steady Development Service Award ★

Kaohsiung City SME Association and Tainan City SME Association.



臺中市大臺中中小企業協會 - 團隊的建立與正向溝通
Taichung SME Association – Team Building and Positive Communication.



雲林縣中小企業協會 - 例會活動
Yunlin SME Association – Regular activities.

中小企業跨業聯誼活動



學友會 - 例會專題演講

Friend Scholar's Club – Keynote speech at the regular meeting.

為塑造企業合作環境，擴大企業間交流，結合企業擁有之個別資源，共同強化競爭力，拓展商機，本會自民國 83 年起，輔導中小企業彼此互助交流，透過共同合作、知識交流、資源整合等模式，發揮團隊合作精神，以因應外在多變的環境，提升中小企業經營能力、開拓國際視野。

經歷 28 年的努力，目前共有 38 組跨業聯誼會，會員人數已達 1,800 人，每組定期辦理例會，活動包羅萬象，如：專題演講、企業觀摩、交流聯誼、健康休閒、公益活動及實質合作等，另外也積極參與政府推廣相關政策活動，透過多元資源的互通，掌握知識與創新。

此外，本會依爰例辦理績優跨業聯誼會選拔，110 年度表揚名單如下：

★團隊金鑽獎★

32 利基聯誼會、UPS 聯誼會、久久聯誼會、木蘭聯誼會、台北石油聯誼會、台灣展拓聯誼會、同心聯誼會、產經聯誼會、傑出仕女聯誼會、創新研究獎聯誼會、新一代企業家聯誼會、樂活聯誼會、緣久聯誼會、學友聯誼會

★聯誼商機獎★

210 成長聯誼會、SMART 聯誼會、千禧聯誼會、快樂成長聯誼會、金世紀聯誼會、美力聯誼會、深耕聯誼會、菁睿聯誼會、圓緣聯誼會、圓融聯誼會、精品美學聯誼會、緣遊聯誼會

Cross-Industry Club Activities

In order to set up an environment for the cooperation of enterprises, expand enterprise communications, and integrate the resources owned by each enterprise to strengthen competitiveness jointly and to develop business opportunities, this Association helps SMEs in cooperation and communication since 1994. The idea is to help SMEs respond to the changing external environment, improve SMEs' business operation, and broaden international horizons, through joint effort, knowledge exchange, resource integration, as well as exercising the spirit of teamwork.

There are 38 cross-industry clubs formed through 28 years with a total of 1,800 members listed. A monthly meeting is held by each club with activities arranged, such as keynote speeches, enterprise observations, communications, health and leisure, public welfare activities, and substantial cooperation. In addition, each club actively participate in activities related to the promotion of government policies and grasp

knowledge and innovation through multiple resources exchange.

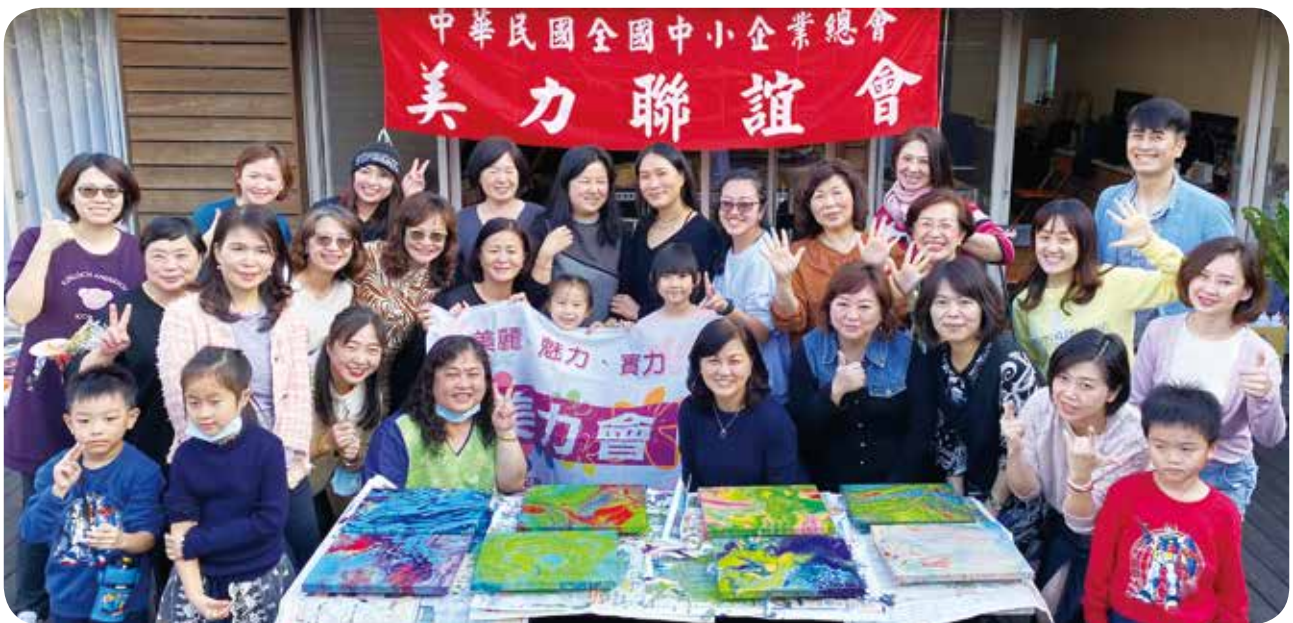
Moreover, the Association as usual has held the "Excellent Cross-Industry Clubs Campaign," and the list of winners in 2021 is as follows:

★ Team Cooperation Golden Diamond Award ★

32 Niche Club, UPS Club, 99 Club, Mulan Club, Taipei Petroleum Club, Taiwan Exhibition and Extension Club, One Heart Club, Business and Economy Club, Outstanding Lady Club, Taiwan SMEs Innovation Award Club, Nest-Gen Entrepreneur Club, LOHAS Club, Raunchily Club, and Friend Scholar's Club.

★ Group Opportunities Award ★

210 Growth Club, SMART Club, Millennium Club, Happy Growth Club, Golden Century Club, Milux Club, Shen Gen Club, Jing Rui Club, Yuanyuan Club, Harmony Club, Refined Aesthetics Club, and Travel Club.



美力會 -DIY 流動畫及苔球植栽活動

Milux Club – DIY Pour Acrylic Painting and moss ball planting activity.

國際經營

International Affairs

- ▼ 國際商機交流系列活動
Exchange activities with international commerce and industry groups
- ▼ 臺北市補助工商團體及廠商海外參展計畫
Taipei City Overseas Exhibition Funding Program for Industrial & Commercial Groups and Businesses

展望合作新視野，開拓國際新商機

A New Vision of Collaboration and Exploration of New Global Business Opportunities

隨著全球化的潮流，使得世界各國的經貿關係更為緊密，加速著國際間的經濟、科技、商貿、資訊、人文等相互交流，亦產生諸多國與國之間的競爭挑戰與合作的機會。本會透過與全球 70 個國家、130 餘個國際經貿團體結盟合作及辦理「國際工商團體交流活動」、「臺北市補助工商團體及廠商海外參展計畫」，帶領我國具有競爭力的優質中小企業航向國際舞台，讓世界看見臺灣。

為促進我國中小企業拓展國際市場，本會鏈結海外僑臺商攜手辦理「僑臺商與國內企業在臺灣合作商機線上論壇」、「海外僑臺商連鎖加盟合作夥伴計畫」活動，促進我國中小企業及連鎖加盟業者與海外僑臺商進行商機交流，並透過僑臺商事業體遍布全世界的優勢，攜手帶領國內優質企業邁向國際市場，促進我國對外的經貿發展及商機拓展，藉以帶動整體國家經濟成長。

With the trend of globalization, the economic and trade relations between countries around the world have become more connected, which has in turn accelerated the international exchanges in economy, technology, business and trade, information, and art and culture. However, many competition challenges and opportunities for collaboration between countries have also arisen. Through alliances and collaboration with more than 130 international economic and trade organizations in 70 countries around the world, the National Association of Small & Medium Enterprises, R.O.C. (NASME), has launched the International Business Group Exchange Activities and the Taipei City Overseas Exhibition Funding Program for Industrial & Commercial Groups and Businesses, to lead our country's competitive high-quality small- and medium-sized enterprises (SMEs) to step onto the global stage and increase Taiwan's visibility in the international community.

To facilitate the expansion of our country's SMEs in the international market, NASME worked with overseas ethnic-Chinese and Taiwanese business people to organize the Online Forum on Business Opportunities between Overseas ethnic-Chinese and Taiwanese Business People and Domestic Enterprises in Taiwan and the Overseas ethnic-Chinese and Taiwanese Business People Franchise Partner Program, to enable our country's SMEs and franchise businesses to exchange business opportunities with overseas ethnic-Chinese and Taiwanese business people. Meanwhile, by taking advantage of the global network established by the overseas ethnic-Chinese and Taiwanese business people, we will lead domestic high-quality enterprises to step into the international market and facilitate our country's foreign economic and trade development and business opportunities, thereby driving the national economic growth.

國際商機交流系列活動

Exchange activities with international commerce and industry groups



兩岸企業家峰會年會，蕭萬長名譽理事長致詞
Speech by Vincent Siew, Honorary Chairman, at the Annual Conference of the Cross-Strait CEO Summit.

本會歷年來極為重視中小企業國際經濟發展趨勢和培育國際觀，並積極為中小企業、爭取國際交流機會及資源。與此同時，本會亦配合我國對外貿易發展，推動國際產業合作與兩岸經貿交流，包含參與國際中小企業大會 (ISBC)、兩岸經貿峰會活動等。也和國際及兩岸重要代表進行交流並維持良好聯繫，建構出優質的國際交流平台，藉此引領臺灣中小企業接軌國際、擴展商機。

歷年來本會皆不定期與國際各相關單位進行交流，然而在新冠肺炎疫情肆虐的特殊時期，2021 年國際兩岸工商團體活動雖然先行暫緩，但本會仍採取不同互動方式，讓中小企業在疫情期間的國際合作持續不間斷。

兩岸企業家峰會

兩岸企業家峰會迄今已邁入第 8 年，因受疫情影響，110 年度年會於台北和南京兩地，以視訊連線方式進行，由兩岸專家學者針對年會「把握新格局 共享新機遇」主題進行專題演講，峰會所設 8 個產業合作推動小組也對年度

執行狀況進行說明，今年中小企業合作暨青年創業推動小組雖因疫情關係阻礙對接及工作推動，但雙方仍保持密切聯繫，以推動兩岸中小企業實質及深化合作。

僑臺商與國內企業在臺灣合作商機線上論壇

面對全球疫情衝擊，我國因疫情控制得宜，相關產業科技持續朝國際關鍵力量發展，為加強僑臺商與國內企業及產業連結合作，僑務委員會委託本會規劃「僑見臺灣商機 36 計」線上論壇，邀請生醫產業、新創事業、新農業、5G 產業、文化創業、6 大核心戰略產業，包含「資訊及數位產業、資安卓越產業、臺灣精準健康產業、國防及戰略產業、綠電及再生能源產業、民生及戰備產業」等優秀廠商前來分享各產業主題商機內容與重點，讓海外僑臺商更加認識國內各產業發展發向與趨勢。

本計畫舉辦 20 場次，線上觀看人數達 1.2 萬人次，期盼協助我國企業與海外僑臺商進行雙向交流，發揮臺灣優勢，協助因應險峻的大環境變革，重新調整經營腳步，以掌握趨勢瞄準方向、精確定位找對目標，互利共榮。



智慧交通主題與談人大合照 - 張智強執行長 (左)、蕭語嫣海外業務經理 (中)、丘金勝副總經理 (右)

Speakers on the topic of smart transportation: Chang, Chih-Chiang, CEO (left); Hsiao, Yu-Yen, overseas business manager (middle); Chiu, Chin-Sheng, vice president (right).



透過專業攝影團隊，進行線上商機交流會

The online business opportunity exchange meeting through a professional photography team.

海外僑臺商連鎖加盟合作夥伴計畫

海外僑臺商事業發展遍及全球，是我國力的延伸，為結合僑臺商網絡協助臺灣全球招商和鼓勵投資臺灣，僑務委員會協輔僑臺商組織運作、強化僑臺商與政府之聯繫，藉以掌握僑臺商人脈，作為臺灣推動國際經貿交流的重要橋梁。

面對全球疫情衝擊與影響，造成全球生活型態改變，導致國內外企業經營皆受影響，面臨這波疫情，除提升各企業經營方式外，也依據全球僑臺商需求，協助維持僑臺商與國內連鎖加盟產業的連結，為確保在疫情之下能夠持續合作，本會辦理了 3 場次的商機交流會，透過線上視訊會議的方式，邀請具備海外競爭優勢且有意開拓海外市場的國內連鎖加盟產業，以 1 對 1 方式進行商機洽談，讓海外僑臺商能夠尋找合適的產業及產品，共同拓展海外市場。

透過本計畫的辦理，110 年度共協助國內 15 家餐廳、手搖飲料及咖啡連鎖加盟業者與海外 30 位僑臺商進行商機交流，除了增進海外僑臺商瞭解臺灣連鎖加盟產業現況與資源，也提供海外僑臺商與我國績優連鎖加盟業者溝通場合，藉此帶動海內外商機。

Over the years, NASME has attached great importance to SMEs international economic development trends, while actively striving for international exchange opportunities and resources. Meanwhile, we have promoted international industrial collaboration and cross-strait economic and trade exchanges in cooperation with the development of our country's foreign trade, including participation in the International Small Business Congress (ISBC) and the Cross-Strait Economic and Trade Forum. engage in exchanges with important international and cross-strait representatives and have maintained positive relations with them to establish a high-quality international exchange platform, thereby leading Taiwan's SMEs to connect with the international community and foster business opportunities.

We have also engaged in exchanges with relevant international organizations from time to time over the years. However, although the exchange activities for international and cross-strait business groups have been temporarily suspended in 2021 due to the COVID-19 pandemic, we still adopt different interaction methods to allow our county's SMEs to continue to participate in uninterrupted international collaboration during this period.

Cross-Strait CEO Summit

The Cross-Strait CEO Summit has entered its eighth year. Due to the impact of the pandemic, the 2021 annual conference was held in Taipei and Nanjing by video. The experts and scholars on both sides of the Taiwan Strait delivered keynote speeches on sharing of new business opportunities from the new business pattern at the annual conference. The eight industrial collaboration promotion task forces under the summit also reported on the implementation for this year. Although this year's SME collaboration and youth entrepreneurship promotion task force's tasks and communication with its counterpart were hindered by the pandemic, both sides still maintained close contact to promote the substantive and in-depth cross-strait collaboration between SMEs.

Online Forum on Business Opportunities between Overseas ethnic-Chinese and Taiwanese Business People and Domestic Enterprises in Taiwan

Despite the impact of the global pandemic, our country's technology companies continue to develop their critical power in the international community due to proper control of the pandemic in Taiwan. To strengthen the collaboration between overseas ethnic-Chinese and Taiwanese business people and domestic enterprises and industries, the Overseas Community Affairs Council, Republic of China (Taiwan) (OCAC), commissioned NASME to organize the online forum on "36 Tips for Overseas Ethnic-Chinese to Identify Business Opportunities in Taiwan". At the forum, outstanding businesses from the biomedical, startups, new agriculture, 5G industry, cultural entrepreneurship, and the six core strategic industries (namely information and digital technology, cybersecurity, medical technology and precision health, national defense and strategic industries, green and renewable energy, and strategic stockpile industries) were invited to share their major business opportunities, to allow overseas ethnic-Chinese and Taiwanese business people to better understand the development and trends of various industries in Taiwan.

A total of 20 sessions under this program were held and the number of online viewers reached 12,000. It aims to assist domestic companies in engaging in two-way exchanges with overseas ethnic Chinese and Taiwanese business people and leverage Taiwan's advantages, while helping them re-adjust their pace of operations in response to the daunting changes in the overall environment; as such, they can keep abreast of the trends and identify the suitable direction and targets through precise positioning, thereby sharing the profit and prosperity together.

Overseas ethnic-Chinese and Taiwanese Business People Franchise Partner Program

Overseas ethnic-Chinese and Taiwanese business people's businesses have been located all over the world and are an extension of our country's strength. To integrate the overseas ethnic-Chinese and Taiwanese business people's networks to attract investment in Taiwan, OCAC has assisted ethnic-Chinese and Taiwanese business people in organizing the operations and strengthening the ties between them and the central government so as to keep abreast of their networks of contacts overseas to build a bridge for Taiwan to promote international economic and trade exchanges.

The global pandemic has changed the global lifestyles and affected the operations of domestic and international companies. Faced with this wave of the pandemic, we have not only helped improve various enterprises' operational methods but assisted in maintaining the ties between overseas ethnic-Chinese and Taiwanese business people and the domestic franchise industry. To ensure continuous collaboration despite the pandemic, we organized three business opportunities exchange meetings by video and invited domestic franchises with overseas competitive advantages and an attempt to explore overseas markets to negotiate business opportunities in a one-to-one manner. As such, overseas ethnic-Chinese and Taiwanese business people could find suitable products and industries to jointly expand overseas markets.

Through the implementation of this program, we helped a total of 15 domestic franchise restaurants, tea shops, and coffee shops in the exchange of business opportunities with 30 overseas ethnic-Chinese and Taiwanese business people to enhance their understanding of the current situation and resources of Taiwan's franchise industry. We also provided an exchange platform between both parties to facilitate business opportunities at home and abroad.

臺北市補助工商團體及廠商海外參展計畫

Taipei City Overseas Exhibition Funding Program for Industrial & Commercial Groups and Businesses



海外參展會場洽談實況 - 美國拉斯維加斯世界白標博覽會
Overseas exhibition venue - White Label World Expo, Las Vegas, USA.

鑑於海外參展效益大，臺北市政府為鼓勵轄下廠商積極參與國外展售活動，則補助其出國參展費用，以協助拓展對外貿易商機。因新冠肺炎疫情持續影響，今年公告彈性處理原則，放寬包含參加海外線上展覽及國內舉辦具貿易性質展覽、自建電商官網或運用跨境電商平台、跨境電商平台專案行銷補助、開辦推展貿易相關課程等補助項目，希望透過多元管道，讓疫情危機化為轉機，協助臺北市企業透過線下或線上方式爭取海外貿易商機。

民國 110 年補助工商團體 40 案、個別廠商 151 案，合計 191 案，總補助經費為新臺幣 900 萬元。為因應疫情所帶來的影響，數位轉型將是廠商未來拓展海外市場的重要趨勢，110 年度辦理 3 班次研習工作坊及 30 案次諮詢輔導服務，著重培訓廠商運用數位工具拓展海外通路與國際市場接軌所需的相關能力，期望透過全方位的數位內容，聚焦實務與應用性，大幅提升廠商之數位應用能力，達到提升數位競爭力，開拓全球商機。

In view of the great benefits of overseas exhibitions, to motivate companies to actively participate in overseas exhibitions and sales events in its jurisdiction, the Taipei City Government subsidizes their participation in overseas exhibitions to help them increase foreign trade business opportunities. Due to the ongoing impact of the pandemic, the flexibility principle was announced this year. The subsidies were expanded to cover the participation in overseas online exhibitions and domestic trade exhibitions, marketing through self-established e-commerce official websites, cross-border e-commerce platforms, or cross-border e-commerce platform projects, and offering of trade-related courses, with the aim of turning the crisis into opportunities through diverse channels and assisting enterprises governed by the Taipei City Government in obtaining overseas trade opportunities through offline or online channels.

In 2021, subsidies were provided to 191 cases in total, that is 40 cases of business groups and 151 cases of individual businesses. The total subsidy was NT\$9 million. To cope with the impact of the pandemic, digital transformation will be a crucial trend for businesses to expand into overseas markets in the future. In 2021, we held three seminars and 30 counseling sessions to train businesses how to apply digital tools to expand into overseas channels and train them to be equipped with the abilities to connect with the international markets in the hope of greatly enhancing their digital application capabilities and competitiveness through a full range of practical and applicable digital contents to open up global business opportunities.

研究發展

Research Development

- ▼ 中小企業法規調適及推廣服務計畫
SME Regulatory Flexibility and Promotion Rproject
- ▼ 推動區域中小企業法制創新與策略協進計畫
The Project of Providing SME Legal Consultation and Cooperative Strategic Planning on the Region Basis for Innovation Development

法規推廣權益促進，多方合作以變應變

Regulatory promotion prompts the improvement of rights and interests-facilitating changes through multi-party cooperation

2021 年全球經貿復甦，疫情與經濟逐漸取得平衡，生活模式的改變及商業模式的革新挑戰著中小企業的經營發展。中小企業提供民生所需各項消費，亦承擔龐大就業壓力，以其韌性、創新因應環境時勢變遷，為社會穩定之基石。對此，藉由偵測產業現況與未來趨勢，加速相關法規的調適與策進，期可回應多樣化法規需求，以營造友善中小企業之法規經營環境。

本會承辦經濟部中小企業處「中小企業法規調適及推廣服務計畫」、「推動區域中小企業法制創新與策略協進計畫」。法規調適上，攜手產官學界運用各項法律資源及溝通管道，與相關部會協商法規鬆綁或調整；法制創新上，協助各領域中小企業釐清法規疑義與障礙，為其創新應用、商模再造提供推進力。未來也將持續透過各項計畫與服務，為中小企業永續經營之目標提供完善法律協助。

In 2021, factors such as the recovery of the global economy and trade, the balance between the outbreak and economy, lifestyle changes, and new business models challenged the business development of SMEs. As SMEs provide all types of everyday household goods, they faced enormous pressure. Thanks to their resilience and innovation in responding to change, they have become the cornerstone of a stable society. Based on this, we can accelerate legal adoption and improvements via the early identification of industry trends to respond to various regulatory requirements. By taking this approach, friendly regulatory management for SMEs can be created.

The Association has undertaken the "SME Regulatory Flexibility and Promotion Project" and the "The Project of Providing SME Legal Consultation and Cooperative Strategic Planning on the Region Basis for Innovation Development," initiated by the Small and Medium Enterprise Administration. With respect to legal adaptation, we have joined hands with industry, government and academia to utilize all legal resources and communication channels to negotiate with relevant ministries for the relaxation or adjustment of laws and regulations. As for regulatory innovation, we assist SMEs in different fields to clarify their doubts and obstacles regarding laws and regulations. In the meantime, we also supply the resources required to prompt innovative applications and recreate new business models. We provide comprehensive legal help for SMEs to achieve a sustainable business by facilitating an array of projects and services.

中小企業法規調適及推廣服務計畫



中小企業消費跨境電商課稅問題邀集產官學共同討論

Industry, government and academia experts invited to discuss taxation issues of cross-border e-commerce platforms for SMEs.

中小企業對我國經濟穩定發展及創造就業具有重要貢獻，然受限於資金及人力規模，經營上往往面臨許多挑戰，尤其自民國 109 年起，因新冠肺炎疫情影響，產業結構與消費市場的快速變遷，對中小企業造成不小衝擊，不論是遵法成本負擔過重，或創新營運模式與管制法規產生扞格等，因此創造友善中小企業的法規經營環境，提供必要的支援及協助，成為當前首要課題。

為協助中小企業克服法規問題，「中小企業法規調適及推廣服務計畫」運用各項法律資源及溝通管道，推動產官學合作，蒐集產業意見及研究法制議題，並提擬具體建議，與相關部會進行法規鬆綁或調整的協商，替中小企業尋求解方。

110 年度針對外國專業人才法規、扣繳境外電商稅款之困境、都市計畫區民宿設置之開放進行協處，另對於土地使用分區限制、智慧醫療器材審查指引疑慮、企業法人線上開戶等

法規問題亦投入相當研究量能，共計召開 9 場法規座談會、協調會及產業交流會，邀集產業先進、相關單位、專家學者與會，扮演多方溝通平台，以改善不合時宜之法令規範。

此外，本計畫亦建置榮譽律師團隊及整合虛實管道，提供中小企業主法規諮詢及推廣服務，提升企業對於經營及消保法規的知識能量，增添其所需之動能；另透過新媒體觀測、綜整輿情，以即時了解與中小企業主切身相關之議題及趨勢。

未來法規調適團隊仍會持續協助中小企業調適經營上之法規障礙，積極建立與產業代表、專家、政府機關之密切合作，提出更多面向且可行之法規政策參考意見，並因應疫情後產業趨勢，深入研析有關數位化及區域發展之法規議題，力求貼近中小企業實際所需，並協助其提升法遵能力及處理消費爭議能力，期能維護並促進中小企業法規權益，使企業得以邁向永續經營發展。

SME Regulatory Flexibility and Promotion Project



辦辦法規座談會，以蒐集商圈、行動支付等產業代表對於協助小規模營業人導入行動支付之建議

Organize seminars on laws and regulations to collect suggestions from representatives of shopping district and mobile payment industries on assisting small businesses in introducing mobile payment.

SMEs are crucial to Taiwan's stable economic development, creating many jobs. Due to the limitation for capital and manpower scale, SMEs often face many challenges, a major one being the COVID-19 pandemic that erupted in 2020. Due to the impact of the outbreak, the industrial structure and consumer market changed dramatically, causing serious damage to SMEs, including the heavy burden of regulatory compliance costs, new business models and the contradiction of regulatory requirements. Therefore, it has become a pressing issue for us to provide necessary support and assistance for SMEs to create a friendly regulatory environment.

In a bid to help SMEs overcome regulatory issues, the "SME Regulatory Flexibility and Promotion Project" utilizes a variety of legal resources and communication channels to promote industry, government and academia cooperation. The Project aims to seek solutions for SMEs by collecting views from industry and studying regulatory issues while also proposing concrete suggestions and negotiating with relevant ministries to relax or adjust laws and regulations.

In 2021, we focused on the regulations for foreign professionals, the dilemma of withholding tax on foreign e-commerce platforms, and the opening of B&Bs in urban planning zones. Issues concerning regional land-use restrictions, doubts on the guideline for smart medical equipment review, and the opening of online accounts for corporate entities will also be looked into. Meanwhile, we have put a considerable amount of effort into regulatory issues. A total of 9 regulatory seminars, negotiation meetings, and industry exchange meetings were held. Experts from industry, relevant units, and scholars were invited to act as multiple communication platforms to improve outdated laws and regulations.

In addition, a team of honorary lawyers and integrated virtual and real channels were set up to provide legal consultation and promotion services to SMEs. This helped improve the knowledge of enterprises on management and consumer protection laws, adding the dynamics needed for their businesses. Additionally, we grasp issues and trends concerning owners of SEMs in a timely manner through new media observations and public opinions.

In the future, the legal adaptation team will continue to help SMEs in adapting to regulatory barriers. By working closely with industry representatives, experts, and government agencies, we strive to propose more feasible regulatory policy references in multiple aspects. At the same time, we will carry out in-depth research on legal issues concerning digitization and regional development in response to post-pandemic industry trends that meet the actual needs of SMEs. By assisting SMEs in improving their ability to comply with laws and handle consumer disputes, we hope to protect their legal rights and interests so that their businesses can develop.

推動區域中小企業法制創新與策略協進計畫



與區域創新業者及專家學者探討嘉義縣市區域創新趨勢
Discussions with regional innovators and experts on regional innovation trends in Chiayi.

隨著科技應用持續革新，法規環境如何順應時代需求成為當前重要課題。無論是新興領域，或是發展數位轉型的傳統產業，都可能存在該應用或商業模式似違反現行法規，或是法規及所轄主管機關不明確之風險。

為協助創新中小企業掌握產業法規，並妥善布局，本計畫提供創新法規諮詢服務，協助業者釐清法規疑義及調整商業模式，並就業者遭遇之法規障礙研擬法規修正建議提供予主管

機關，俾利業者能夠將創新應用或商業模式於區域落地營運。110 年度本計畫已協助超過 30 家業者釐清法規疑義，其背景包含健康照護、平台經濟、金融科技、人工智慧等領域。

為因應我國即將邁入超高齡社會，本計畫 110 年度著重關注智慧健康照護議題，並已行文主管機關建議調整遠距醫療以及保健食品相關規範、召開 3 場區域創新業者交流活動，且積極參與不同縣市之科技創新展會，以接觸各區域之創新業者，宣傳計畫資源並擴散創新效益。

未來區域創新團隊將持續關注國內外創新趨勢與業者需求、促進創新業者與其他單位之合作與交流，以持續激盪區域創新之能量；並透過創新法規諮詢服務協助創新業者度過可能面臨的未知風險與法規困境。



針對保健食品廣告規範進行討論
Discussions on health food advertising standards.

The Project of Providing SME Legal Consultation and Cooperative Strategic Planning on the Region Basis for Innovation Development

As technology applications are constantly renewed, the issue of how laws and regulations cope with changing times has become pressing. Emerging industries or traditional industries with development in digital transformation may face certain risks in respect to their existing applications or business models violating current laws, or that the regulations and the authorities under them are unclear.

To assist new SMEs in grasping the industry regulations and adequately planning for their business, the Project provides a legal consultation service for new laws, as well as helping companies clarify regulatory doubts and adjust their business models. The Project also intends to propose regulatory amendments to the competent authorities from the obstacles encountered by these companies. This year, the project has helped over 30 companies in clarifying regulatory issues in the healthcare, platform economy, financial technology, and AI fields.

With Taiwan gradually becoming a super-aged society, the project in 2021 focused on smart health care issues. In addition, letters have been sent to the competent authorities suggesting the adjustment

of telemedicine and health food-related standards. We have held 3 events to exchange views with regional innovators while proactively taking part in technology innovation fairs in different cities to reach out to innovators, promote program resources, and spread the benefits of innovation.

In the future, the regional innovation team will keep a close eye on domestic and international innovation trends and industry needs, facilitate the cooperation and exchange with innovators in other fields, and stimulate the dynamics of regional innovation. Moreover, we will help innovators overcome potential risks and regulatory dilemmas through consultation services regarding new laws and regulations.



拜會長者送餐平台業者，探討區域銀髮健康促進議題
Visit food delivery platform operator for the elderly to discuss regional health promotion issues over old people.



拜會智慧醫療業者以瞭解創新業者動態
Visit smart medical operator to learn about innovative industry dynamics.

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- ▼ 第28屆創新研究獎
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- ▼ 國家人才發展獎
National Talent Development Awards
- ▼ 總統盃黑客松
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The 20th Business Startup Award

楷模企業，榮譽卓越

Model Enterprises with Great Honor

中小企業向來是帶動臺灣經濟成長及穩定就業人口重要基石，政府為肯定對國家經濟、創新研發、人才發展有卓越表現之中小企業，建立見賢思齊的學習標竿，發揮成功模式的擴散加乘效果，與本會共同主辦「國家磐石獎」和「海外台商磐石獎」，本會亦協助政府相關單位執行「中小企業創新研究獎」及「國家人才發展獎」，藉以表揚企業卓越成就。另配合國家社會發展需求及永續發展觀點，展現政府對開放資料及創新科技的重視，並鼓勵各機關公務人員與跨領域、跨部門之公私協作精神，辦理「總統盃黑客松」，透過共同參與提案，實踐政府創新。

本會憑藉多年辦理大型典禮豐富經驗，堅守公正客觀立場，邀請產官學界翹楚參與評選，並接軌國際性發展趨勢及指標，表揚各企業單位之貢獻與成果，呈現獎項選拔之專業價值與技術。每年獲選之得獎企業單位皆深受各界的肯定與重視，為延續獎項之價值與效益，更透過成功經驗發表觀摩會及協助推動各獎項聯誼會，強化歷屆得獎企業跨界交流，增進企業間相互商機資源，更於優化公共服務及鼓勵公務人員主動創新方面，藉由提案選拔過程，實踐政府服務再造、提升體國民福祉。

Small- and medium-sized enterprises (SMEs) have always been a critical cornerstone of driving Taiwan's economic growth and stabilizing the employment population. The government has established a benchmark mechanism to recognize SMEs with outstanding performance in national economy, innovative research and development, and talent development and to promote the successful models, and co-hosts the "National Award of Outstanding SMEs" and the "Outstanding Overseas Taiwanese SMEs Award" with NASME. NASEM assists the government related departments to host the "SMEs Innovation Award" and the "National Talent Development Awards" to commend enterprises for outstanding achievements. In addition, in line with our country's social development needs and sustainable development vision, we host Presidential Hackathon to demonstrate the government's emphasis on open data and innovative technology and motivate public-private collaboration, thereby putting into practice the government's efforts in innovation through joint submission of proposals.

With many years of experience in hosting large ceremonies, NASME invites leaders from the industry, government, and academia to participate in the selection for the awards in a fair and objective manner, while incorporating international development trends and indicators to commend enterprises for their contributions and achievements and demonstrate the professional values and skills selected for the awards. The award-winning enterprises selected each year are highly recognized and valued by all sectors of society. To continue the values and benefits of the awards, we hold observation meetings to present their successful experiences and assist in organizing gatherings for various awards, to strengthen the interdisciplinary exchanges between previous award-winning enterprises and increase their exposure to more business opportunities and resources. Furthermore, we adopt a proposal submission and selection mechanism to optimize the government services and improve the wellbeing of all citizens, thereby facilitating the optimization of public services and encouraging innovation in the public sector.

第 30 屆國家磐石獎暨 第 23 屆海外台商磐石獎



蔡英文總統（中）與本屆磐石獎得主合影

President Tsai Ing-wen (middle) and the winners of this year's National Award of Outstanding SMEs.

在臺灣，中小企業一直是推動我國經濟發展的關鍵動力，尤其中小企業高度的靈活和彈性，也讓臺灣在激烈的國際競爭中取得優勢。

磐石獎迄今已邁入第 30 個年頭，國內外得獎企業累積已超過 460 多家企業，每一家企業都是各產業的企業尖兵，對國家與社會的卓越貢獻有目共睹，優異表現足堪作為全國中小企業的表率與學習對象。

頒獎典禮於民國 110 年 11 月 09 日下午 2 時 30 分假臺北君悅酒店凱悅廳舉行，蔡英文總統親臨頒獎勉勵，除對當屆得主的肯定外，也提到磐石獎得主能在不同產業領域持續提升競爭力，也不斷創新，是臺灣企業非常重要的成功典範，她也感謝中小企業對臺灣整體的經濟和就業發揮最大的穩定力量。

國家磐石獎本屆獲獎企業共 11 家，其產業領域包含數位資訊系統、自行車配件、餐飲服務、半導體設備、家具製造、生技食品、機械設備、光學產品等。其中有 3 家更是已成功接班，為跨代共管，新一代創造了新的經營模式，提升企業價值，追求永續經營。國家磐石獎每家得獎企業在經營管理上皆有其值得學習之處，對產業環境的高敏銳度，也促使得獎企業不斷地創新求變，追求卓越、再創高峰的精神實在令人敬佩。

海外台商磐石獎獲獎企業共 8 家，得獎企業分布於日本、泰國、越南、馬來西亞、美國、巴西等國，產業範圍涵蓋進出口貿易、成衣外套製造販售、壓克力板保護紙製造、木業製造、家具製造、鋁合金壓鑄 EVA 原物料製造加工，消費性電子產品等產業。這些海外台商除了在海外經營事業有成外，更對臺灣或僑居地等國際社會有相當貢獻，足堪稱為海外台商企業之標竿典範。

The 30th National Award of Outstanding SMEs and the 23rd Outstanding Overseas Taiwanese SMEs Award

In Taiwan, SMEs have always been a key driving force for my country's economic development. In particular, their high flexibility has also helped Taiwan gain an advantage in the fierce international competition.

The awards have entered their 30th year. More than 460 companies have won the awards so far, and each of them is a pioneer in its industry, and their outstanding contribution to the country and society is obvious to all. Their outstanding performance has made them role models for SMEs across the country.

The award ceremony was held at 14:30 of November 9, 2021 at the Grand Ballroom, Grand Hyatt Taipei. President Tsai Ing-wen presented the awards in person. In addition to recognizing the winners' endeavor, she mentioned that the award winners' ability to continue to improve their competitiveness in different industries and to innovate is a very indicative example of the successful enterprises in Taiwan. She also expressed her gratitude toward SMEs for playing a crucial role in stabilizing Taiwan's overall economy and employment.

A total of 11 companies won the National Award of Outstanding SMEs this year, and they were from the digital information systems, bicycle parts, catering services, semiconductor equipment, furniture manufacturing, biotechnology food, mechanical equipment, and optical products industries. Three of them have succeeded in handing over the business to their successors and created a new business model for cross-generational management, to increase corporate worth and pursue sustainable operation. Each award-winning company of the National Award of Outstanding SMEs has its own operation and management features for others learn from. With high sensitivity to the industrial environment, the award-winning companies are prompted to innovate and change, pursue excellence, and create new highs constantly. Such a spirit is admirable.

There was a total of eight winners of the Outstanding Overseas Taiwanese SMEs Award, and they were located in Japan, Thailand, Vietnam, Malaysia, the United States, Brazil, and other countries and from the import and export trade, garment and outerwear manufacturing and sales, and acrylic sheet protector manufacturing, wood manufacturing, furniture manufacturing, aluminum alloy die-casting EVA raw material manufacturing and processing, and consumer electronics industries. In addition to successful business overseas, these overseas Taiwanese business people have made considerable contributions to the international community, including Taiwan or their overseas sites, as role models for overseas Taiwanese business people.

本屆磐石獎得獎企業 List of Winners

國家磐石獎

The National Award of Outstanding SMEs Award

北祥科技服務股份有限公司	Pershing Technology Services Corporation
台萬工業股份有限公司	Marwi Group
奇鼎科技股份有限公司	CHYI DING TECHNOLOGIES CO., LTD.
芳德鑄鋁股份有限公司	FOUNDER ALUMINUM CO., LTD
新虎將機械工業股份有限公司	Gentiger Machinery Industrial Co., Ltd.
誠泰工業科技股份有限公司	CHERNG TAY TECHNOLOGY CO., LTD.
鈺統食品股份有限公司	Goldencrops Corporation
綠茵生技股份有限公司	Greenyn Biotechnology Co., Ltd.
鉦昇實業股份有限公司	KING POINT ENTERPRISE CO., LTD.
濾能股份有限公司	GREENFILTEC LTD.
饗樂餐飲實業股份有限公司	Q Burger

海外台商磐石獎

The Outstanding Overseas Taiwanese SMEs Award

大道國際股份有限公司	Landway international Corporation
友盛貿易公司	YUSEI TRADING., LTD.
立美工業有限公司	LIH MEI INDUSTRIAL SDN BHD
美國威剛科技股份有限公司	ADATA Technology(USA) Co., Ltd.
泰國盤谷鑄造有限公司	Bangkok Diecasting and Injection Co., Ltd.
陳林工業塑膠鞋品公司	C & L Industria de Plasticos Ltda
富甲木業(馬)股份有限公司	ZENOVA (M) SDN.BHD.
震興實業股份有限公司	Shing Mark Enterprise Co., Ltd.

第 28 屆創新研究獎



獲獎企業與經濟部次長林全能（第一排左六）及經濟部中小企業處處長何晉滄（第一排右六）合影留念

Award winners took a group photo with Lin, Chuan-Neng (sixth from the left on the first row), Vice Minister of Economic Affairs and Ho, Chin-Tsang (sixth from the right on the first row), Director-General of the Small and Medium Enterprise Administration (SMEA), Ministry of Economic Affairs.

經濟部中小企業處為鼓勵中小企業從事創新研究發展、提升技術與服務水準、增強競爭力，自民國 82 年起由本會辦理「中小企業創新研究獎」選拔表揚活動，迄今已邁入第 28 屆，共有 4,421 件標的提出申請，遴選出 962 件卓越標的，展現中小企業持續致力於創新突破、技術升級、產業轉型，獲獎標的及技術於市場上已被廣泛運用，實為中小企業創新研發之標竿典範。



決審會議

The final review meeting.

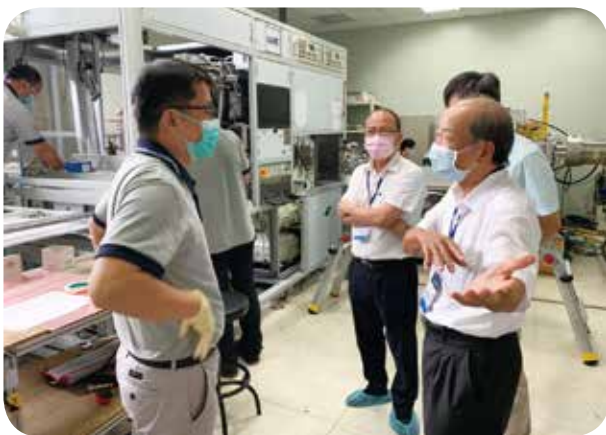
本獎項依標的屬性分為 5 大類，分別為「資訊與電子類」、「機械與自動化類」、「材料與生技類」、「服務類」及「綜合類」。本屆共計 122 件標的參選，透過初審、決審委員專業及嚴謹的審查，最終選出 30 件極具潛力與創新性之標的獲此殊榮，充份展現出臺灣中小企業持續研發創新能量。並於民國 110 年 11 月 22 日假臺大醫院國際會議中心舉行聯合頒獎典禮，由經濟部林全能次長親臨頒獎，獲獎標的除傳統製造再升級外，更結合創新科技技術、智慧應用，充分展現國內中小企業在各領域提升產業競爭優勢與創新發展之具體成效。

為延續獲獎效益亦推薦 109 年獲獎企業於「2021 臺灣創新技術博覽會」展出，該博覽會於民國 110 年 10 月 14~16 日在台北世貿一館舉辦，因應疫情首度以實體及線上同步展覽形式，協助得獎企業展出精湛技術與應用產品，展現創新成果、研發經驗及成效，增加商機媒合機會，營造技術提升及交流環境。

The 28th SMEs Innovation Award

To encourage SMEs to engage in innovative research and development, improve technology and service quality, and enhance their competitiveness, SMEA has commissioned NASME to organize the selection and recognition event of the SMEs Innovation Award for 28 years so far. A total of 4,421 applications have been received, and 962 excellent applications were selected. This demonstrates that SMEs continue to devote themselves to innovation breakthroughs, technological upgrade, and industrial transformation. The award-winning products, services, and technologies have been widely applied in the market as role models for SMEs' innovation and research and development.

This award is divided into five categories based on the attributes of the products, services, and technologies, namely "Information and Electronics", "Mechanics and Automation", "Materials and Biotechnology", "Services", and "General". A total of 122 applications were submitted participated this year. Through the professional and rigorous preliminary and final reviews by the judges, 30 innovative applications with great potential were finally selected as winners of this award. They fully demonstrated



評審委員實地訪審
On-site review of judges.



經濟部林全能次長致詞

Vice Minister Lin, Chuan-Neng, delivered a speech.

the constant R&D and innovation momentum of Taiwan's SMEs. On November 22, 2021, we held a joint awards ceremony at the NTUH International Convention Center. Lin, Chuan-Neng, Vice Minister of the Ministry of Economic Affairs, presented the awards in person. In addition to re-upgrading the traditional manufacturing technology, the award-winning products, services, and technologies combined innovative technology and smart applications to fully demonstrate domestic SMEs' specific achievements of enhancing industrial competitive advantages and innovative development in various fields.

To continue the award-winning effect, we advised the winners of 2021 to exhibit their award-winning products, services, and technologies at the Innovation Pilot Pavilion at the 2021 Taiwan Innotech Expo at the Exhibition Hall 1, Taipei World Trade Center, from October 14-16, 2021. The exhibition was also held online simultaneously for the first time in response to the pandemic. As such, we assisted the 2020 award-winning companies in exhibiting their advanced technologies and application products, showcasing their innovative achievements, R&D experiences, and effectiveness, and increasing business matching opportunities, thereby creating an environment for technological advancement and exchanges.

國家人才發展獎 National Talent Development Awards



行政院政務委員林萬億（左五）、勞動部長許銘春（右五）與傑出個案獎 8 家得獎單位代表合影

Minister without Portfolio, Lin Wan-I, Executive Yuan (5th from left), Minister of Labor Hsu Ming-Chun (5th from right), and representatives of the eight winning companies.

為鼓勵企業團體積極培育優秀人才，將人力資本提升至智慧資本，進而帶動人才投資風潮與學習風範，引領人才發展的正向循環，自民國 104 年度起設立象徵我國人力資源領域首屈一指的尊榮獎項「國家人才發展獎」，其整合「國家人力創新獎」與「國家訓練品質獎」的人才創新發展與訓練品質提升精神，並與國際人資獎項評審指標接軌，以達成擴散人力資源發展領域卓越觀點及創新方法之外溢效果。

本獎項依事業單位與團體屬性設有「大型企業獎」、「中小企業獎」、「機關（構）團體獎」、「非營利團體獎」與「傑出個案獎」。本屆共計 116 個事業單位及機關團體報名參選，歷經資格審查、複審及決審等層層關卡檢視與考驗，評選出來自企業、工會、訓練機構等成效卓越之績優單位，於民國 110 年 12 月 29 日假台北晶華酒店盛大舉行頒獎典禮。

本年度獲獎單位不論在人才發展體系完整性、穩健度及績效連結與創新發展等皆有優異表現和人才發展特色，期盼透過得獎單位成功經驗的擴散，發揮標竿學習效益，促使我國各產業單位及機關團體對內刺激並活化人才、對外進而提升整體國家競爭力。

To encourage business groups to actively cultivate outstanding talents, upgrade human capital to smart capital, and in turn drive the trend of investment in talents and learning atmosphere, thereby creating a positive cycle of talent development, we established the "National Talent Development Awards" as the primary honorary awards in the human resources field in Taiwan. The awards have integrated the spirits of innovative talents development and training quality improvement under the "National Human Resources Development Innovation Prize" and the "National Quality Award," while well-aligned with the evaluation indicators of international human resources awards to promote excellent viewpoints in the field of human resource development and innovative approaches.

The awards are divided into "Large Enterprise Award", "SME Award", "Organization (Institution) Award", "Non-Profit Organization Award", and "Outstanding Case Award" according to the attributes of business entities and groups. A total of 116 business entities and groups signed up to participate in this year's election. After the qualifications review, second review, and final review, we selected outstanding companies, labor unions, and training institutions, and held a grand award ceremony at Regent Taipei on December 29, 2021.

This year's award-winning entities demonstrated outstanding performance and unique talent development features in terms of the integrity, robustness, linkage between performance and remuneration, and innovative development of the talents development system. We hope that the demonstration of the award-winning entities' successful experiences will serve as a role model to motivate business in various industries in our country to improve their internal talents development mechanism and foster the external national competitiveness.

總統盃黑客松



公民許願池記者會 - 國家發展委員會高仙桂副主任委員（左一）、行政院科技會報辦公室葉哲良執行秘書（左二）、行政院唐鳳政務委員（右二）共同線上正式啟動

"Citizens' Wishing Fountain" press conference: Kao, Hsien-Kuei (first from the left), Deputy Minister of the National Development Council (NDC); Yeh, Che-Liang (second from the left), Executive Secretary, Office of Science & Technology; Tang Feng (second from the right), Minister without Portfolio, Executive Yuan launched the press conference online together

為配合國家發展需求，驅動政策創新，「總統盃黑客松」以開放資料及數位科技為工具，徵集公部門、民間社群及黑客們，促進跨政府機關、跨領域及公私協力共創，共同加速公共服務優化及政府服務創新效率。

2021 總統盃黑客松國內以延續前一年奠基於聯合國永續發展目標，並納入臺灣韌性思維與智慧國家發展方案思考，以「永續 2.0- 韌性島嶼」為主題，競賽期間除拍攝徵件影片與外交學院實體推廣外，考量防疫採線上宣傳及活動，辦理線上公民許願、徵件記者會和徵件說明會等，工作坊更首度運用 Gather Town 平台，進行「線上及虛實整合」協作交流，深獲評委專家及團隊高度肯定。

國內松自民國 110 年 4 月起推動，共募集 153 個公民願望（較 109 年度成長 16%）、164 件提案，經過數月長征與疫情考驗，遴選出 5

隊獲獎卓越團隊與國際松卓越團隊，攜手於民國 110 年 12 月 26 日前進總統府接受蔡英文總統頒獎與勉勵。獲獎提案將具體落實於未來政策推動中，共同分享與解決人民關切的問題，期打造人民有感的政策服務並展現公私協力合作的韌性精神。



競賽宣傳 -109 年卓越團隊（臺灣好植地）於外交部外交學院參賽經驗分享

Competition promotion- a 2020 excellent team (Patch by Planting) shared its participating experience at the Institute of Diplomacy and International Affairs.

Presidential Hackathon



第二次工作坊 - 行政院沈榮津副院長聆聽提案團隊簡報與交流互動

Second workshop - Vice Premier Shen Jong-chin, Executive Yuan listened to the briefing and exchanged with the proposal team.

To meet the needs for national development and facilitate policy innovation, "Presidential Hackathon" gathers the public sector, private groups, and hackers to promote collaboration between various government agencies, fields, and public and private sectors by means of open data and digital technology to accelerate the optimization of public services and the efficiency and innovation of government services.

The 2021 Presidential Hackathon in Taiwan, building on the United Nations sustainable development goals adopted in 2020, adopted the theme of "Sustainability 2.0 - Resilient Island" based on Taiwan's resilience thinking and smart country development plan. During the competition

period, in addition to the shooting of a video to promote submissions and the physical promotion at the Institute of Diplomacy and International Affairs, we held the online Citizens' Wishing Fountain press conference, submission press conference, a submission briefing session due to the pandemic. The workshop adopted the Gather Town platform for the first time for online and clicks-and-mortar collaboration and exchanges, which has been highly recognized by the judges and the participating teams.

The 2021 domestic Hackathon was launched from April 2021, and a total of 153 citizen wishes (a 16% increase compared to 2020) and 164 proposals had been received. After months of competition and the challenges from the pandemic, five teams were selected as excellent teams and international Hackathon excellent teams and received the awards and encouragement from President Tsai Ing-Wen at the Office of the President on December 26, 2021. The winning proposals will be implemented in the execution of future policies, to share and solve citizens' concerns together, in the hope of creating tangible policies and services and showing the spirit of resilience through public-private collaboration.



線上徵件說明會 - 徵件提案與輔導機制說明

Online briefing for applications – explanation of application proposals and counseling mechanism.

第 20 屆新創事業獎

The 20th Business Startup Award



獲獎企業與經濟部次長林全能（第一排左六）及經濟部中小企業處處長何晉滄（第一排右六）合影留念

The winners took a group photo with Lin, Chuan-Neng (sixth from the left on the first row), Vice Minister of the Economic Affairs and Ho, Chin-Tsang (sixth from the right on the first row), Director-General of SMEA.

為營造優質創業環境，形塑臺灣成為創業型社會，經濟部中小企業處自民國 93 年舉辦本獎項，並由本會承辦至今，提供成立 5 年內之新創事業參選，以鼓勵各業界創新新創企業，發展具備優質營運模式之新創事業，樹立成功典範，提振創業家精神，帶動國內創新創業之風氣，為經濟注入活水。

其依產業屬性分為三大類組，分別為「科技產業組」、「創新傳產組」以及「創新服務組」。本屆共計 225 家企業參選，透過初審、決審委員專業嚴謹的審查，最終選出 20 家具發展潛力的新創企業，成為新創標竿。並於民國 110 年 11 月 22 日假臺大醫院國際會議中心舉行聯合頒獎典禮，由經濟部王美花部長親臨頒獎，今年 20 家獲獎企業中，涵蓋智慧交通、智慧醫療、教育娛樂等各項領域，充分展現臺灣新創量能。

本獎項迄今已邁入第 20 屆，累計獲獎企業共 292 家，存續率高達 84%，其中曾上市、上櫃、興櫃、創櫃或公開發行者有 35 家，充分展現獲獎企業優質的競爭實力並獲得市場高度支持，盼新創企業持續成長茁壯、成為創業典範，共同提升我國經濟實力，在國際大放異彩。

To create a high-quality entrepreneurial environment and shape Taiwan into an entrepreneurial society, SMEA has launched the award since 2004. We have been commissioned to host the event for startups that have been established for less than five years to participate to encourage startups in all industries to develop businesses with high-quality business models, establish a successful model, and boost the entrepreneurship, to facilitate domestic innovation and entrepreneurship, thereby bringing a new vitality to the economy.

It is divided into three categories according to the attributes of the industries, namely the "Technology Industry Group", the "Innovative Traditional Industry Group", and the "Innovative Service Group". A total of 225 enterprises participated in the selection this year. Through the professional and rigorous preliminary and final reviews by the judges, 20 startups with potential for furniture development were finally selected as the role models for startups. Then, we held a joint award ceremony at the NTUH International Convention Center on November 22, 2021. Wang, Mei-Hua, Minister of the Economic Affairs presented the awards in person. This year's 20 award-winning companies were from the fields, including smart transportation, smart medical care, and education and entertainment, and they fully demonstrated startups' capabilities in Taiwan.

This award has entered its 20th year, with a total of 292 award-winning companies whose survival rate was as high as 84%. Among them, 35 companies have been publicly listed on the Taiwan Stock Exchange, Taipei Exchange, the emerging stock market, the Go Incubation Board for Startup and Acceleration Firms, and public offered. This has fully demonstrated the award-winning companies' high competitiveness and the market's great support. It is hoped that these startups will continue to grow and become a model of entrepreneurship to jointly enhance our country's economic strengths and shine on the global stage.

企業輔導

SME Guidance & Assistance

- ▼ 創業輔導系列計畫
Entrepreneurial Guidance Programs
- ▼ 促進創新籌資商品化計畫
Project on Promoting Innovative Financing and Commercialization
- ▼ 加強投資文化創意產業實施方案文化內容投資計畫
Program to Increase Investments in Cultural and Creative Industries—Cultural Contents Investment Project
- ▼ 協助事業單位員工進修訓練系列計畫
Series Program to Assist Business Training
- ▼ 推動產訓認同與應用職能基準暨人才發展活動計畫
Projects for Promoting TTQS Identification, Occupational Competency Standards Application, and Talent Development
- ▼ 推動企業聘用運動指導員計畫
Program to Encourage Enterprises to Employ Sports Instructors
- ▼ 文化創意產業政策推動協力計畫
Program for Cooperation in Policy Promotion for Cultural and Creative Industries
- ▼ 青年壯遊點計畫
Youth Travel Spots in Taiwan Program
- ▼ 青年回鄉行動獎勵計畫
Program for Promotion and Guidance of Youths Returning to Rural Areas
- ▼ 雲世代小微企業數位轉型創新服務計畫
Cloud Generation Micro and Small Enterprise Digital Transformation and Innovative Service Plan Development Program

推動整合輔導資源，助企業提升競爭力

Promotion of the integration of counseling resources to help companies enhance their competitiveness

臺灣是一個中小企業蓬勃發展的國家，根據「2021年中小企業白皮書」資料顯示，2020年臺灣中小企業家數為154萬8,835家，占全體企業98.93%；中小企業就業人數達931萬1千人，占全國總就業人數的80.94%，顯見臺灣中小企業活力旺盛，更為我國經濟發展與就業環境帶來關鍵動能。

為扶植中小企業經營發展，本會多年來積極協助政府推動多項輔導計畫，以多元的創業課程，提升企業主經營管理能力，降低創業風險，並提供企業陪伴式諮詢輔導與創業貸款服務等，協助中小企業妥適運用政府輔導資源，解決企業經營困境。因應全球經濟情勢變化，政府積極推動新措施，內容涵蓋籌資、人才培育、文化創意及升級轉型等多層面政策，積極構築產官學及業界之緊密連結，凝聚各方共識，藉以促進中小企業健全發展，提升優質創業環境。

Taiwan is a country where SMEs are thriving. According to the 2021 White Paper on Small and Medium Enterprises in Taiwan, the number of SMEs in Taiwan in 2020 was 1,548,835, accounting for 98.93% of all enterprises; the number of people employed by SMEs reached 9,311,000, accounting for 80.94% of the country's total employment. This has indicated that Taiwan's SMEs are full of vitality and have built up momentum for our country's economic development and employment environment.

To support the development of SMEs, the NASME has actively assisted the government in implementing a number of counseling programs over the years, enhancing business owners' management capabilities, reduce entrepreneurial risks, accompany and provide enterprises with counseling and startup loan services, through a variety of entrepreneurial courses. This assists SMEs in using the government's counseling resources properly to resolve enterprises' business difficulties. In response to changes in the global economic situation, the government has implemented new measures actively, covering the aspects of fundraising, talent training, cultural creativity, and upgrading and transformation, to establish close ties between the industry, government, academia proactively, while building a consensus among all parties to promote the sound development of SMEs and enhance the high-quality entrepreneurial environment.

創業輔導系列計畫



顧問共識營 - 勞動部勞動力發展署桃竹苗分署賴家仁分署長與創業顧問團合影
Consultant Consensus Camp - Photo of Chia-Jen Lai, Head of Taoyuan-Hsinchu-Miaoli Regional Branch, Workforce Development Agency, Ministry of Labor with the entrepreneurial advisory group.

創業諮詢輔導服務計畫

「促進就業，勞動升級」為勞動部施政四大方向之一，創業協助亦為就業服務措施之一環，為讓勞工成功轉換跑道，本計畫秉持設立初衷，以「厚植創業力，提升勞參率」為計畫定位，透過「創業服務鐵三角」階段性課程、顧問諮詢陪伴及政策性貸款，輔以貸後追蹤關懷，提供民眾創業前、中、後期全程的輔導陪伴，俾提高創業成功機率，以創業帶動更多就業機會。



政策宣導
Policy promotion.

本會過去十餘年，即擔任全區彙管及輔導廠商，每年精進服務內容，包括維運 0800-092-957 全國免付費專線、設置在地服務據點，提供在地化服務，以一案到底精神，整合職業訓練、就業媒合與創業協助資源，提升服務綜效，促進勞動力發展；本計畫自民國 96 年起，全國已開辦創業研習課程逾 2 千多場，累計近 17 萬人次參與研習；在創業輔導方面，安排專業顧問進行創業諮詢輔導達 6 萬人次，同時亦創造 6 萬多個就業機會；在融資協助部分，統計辦理創業審查貸款已累計逾 1 萬 4 千件，通過件數近 9 千件次，核貸總額累積超過 50 億元。

此外，透過辦理鳳凰小聚活動，凝聚鳳凰社群情感；定期電話關懷追蹤，掌握申貸者營運狀況；媒合鳳凰商家參與國內外展覽，協助商品推廣行銷，期待透過知識加持、諮詢輔導、資金協助及後續關懷與行銷配套，全程陪伴鳳凰業主成長茁壯，協助微型企業永續經營。

科技社會創新促進價值躍升

本計畫以中小企業創業成長發展之願景，協助中小企業導入社會創新之意涵，對內可促進國內經濟、社會與環境的包容性成長，對外則實踐聯合國永續發展目標（SDGs），強化國際連結。

本會藉由「維運社會創新組織登錄資料庫」、「社會創新發展商業模式」及「辦理總統盃黑客松國際松」三項服務，鼓勵組織投入社會創新，並協助社會創新組織發展。相關內容及成效包含如招募 673 家社創組織依照「社會創新組織登錄原則」登錄於資料庫，俾利公眾瞭解其社會創新內涵，並提供諮詢輔導服務，陪伴輔導組織創新競爭能量；將社會創新重點數據及社會影響力測驗呈現於社會創新平台，俾利公眾檢視社會創新發展與投入情形，在防疫期間，以線上為主、線下為輔之雙軌方式，完成社會創新倡議活動，邀集政府部會及產業夥伴導入資源形成多元合作典範，近 13 萬人次線上收看；並透過社會創新服務共同供應契約採購，協助社會創新組織拓展政府採購通路；另辦理總統盃黑客松國際松競賽，透過數位科技應用和公私協力，建立全球夥伴關係，運用前述三大項服務引擎，奠定更加豐碩、創新、多元之社會創新組織發展環境與生態圈體系。

臺灣創業合作發展計畫

本計畫以 5 年內之新創企業、歷屆獲新創事業獎之企業為主，提供創業輔導服務，導入企業所需資源，並辦理媒合交流活動，推動新創事業擴展商機，且舉辦新創事業獎鼓勵新創精神。

110 年度共輔導 200 多家新創企業，因應數位科技大未來趨勢，串聯國際優秀人才與臺灣新創及企業交流，規劃並辦理「國際創業沙龍」、安排企業參加「2021 Meet Taipei 創新創業嘉年華」、「新創·創新·大南方」展覽盛會，以及自製 Podcast「週五來聊 BAR」節目共 3 季，協助中小企業面對產業競爭加劇與創新科技之衝擊，以及如何面對國際競爭等情況，進而促進國內產業國際化、全球化，以創造更優



辦理國際創業沙龍，邀請電動車相關產業一同與會探討臺灣商機

Electric vehicle-related businesses are invited to discuss business opportunities in Taiwan at the International Entrepreneurship Salon.



「永續金融力專題座談」與會者合影

Group photo of participants of the Sustainable Financial Power Seminar.

質的企業發展環境。在協助新創成長之餘，亦鼓勵優質營運模式之新創事業，依新創事業選拔要點辦理「第 20 屆新創事業獎」，經初、決賽委員評選出 20 家新創事業，表彰具典範之新創企業。

新北市幸福創業微利貸款計畫

新北市政府為促進在地就業、提升本市勞參力，以跨局處整合服務方式，於民國 97 年 11 月首創並推動地方創業服務「幸福創業微利貸款計畫」，協助市民與弱勢身分民衆創業，解決資金籌措與營運問題，期經濟自主並邁向新生活。

本會執行本計畫已有 13 年經驗，以有志創業者協助及中低收入戶創業貸款服務為主，提供五大創業措施：專人服務窗口及創業諮詢專線 (02-89692107)、免費創業研習課程及專家顧問諮詢輔導、市民獨享低利與優惠創業貸款、貸後經營關懷與資源轉介服務等。

110 年度更將市長新住民創業政策及疫情紓困列入重點：拜訪與結合新住民機關團體推動創業服務、開辦新住民創業課程優先班、進行新住民創業宣導等外；因應疫情推出「幸福創貸」利息補貼、本金及還款展期措施，目前已提供 73 位頭家即時協助，期藉由創業與紓困並進，一起挺店家，共度創業瓶頸與疫情難關！



新北市三重就業博覽會 - 創業顧問現場諮詢
Job Expo in Sanzhong, New Taipei City - on-site consultation services provided by entrepreneurship consultants.

110 年度開辦 5 場創業課程並培訓 200 多位學員；提供 224 位市民專業顧問諮詢輔導解決創業問題；協助 4 家企業順利取得低利貸款資金 92 萬元；提供貸後長期營運輔導及商品推廣機會，促進在地就業與發展機會。

臺北市融資貸款行政支援暨企業關懷輔導計畫

為強化中小企業經濟體質，提供營運所需資金，臺北市政府產業發展局與中小企業信用保證基金及台北富邦銀行共同合作，自民國 98 年起陸續開辦「臺北市中小企業融資貸款專案」及「臺北市青年創業融資貸款」，協助減輕中小企業經營及青年創業所面臨的資金融通壓力，進而促進產業發展並帶動經濟成長。

本會執行本計畫已有 12 年經驗，每年精進服務內容，包括滾動式修正融資貸款要點，因應疫情啟動融資紓困措施等，紓困期間中小企業原貸戶皆降息 1%、新貸戶利率為 0.92% 並享寬限期；另創建北市府產業融資服務官方智能客服 line 帳號，強化民衆申辦與諮詢便利度，快速獲得所需貸款專案的相關資訊。

110 年度共舉辦 22 場貸款審查會議，青年創業貸款申請件數共計 114 件，核准件數 82 件，核准金額 5,938 萬元；中小企業貸款申請件數



貸款廣宣說明會，與有需求民衆現場互動，即時諮詢，增加申貸動力

On-site interaction with people in need, and real-time consultation at a loan introduction seminar to increase their motivation for loan application.

共計 272 件，核准件數 185 件，核准金額近 1 億 5 仟萬元，並完成 135 家次創業貸款計畫書撰寫輔導教學以及 305 家次貸前（後）關懷訪視及輔導。歷年累計申請件數為 7,239 件，核准通過 6,145 件，通過率 84.8%，核貸金額共約 49 億元。

退除役官兵創業諮詢輔導服務計畫

為協助榮民（眷）與第二類退除役官兵降低創業風險，本計畫結合各區榮民服務處，盤點創業需求，建立輔導個案管控，安排顧問進行創業諮詢輔導，適時導入政府創業資源，辦理創業知能課程、創業座談及創業研習活動，協助事業穩定營運發展，同時透過電話追蹤關懷，檢視執行情形，完善輔導作為。

本計畫輔導共 1,000 人次，依個案創業狀態安排創業諮詢及診斷，一般性諮詢以初具創業動機及想法之未創業者為對象；另針對潛力型創業者規劃專案輔導診斷，客製化輔導方案，以解決創業過程中面臨之難題與瓶頸；另開辦創業知能課程，包含基礎及進階學程共 160 小時，精進財務、營銷及 BP 撰寫知識；

並於各地區榮服處辦理座談活動，與 19 區榮服處合作，邀請創業顧問專題演講，300 多人具創業意願之對象參與；辦理創業研習活動，提供企業觀摩及見習機會，透過顧問點評及企業經驗傳承，提升本計畫課程內容豐富度。

透過後續關懷追蹤，了解本年度共協助 35 名輔導個案從 0 到 1 完成創業夢想（包含完成工商登記或開業），亦協助個案參與政府獎項、補助或政策性貸款，其中 14 位申請人成功獲得合計新台幣 1,250 萬元貸款。



屏東縣榮民服務處 - 宋文龍老師輔導
Pingtung County Veteran Service Office – Counseling with Consultant Sung Wen-Lung.



創業座談會 - 台中榮民服務處
Entrepreneurship Seminar - Taichung City Veterans Service Center.

Entrepreneurial Guidance Programs



創業進階班導師與學員結訓合影

Group photo of teachers and students of the advanced entrepreneurship course.

Business Start-up Consultation Counseling Services Program

"Employment promotion and labor upgrade" is one of the four main directions of the Ministry of Labor's policy. Entrepreneurship assistance is also a part of employment service measures. To help workers to change their career paths successfully, this program, in alignment with the original intention, offers "entrepreneurial service triangle" courses, counseling services, policy loans, along with post-loan tracking and care services, in the spirit of "strengthening entrepreneurship and increasing the labor participation rate", to accompany and provide the public with counseling service before, during, and after starting a business. This will increase the chance of success in starting a business, thereby increasing employment opportunities.



創業課程上課情形

Entrepreneurship course.

For the past ten years or so, NASME has managed and provided counseling services to businesses, and has improved our services every year, including the national toll-free hotline: 0800-092-957 on operational issues and local service sites set up to provide localized services. We integrate vocational training, employment matchmaking, and entrepreneurial assistance resources, improve service synergy, and promote labor development to provide one-stop services. Since 2007, this program has offered more than 2,000 entrepreneurship training courses across the country, with a total of nearly 170,000 participants. In terms of entrepreneurship counseling, the professional consultants in this program have provided counseling services to up to 60,000 people, with more than 60,000 job opportunities created. In the aspect of the financing assistance, more than 14,000 startup loans have been reviewed and nearly 9,000 loan cases have been approved in the total amount of NT\$5 billion.

In addition, we held the Phoenix Gathering to strengthen the connections among the female entrepreneurs. We checked upon them by telephone to keep abreast of the female loan applicants' business operations, guided female entrepreneurs to participate in suitable domestic and overseas exhibitions to facilitate their product promotion and marketing, and helped them grow and thrive by

enhancing their knowledge, guiding them, funding them, and providing them with care and marketing approaches to assist their micro-enterprises in achieving sustainable operations.

Value Jump from Technological and Social Innovation

With the vision of SMEs' entrepreneurial growth and development, this program assists SMEs in introducing the connotation of social innovation, which can promote the inclusive growth of the domestic economy, society, and the environment internally, while implementing the United Nations Sustainable Development Goals (SDGs) externally to strengthen connections with the international community.

We encourage organizations to devote themselves to social innovation and assist social innovation organizations through the development of the three services of "social innovation organization registration database", "social innovation development business models", and "organizing the Presidential Hackathon, International". We recruited 673 social innovation organizations to register with the database in accordance with the social innovation organization registration principles to help the public understand the connotation of social innovation and provide guidance and counseling services, to accompany the organizations to innovate and compete. We presented the social innovation key data and



鳳凰小聚交流會「受疫情影響之微型企業因應對策」主題講座

Phoenix Project Exchange seminar on "countermeasures for micro-enterprises amid the impact of COVID-19".

social influence tests are presented on the social innovation platform to enable the public to review the development of and investment in social innovation. During the pandemic period, we adopted a two-pronged approach to complete a social innovation initiative online and offline and invited government departments and industry partners to introduce resources to form diverse collaboration models, with nearly 130,000 online viewers. We adopted social innovation services to provide contracted procurement services and assisted social innovation organizations in expanding government procurement channels. In addition, we organized the Presidential Hackathon, International, to establish a global partnership through digital technology applications and collaboration between the public and the private sectors. Through the three services above, we have established a more abundant, innovative, and diverse development environment and ecosystem for social innovation organizations.

Taiwan Entrepreneurship Collaboration Development Program

This program targets the startups that have been established for fewer than five years and have won the Business Startup Award in the past. It provides entrepreneurial counseling services, introduces the resources needed by the enterprises, and holds matchmaking and exchange activities to assist startups in expanding business opportunities, while hosting the Business Startup Award to promote the entrepreneurial spirit.

In 2021, this program assisted a total of more than 200 startups. In response to the future digital technology trend, we also connected international talents and Taiwan's startups and enterprises for exchanges, planned and organized the International Entrepreneurship Salon, and arranged enterprises to participate in the 2021 Meet Taipei—Start-ups for startups Tomorrow and the Startup · Innovation · Great South. Meanwhile, we produced three seasons of a Podcast entitled "Let's Talk on Friday Bar", to help SMEs face the intensified industrial competition and the impact

of innovative technology, and to respond to the international competition, thereby promoting the internationalization and globalization of the domestic industries in order to create a better environment for business development. In addition to assisting startups with business growth, we commend startups running on high-quality business models. We held the 20th Business Startup Award in accordance with the startups selection guidelines. The review committee selected 20 startups as startup role models.

New Taipei City Micro-Interest Loans for Happy Entrepreneurship Program

To promote local employment and enhance labor participation in New Taipei City, the New Taipei City Government has integrated services across different bureaus and offices. It initiated and launched the New Taipei City Micro-Interest Loans for Happy Entrepreneurship Program in November 2008 to assist citizens and disadvantaged people in starting businesses to solve their financing and operational problems, to support them to achieve economic independence and start a new life.

NASME has implemented this program for 13 years. We aim to assist aspiring entrepreneurs and provide entrepreneurship loans to low- and middle-income households. We provide five major entrepreneurship measures: a dedicated contact point and an entrepreneurship consulting hotline (02-89692107), free entrepreneurship training courses and counseling services provided by experts, low-interest and preferential entrepreneurship loans exclusive for citizens,



創業見習「體驗小農新鮮水果冰棒製程」
Startup Training – "fruit popsicle-making by small farmers".

as well as post-loan business care and resource referral services.

In 2021, we further included the New Taipei City mayor's new immigrants' entrepreneurship policy and pandemic relief as the key focus, including visiting and working with new immigrants' organizations to promote entrepreneurship services, offering entrepreneurship courses dedicated to new immigrants, and increasing new immigrants' awareness of entrepreneurship. Due to the pandemic, we provided interest subsidies and extended the principal repayment deadline under this program. So far, we have provided immediate assistance to 73 business owners. We will support the businesses through entrepreneurship and relief measures to overcome the bottleneck and get through the pandemic.

We offered five entrepreneurship courses and trained more than 200 trainees in 2021, provided professional consulting services to 224 citizens to solve their entrepreneurship problems, assisted four enterprises in obtaining low-interest loan funds of NT\$920,000 successfully, and provided long-term business counseling services and product promotion opportunities after loans were disbursed, thereby promoting local employment and development opportunities.

Taipei City Financing and Loan Administrative Support & Enterprise Care Guidance Program

To strengthen the economic foundation of SMEs and provide the necessary funds for their operations, the Department of Economic Development, Taipei City Government, the Small and Medium Enterprise Credit Guarantee Fund of Taiwan (Taiwan SMEG), and Taipei Fubon Bank have collaborated to launch the Taipei City SME Financing Loan Project and the Taipei City Youth Entrepreneurship Financing Loan, to help alleviate the financial pressures on SMEs and youth entrepreneurs to promote industrial development and drive the economic growth.

NASME has implemented this program for 12 years. We improve the services every year,



新北市政府就業處羅尹佑副處長（左三）拜訪板橋新住民家庭中心推動新住民創就業

Lo, Yin-Yu, Deputy Director of the Employment Service Office of New Taipei City Government (third from left), visited the Service Center for New Immigrant Families, New Taipei City, to promote employment for new immigrants.

including amending the financing loan guidelines flexibly and launching financial relief measures in response to the pandemic. During the relief period, the existing SME borrowers were entitled to the interest rate cut by 1%, and the interest rate for new borrowers was 0.92% with a grace period. Furthermore, we established a smart official Line account for customer services for this program to strengthen the convenience of loan application and consultation and quickly access the necessary information on the loan.

We held a total of 22 loan review conferences in 2021. We received a total of 114 applications for youth entrepreneurship loans and approved 82 cases in the total amount of NT\$59.38 million. Meanwhile, we received a total of 272 SME loan applications and approved 185 cases in the total amount of NT\$150 million. In addition, we guided 135 businesses to write entrepreneurship loan proposals and visited and guided 305 businesses before (after) the loans were disbursed. We have received 7,239 applications over the years and approved 6,145 cases in the total amount of approximately NT\$4.9 billion with an approval rate of 84.8%.

Veterans' Business Start-up Consultation Counseling Services Program

To assist the veterans (and their families) and the second-class veterans in reducing the risk of entrepreneurship, this program works with the veterans service centers in all districts to review veterans' entrepreneurial needs, establish

a case management and control mechanism, arrange consultants to provide entrepreneurial guidance and counseling services, and introduce government entrepreneurship resources in a timely manner, while offering entrepreneurship knowledge and skills courses and holding entrepreneurship seminars and activities to assist them with the stable operations and development of their businesses. In the meantime, we follow up on and care for them by phone and review the implementation to improve our services.

We have counseled 1,000 people in this program by arranging entrepreneurship counseling and diagnosis services according to the entrepreneurial status of each individual case. General counseling targets those who have not started a business but only have initial entrepreneurial ideas. In contrast, customized counseling and diagnosis services are provided to potential entrepreneurs to solve the problems and bottlenecks faced in their entrepreneurial process. Furthermore, we provided entrepreneurship knowledge and skills courses, including basic and advanced learning courses, for a total of 160 hours, to improve entrepreneurs' knowledge of finance, marketing, and business plan writing. Moreover, we held seminars at the service centers in various districts and collaborated with the veterans service centers in 19 districts. For these events, we invited entrepreneurial consultants to deliver keynote speeches with more than 300 participants willing to start a business. We also organized entrepreneurship activities to provide opportunities for visits to and learning from enterprises, while striving to enhance the diversity of the content of the courses under this program through consultants' evaluation and the feedback from enterprises.

We counseled a total of 35 cases to complete their entrepreneurial dreams from square one this year (including completion of business registration or starting of businesses) through follow-up and care, and we also assisted them in applying for government awards, subsidies, or policy loans. Among them, 14 applicants successfully obtained a total of NT\$12.5 million in loans.

促進創新籌資商品化計畫

Project on Promoting Innovative Financing and Commercialization



策略性投資人群聚 - 「讓他們來說話之貴人與我」由臺灣經濟研究院林欣吾副院長（右二）帶領貴賓綜合座談

Strategic investment gathering - "Let Them Speak - Benefactors and I", at which Lin, Hsin-Wu (second from right), Vice President of the Taiwan Institute of Economic Research, led a panel discussion.

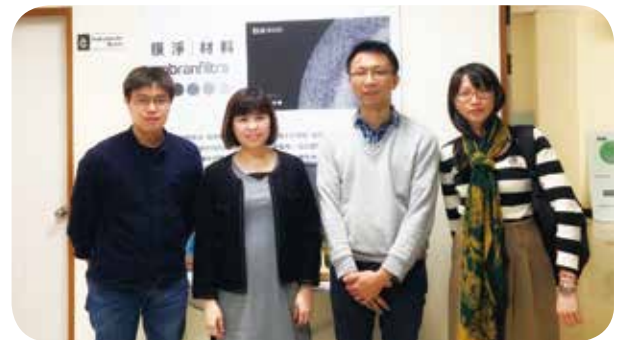
本計畫由經濟部推動，為整合國內外創新創業促進機構與策略投資社群連結平台，協助中小企業或新創業者取得市場驗證機會；同時讓中小企業或新創企業幫助傳統企業引入外部創新能量，在企業間相互合作關係下共同拓展市場、強化競爭優勢。

本會透過聚會活動之方式，收集業界相關建議，並規劃出今年主要工作項目：與國內外知名加速器、產學研鏈結中心、產業策略性補助計畫等單位及新創社群串接合作，運作推薦具潛力案源機制（包括實地訪視，至少 20 次），舉辦策略性投資人群聚，對外公告徵求創新案源，亦邀集相關業者或上下游通路業者加入，協助策略投資社群的形成，讓策略性投資者協助中小企業與新創業者強化其產品創新能力與擴大市場；同時，讓中小企業與新創業者的創新，協助策略性投資者強化其多角化經營策略。

The Ministry of Economic Affairs launched this program to integrate domestic and foreign innovative entrepreneurship promotion agencies and strategic investment community connection

platforms to assist SMEs or entrepreneurs in accessing opportunities for being recognized by the market. Meanwhile, SMEs or startups will be able to help traditional enterprises access external innovation, jointly expand the market, and strengthen the competitive advantages through the collaboration between enterprises.

Through the gathering, we collected relevant suggestions from the industries and set out the main tasks for this year, including collaboration with well-known accelerators, the Taiwan Startup Institute, industrial strategic subsidy programs, and other startup communities at home and abroad, operation and recommendation of case sources with potential (including at least 20 on-site visits), holding of strategic investor gatherings, public announcements of seeking innovative case sources, and invitation of relevant businesses or upstream and downstream suppliers to join to facilitate the formation of a strategic investment community, thereby allowing strategic investors to assist SMEs and startups in strengthening their product innovation capabilities and expanding the market. Meanwhile, such endeavors enabled SMEs and startups to innovate and allowed strategic investors to diversify their business strategies.



運作推薦具潛力案源機制 - 由 StarFab 劉晏蓉執行長（左二）訪視膜淨材料新創團隊

Recommendation of potential case mechanism – Visit to MBRAN FILTRA by Liu Yen-Jung, CEO of StarFab (2nd from left).

加強投資文化創意產業實施方案

文化內容投資計畫

Program to Increase Investments in Cultural and Creative Industries—Cultural Contents Investment Project



文化部部長李永得(中)，出席文策院投資大慕可可成立記者會，攜手影視與劇場人才，創造強強雙贏

Yung-Te Li, Minister of Culture (middle), participated in the press conference on the establishment of the Koko Entertainment with investment from the Taiwan Creative Content Agency in collaboration with film and theater talents to create a win-win situation.

文化部於民國 107 年度推出加強投資文化創意產業實施方案，預計將國發基金 100 億元中的 60 億元用於轉型升級投資文化內容，舉凡文化要素以文字、符號、圖形、聲音、影像等整合運用之技術、產品或服務，包括影視音、出版、ACG 產業等，皆為此次聚焦投資對象。為執行本計畫，俾對具專業經營能力之文化內容業者加強投資以促進產業發展，文化部特訂定作業要點，擴大民間投入，鼓勵金控、一般創投、平臺商、通路商、發行商等文化內容產業投資者，隨時可向主辦單位提出投資合作申請，共同投入資源，壯大文化內容產業規模。

憑藉過往服務實績，本會透過專業彙管服務強化投後管理、加值輔導加速被投資公司發展等兩大優勢策略進行工作展開，除建構投後管理各項作業機制外，並協助暢應主辦單位與投資夥伴、被投資公司，以為長期投資促進文化內容產業發展定良好基礎。

110 年度本計畫參與投資管理共 5 案，核定管理投資金額合計新臺幣 2 億 9,270 萬元。

The Ministry of Culture launched Program to Increase Investments in Cultural and Creative Industries program in 2018. It is estimated that NT\$6 billion out of NT\$10 billion of the National Development Fund will be used for the transformation and upgrade of cultural contents, including technology, products, or services that integrate cultural elements with characters, symbols, patterns, sounds, images in the film and television, publishing, animation, comics, and games (ACG) industries. To implement this program and strengthen investment in cultural content businesses with professional management capabilities to facilitate industrial development, the Ministry of Culture has particularly formulated the Guidelines on this program to expand private investment and motivate investors in the cultural content industry, such as financial holding companies, general venture capital, e-commerce, distributors, and publishers to submit applications to the organizer for investment collaboration to invest resources to expand the scale of the cultural content industry.

Building on the service performance in the past, we have worked on two major strategies for professional management services to strengthen post-investment management and value-added counseling to accelerate the development of the investees. In addition to establishing various operating mechanisms for post-investment management, we help communicate among organizers, investors and investees to lay a solid foundation for promoting long-term investment and developing the cultural content industry.

In 2021, this program participated in five investment management projects, with a total approved investment management amount of NT\$292.7 million.

協助事業單位員工進修訓練系列計畫



北分署 2 天 1 夜種子講師研習 - 上課情形

The Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch's two-day lecturer trainees seminar - lecture situation.

勞動部勞動力發展署提供多元的職訓方案，協助企業提升勞工職場能力、優化產業人才結構，並鼓勵企業辦理在職員工教育訓練，促進就業穩定及提升整體競爭力，本會長期辦理相關職訓計畫，如依企業就業保險人數不同所設立的「企業人力資源提升計畫」（簡稱大人提）、「小型企業人力提升計畫」（簡稱小人提）二項分別為補助型及輔導型計畫；另因特殊事故影響經濟環境所建立的穩定就業補助計畫，內容包含像是開辦因應貿易自由化影響則受理企業申請「充電起飛計畫」以及當企業遭遇重大災害、經濟景氣情勢驟變影響整體運作所提出的「充電再出發」計畫。



北分署 2 天 1 夜種子講師研習 - 企業與會者小組討論

The Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch's two-day lecturer trainees seminar - group discussion by participants from enterprises.

為有效推動並使計畫各階段執行順利，110 年度共辦理 3 場次工作協調聯繫會議，以利各分署能有效溝通執行業務達一致性，於新冠肺炎疫情期間快速調整計畫流程與應對措施，並有效掌握各計畫執行情況。另外，協助業務單位辦理職業訓練法相關條文專家諮詢會議，協助整合各方專家學者與各單位資訊，提供業務單位職業訓練相關條文修正與調整之作法與具體建議。

北基宜花金馬分署大人提及充電起飛計畫 110 年度審查通過共計 363 家，核定補助經費共計約 1 億 5,131 萬元，小人提企業輔導案數共計 536 案，課程核定經費共計約 5,555 萬元。另舉辦人資規劃研習及種子師資研習活動，集結人資夥伴們共同相互觀摩及交流學習。

桃竹苗分署大人提及充電起飛計畫，於計畫執行期間辦理各階段說明會、研討會、人才發展趨勢活動、以及安排成功案例專訪等，藉此與中小企業的業主和大型事業單位人資人員交換意見，協助企業持續投資人才培育。110 年度共計 216 家事業單位通過補助申請，核定補助經費共計約 7,400 萬元，小人提企業輔導案數共計 237 案，課程核定經費共計 1,880 萬元。

Series Program to Assist Business Training

The Workforce Development Agency, Ministry of Labor, provides diverse vocational training programs to assist enterprises in improving their employees' work abilities, optimizing the structure of talents, and encouraging enterprises to provide on-the-job training to promote employment stability and enhance overall competitiveness. NASME has long carried out vocational training programs, including the Corporate Human Resources Enhancement Program (referred to as the "Large Program") and the Small Enterprise Human Resources Enhancement Program (referred to as the "Small Program"), which are established according to the number of employees insured. The former is a subsidy program, while the latter is a counseling one. In addition, the Stable Employment Subsidy Program was established for the economic environment affected by special incidents, including the formulation of the "Multi-Beneficiary Vocational Training Program" program for enterprises impacted by trade liberalization, and the "Recharge and Restart Training Program" program when the company encounters major disasters or is impacted by sudden changes in the economic conditions.

To facilitate the implementation of the programs in all stages, a total of three work coordination meetings were held in 2021 for effective communication between branches to achieve consistency of business implemented. As such, the branches could adjust the planning process and countermeasures quickly during the COVID-19 pandemic and keep abreast of the implementation of all programs. Furthermore, we assisted business units in holding expert consultation meetings on provisions of the Vocational Training Act to assist in integrating information from experts and scholars and various units and provide practices and specific suggestions for the amendments and adjustment to relevant provisions of vocational training to business units.

The Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch Large Program and "Multi-Beneficiary Vocational Training Program" program reviewed and approved 363 businesses in 2021 with the total approved subsidy amount of roughly NT\$151.31 million. The "Small Program" counseled 536 businesses, and the total fund approved for the courses was roughly NT\$55.55 million. Moreover, human resources planning seminars and teaching trainee training activities were held to gather human resources partners to learn from and exchange ideas.

The Taoyuan-Hsinchu-Miaoli Regional Branch's Large Program and "Multi-Beneficiary Vocational Training Program" program held various introduction seminars, workshops, talent development trend activities, and interviews with successful cases during the implementation of the programs to exchange ideas with the owners of SMEs and human resources personnel at large businesses so as to invest in talent training continuously. In 2021, 216 business applications for subsidies were approved in the total amount of approximately NT\$74 million. There was a total of 237 business counseling applications under the Small Program were approved in the total amount of NT\$18.8 million.



第一次工作聯繫會議

First work communication meeting.

推動產訓認同與應用職能基準暨 人才發展活動計畫

Projects for Promoting TTQS Identification, Occupational Competency Standards Application, and Talent Development



勞動力發展署職能標準與技能檢定組組長謝青雲出席說明會鼓勵單位申請職能導向課程補助

Ching-Yun Hsieh, head of the Competency Standards and Skill Assessment Division, attended an introduction seminar to motivate businesses to apply for competency-oriented course subsidies.

提升勞動力素質，協助就業、支援產業所需勞動力，其關鍵就是職能力，亦即職能，職能是單位組織人才發展的關鍵競爭條件，對此勞動部勞動力發展署辦理，促成產業、企業與訓練夥伴實際多元應用職能基準。

本會透過結合民間專業單位與相關產業組織共同推動職能基準應用，邀集國內相關產業團體組成「金屬產業」、「ICT 產業」、「機械產業」、「塑膠產業」5 個產業職能推動中心，與各產業單位透過策略聯盟方式辦理 50 場次職能應用活動，推動超過 1,000 人次參與，獲得 325 個來自企業、大專校院、產業公會等單位認同並應用職能基準；此外為協助企業培育職能應用人才，進而將職能與內部應用，並於北、桃、中、南分別辦理 12 梯次職能分析、訓練規劃與評量以及 iCAP 職能導向申請認證實作班等 3 項職能導向課程，培訓 302 位推動職能基準發展所需之專業人員；並持續辦理發展職能基準與職能導向課程補助計畫相關作業，鼓勵相關單位以職能為導向的應用發展，更協助並輔導 24 項計畫申請職能導向課程補助。

The key to improving the quality of the labor force, facilitating employment, and supporting the labor required by the industry is competency. As competency is the key to an organization's talent development, the Workforce Development Agency has striven to facilitate the practical application of diverse competency standards by industries, enterprises, and training partners.

NASME has worked with the private, professional entities and relevant industrial organizations to jointly promote the application of the competency standards and invited relevant domestic industrial groups to form five industrial competency promotion centers, namely the metal industry, the ICT industry, the machinery and the plastics industry. We also held 50 competency application activities through strategic alliances with more than 1,000 participants; as a result, 325 enterprises, colleges and universities, industry associations recognized and applied the competency standards. In addition, to assist enterprises in training competency application talents to, in turn, apply competency internally, we offered 12 competency analysis, training planning, and evaluation sessions and iCAP competency-oriented certification hands-on courses in northern, central, and southern Taiwan as well as Taoyuan, respectively. We trained 302 professionals needed to promote the development of the competency standards, while continuing to conduct tasks related to the development of the competency standards and the competency-oriented course subsidy programs, to encourage relevant entities to develop competency-oriented applications, and assist and guide 24 applications for the competency-oriented course subsidies.

推動企業聘用運動指導員計畫

Program to Encourage Enterprises to Employ Sports Instructors



成果交流茶會暨企業聘用運動指導員表揚活動 - 教育部林騰蛟次長致詞

Results exchange tea party and recognition event for companies hiring sports instructors – speech by Lin Teng-Chiao, Administrative Deputy Minister of Education.

教育部體育署自 107 年度起辦理本計畫，提供企業與運動人才專屬媒合平台，並規劃企業補助方案，另開辦運動名人 / 大使講座、科技體適能檢測等，協助企業員工發掘運動動機與重視運動健康，同時結合輔導諮詢服務，予以全方位的支援。因應疫情環境變化，110 年度首次辦理線上媒合會，跨越時間及地點限制，加速企業與人才媒合。而為精進運動指導員運動指導實務，辦理「國民體適能指導員」證照推廣活動，宣導官方認證之專業證照，期以將正確運動觀念及新知帶入企業，帶動全民運動風氣。

110 年度共計輔導企業聘用 51 名運動指導員，補助企業辦理近 200 項員工運動活動，近 5 萬人次參與，提供 50 家次企業與運動指導員輔導諮詢服務，以及增能課程計 177 人參訓。為使更多企業響應參與，於民國 110 年 11 月 16 日假台北喜來登大飯店辦理「成果交流茶會暨企業聘用運動指導員表揚活動」，透過企業代表分享實績案例，期以帶動職工運動發展模式，將運動好人才推薦給企業，並由體育署頒發感謝獎座予參與企業，鼓勵企業持續發掘運動人才與發展企業運動文化。

The Sports Administration, Ministry of Education, has implemented this program since 2018 to provide an exclusive matchmaking platform between enterprises and has planned subsidies to enterprises. It also organized sports celebrity/ambassador seminars and fitness testing by means of technology to motivate employees to exercise and attach importance to their health, while providing counseling services, to provide all-around support. In response to changes in the pandemic environment, we held an online matchmaking meeting for the first time in 2021 to transcend the limitations of time and space while speeding up the matchmaking between enterprises and talents. To improve the practical guidance by sports instructors, we held the Fitness Instructor License promotion activities to promote the professional license recognized by the government to convey correct exercise concepts and new knowledge to enterprises and foster the national fitness atmosphere.

In 2021, we guided enterprises to hire a total of 51 sports instructors and subsidized enterprises to hold nearly 200 employee sport activities with nearly 50,000 participants, while providing 50 enterprises and sports instructors with counseling services, and 177 people participated in empowerment courses. To motivate more enterprises to respond and participate, we held the achievement presentation and exchange tea party and commendation for enterprise recruitment of sports instructors at the Sheraton Grand Taipei Hotel on November 16, 2021. We hoped that corporate representatives' sharing of their practical cases would lead to establishing an employee exercise model, and recommending great sports talents to enterprises. The Sports Administration presented the appreciation awards to the participating enterprises to encourage them to continue to explore sports talents and develop corporate sports culture.

文化創意產業政策推動協力計畫

Program for Cooperation in Policy Promotion for Cultural and Creative Industries



文創發展司副司長（前排左二）一同參與文創媒合會，鼓勵業者進行產業間的交流與合作

Deputy Head of the Cultural and Creative Development Department (second from left in the front row) participated in the cultural and creative industry matchmaking conference to encourage exchanges and collaboration between businesses.

為扶植我國文化創意產業，本計畫邀請各領域之專家顧問，依業者營運屬性、企業發展階段及專案計畫需求等項目，提供整合性諮詢服務；並透過專家諮詢評估，找出具產業潛力個案進行至少半年持續追蹤之陪伴輔導，串接文化部各項獎補助與投融資等相關政府機關資源運用，協助所需業者尋求管道與方法，逐步成長，形成亮點。

本計畫共輔導 60 家文創業者，輔導期間由本會轉介相關輔導資源，協助業者降低資訊蒐集成本、效率完成營運計畫書之撰寫，以提高獲取資金機會，並依媒合型不同，共計促成 29 家次合作案，包含協助申請政府獎補助及投融資資源、參與政府機關獎項 / 競賽、通路 / 策展空間媒合促成文創業者交流合作等。

另為協助優質文創業者解決資金及通路不足等困境，本計畫亦辦理文創企業參訪活動及文創產業媒合會，邀請前開業者以及對文創產業有興趣的投資商與通路商，藉由活動的交流，將彼此有限的資源整合，加速新興業者營運發展，進而豐富文創產業多元生態系。

To support Taiwan's cultural and creative industry, this program invited experts and consultants in various fields to provide integrated consulting services according to the business attributes of each enterprise, the development stage of the enterprise, and the needs of each project. Experts conducted evaluations to identify cases with the industrial potential to follow up on and counsel them for at least half a year. Meanwhile, the Ministry of Culture's various awards and subsidies were linked. Relevant government agencies' investment and financing resources were adopted to assist the businesses in need in seeking channels and methods to gradually grow and develop their own characteristics.

This program counseled a total of 60 entrepreneurs in the cultural and creative industry. During the counseling period, NASME referred to relevant counseling resources, to help businesses reduce the information collection cost, complete the writing of business plans, and improve the chance of being funded. Moreover, we helped a total of 29 collaboration projects, including assistance in applying for government award subsidies and investment and financing resources, participating in government agencies' awards/competitions or distribution channel/exhibition space matchmaking to foster exchanges and collaboration between entrepreneurs in the cultural and creative industry.

Moreover, to assist high-quality cultural entrepreneurs in addressing problems of insufficient funds and distribution channels, this program organized visits to cultural and creative enterprises to learn from them and cultural and creative industry matchmaking meetings, to which said enterprises and investors and distributors who are interested in the cultural and creative industry were invited. They integrated limited resources through the exchange activities to accelerate the operation and development of emerging businesses, and thereby diversified the ecosystem of the cultural and creative industry.

青年壯遊點計畫

Youth Travel Spots in Taiwan Program



教師一日體驗營(北區)-基隆海洋壯遊點, (前排左二) 青年署國際及體驗學習組副組長王少芸

Shao-Yun Wang (second from left in the front row), deputy head of the International and Experiential Learning Division of the Youth Development Administration at the One-day Teacher Experience Camp - Keelung Ocean Travel Spot, northern Taiwan.

教育部青年發展署為鼓勵青年走出戶外，自民國 98 年起與非營利組織及大專校院於全國各地合作建置青年壯遊點，辦理以文化、部落、生態、農村、漁村、志工、體能等七大類型為主題之體驗學習活動，提供青年全年度常態性且深度的在地服務，同時透過本計畫與學校正規教育銜接、相輔相成，鼓勵青年學子從中探索認識自我、體驗人生多元面向及認識在地特色與故事，進而養成獨立人格、培養團隊合作、解決問題等多元能力。

110 年度全台共設置 73 個青年壯遊點，為提供壯遊點營運過程所需之諮詢診斷與建議，配置實驗青年壯遊點年度培力業師，安排培力諮詢服務；另為推動戶外教育落實向下扎根，除辦理戶外教育優質教案徵集外，與青年壯遊點合作於北、中、南三區辦理教師一日體驗活動，共 45 位高中職教師參與；為建立青年署與青年壯遊點之交流平臺，擴展組織間之合作聯繫，強化各青年壯遊點之營運品質，辦理青年壯遊點共學坊進行學習體驗。

透過各項協助青年壯遊點營運之活動辦理，搭配主題影片拍攝、網紅體驗、Podcast 活動分享、官網及粉絲專頁等行銷宣傳，吸引更多青年朋友參與青年壯遊點辦理之各項活動，壯遊臺灣建構自己的色彩地圖。

To motivate young people to go outdoors, the Youth Development Administration, Ministry of Education, has collaborated with non-profit organizations and colleges and universities across the country to establish youth travel spots and organized experiential learning activities in the cultural, tribal, ecological, rural village, fishing village, volunteering, and physical fitness aspects to provide regular and in-depth local services to young people throughout the year. Meanwhile, this program is connected to formal academic education to encourage young students to explore and know themselves better, experience the multiple aspects of life, and learn more about local characteristics and stories, thereby developing an independent personality, teamwork, problem-solving skills, and other diverse abilities.

In 2021, a total of 73 youth travel spots were set up in Taiwan. To provide consultation services and advice required for the establishment of the spots, we appointed annual training consultants for the experimental youth travel spots and arranged training consultation services. Moreover, to further promote outdoor education, we solicited high-quality outdoor education teaching plans. We organized one-day experience activities for teachers in northern, central, and southern Taiwan, with a total of 45 senior high school and vocational school teachers participating. We also organized youth travel spot co-learning workshops to establish an exchange platform between the Youth Development Administration and the youth travel spots, expand the collaboration and ties between organizations, and strengthen the operational quality of each youth travel spot.

In addition, we held various activities to assist the operation of the youth travel spots, shot thematic videos, invited Internet celebrities, shared this program on a Podcast, official website, and the Facebook fan page to attract more participants for the various activities organized under this program so they can travel around Taiwan to piece together a colorful map unique to their own.

青年回鄉行動獎勵計畫 Program for Promotion and Guidance of Youths Returning to Rural Areas



行政院農委會水土保持局王智緯科長與提案青年陳俞安及夥伴合影

Group photo of Chih-Wei Wang, Division Chief, Soil and Water Conservation Bureau, Council of Agriculture, Executive Yuan, Yu-An Chen, the proposal representative of young people, and her partners.

行政院農業委員會水土保持局為鼓勵青年提出具有實驗性或創新性的技術工法、教育服務、行銷或科技等創新計畫構想，以解決改善農村生活、環境、產業、教育及就業等問題，達青年返鄉並服務農村，創造農村三生新價值之目標，特委由本會辦理本計畫。

本會藉由知名業師與專家擔任實地輔導與企業資源串接等，讓青年的回鄉計畫更完善落實。同時也積極推動「臺灣百草聯盟」及「青年專長互惠聯盟」等主題策略聯盟讓青年彼此合作建立品牌形象，為往後產品上架通路建立根基，也為農村的永續發展帶來更多可能性。

110 年度參與青年達 90 位，本計畫輔導次數達 250 次以上，內容包含線上課程，座談會及擺攤活動。另外，配合疫情將徵件說明會暨提案工作坊改為線上方式進行，報名效益更佳，總人數超過 337 人參與，提案數更達 220 件。透過上述多元的資源連結更多回鄉青年，作為其創新構想及商業模式的最佳輔助，建立農村在地永續發展及人才培育，活化農村經濟及勞動力。

The Soil and Water Conservation Bureau has commissioned NASME to implement this program to encourage young people to come up with experimental or innovative technical engineering methods, educational services, or innovative marketing or technology plans and ideas to solve the problems of the quality of life in rural areas, the environment, industry, education, and employment, and, in turn, return to their hometowns and serve the rural areas while creating new values of production, ecology, and life in the rural areas.

We appointed famous consultants and experts to counsel young people on-site and connect with corporate resources to implement this program more completely. Meanwhile, we promoted strategic alliances, including the Taiwan Baicao Alliance and the Youth Expertise Mutual Benefit Alliance, for young people to work together to build brand images, lay a foundation for product launch channels in the future, and create more possibilities for sustainable development of rural areas.

In 2021, up to 90 young people participated in this program. We provided counseling services more than 250 times, offering online courses and holding seminars and young people's markets. Moreover, we held the program introduction seminar and proposal workshop online due to the pandemic, and more people signed up. The total number of participants exceeded 337, and the number of proposals reached 220. We connected with more young people to return to their hometowns through the above-mentioned diverse resources as the best support for their innovative ideas and business models, foster sustainable rural development and talent cultivation, and revitalize the rural economy and workforce.

雲世代小微企業數位轉型創新服務計畫

Cloud Generation Micro and Small Enterprise Digital Transformation and Innovative Service Plan Development Program



左營舊市美場域交流活動
Zuoying, Just Beauty Exchange Activity.

為提升我國小微型企業數位工具運用能力，經濟部中小企業處依不同數位程度及需求進行分級的輔導。期望藉由本計畫協助強化小微型企業數位應用拓展通路，導入雲端工具提升營運效率，進而協助企業達到數位優化之目標，朝數位轉型之路邁進。

本計畫推動策略從在地數位培能開始，透過數位評量前測結果，規劃小微企業培育課程，掌握雲端解決方案之應用技能。接著導入數位增值服務，依小微企業痛點需求輔導及選用雲端解決方案，朝數位轉型之路邁進，再來嫁接市場通路拓銷，與虛實通路 / 平台洽談專案合作，媒合小微企業上架實戰，最後以數據商機掌握，期望運用數據分析消費者樣貌需求、營業資訊，打造靈活採購與精準行銷的商業模式。

今年度共計 7,000 家小微型企業完成數位能力評量，規劃線上影音課程，累積培訓 5,307 家次觀看次數，並協助 36 個場域，合計 768 家企業導入雲端解決方案，更因應疫期，以線上互動課程方式，培訓 565 家店家掌握電商通路，120 家店家自主上架電商平台拓展虛擬通路。

To enhance the small and micro enterprises' capabilities to apply digital tools in our country, the Small and Medium Enterprise Administration, Ministry of Economic Affairs, provides guidance according to different digital capability levels and needs. It is hoped that this program will help small and micro enterprises strengthen their abilities to adopt digital tools to expand their distribution channels, introduce cloud tools to improve operational efficiency, and help enterprises achieve the goal of digital optimization to move toward digital transformation.

The strategy for implementing this program starts with local digital training to enable participants to master the skills of applying cloud solutions through the pre-test results in a digital assessment and planning of small and micro enterprise training courses. We then introduced digital value-added services, and counseled small and micro enterprises and chose cloud solutions according to their needs to move toward digital transformation. Later, we matched them up with market channels to expand their sales and negotiated collaboration projects with virtual and physical channels/platforms and finally seized the business opportunities with data, with the aim of analyzing consumer groups and their needs and business information to create a business model for flexible procurement and precision marketing.

This year, a total of 7,000 small and micro enterprises completed digital capability assessments. We planned online video courses with 5,307 views and assisted 36 sites with a total of 768 enterprises to introduce cloud solutions. In response to the pandemic, we adopted online interactive courses to train 565 businesses to keep abreast of the e-commerce channels and 120 businesses to independently launch their business on the e-commerce platforms to expand their virtual channels.

人才培育

HR Cultivation and Development

- ▼ 二代傳承系列活動
New Generation Succession Activities
- ▼ 全民外交研習營
Public Diplomacy Seminars
- ▼ 農業培訓系列計畫
Agricultural Training Activities
- ▼ 海外僑臺商組織幹部培訓線上直播課程
Online live streaming training courses for leaders of overseas ethnic-Chinese and Taiwanese business organizations
- ▼ 數位青年轉型種子賦能計畫
The Project for Empower Youth with Digital Capabilities

翻轉能力新轉型，增強人才競爭力

New Transformation of Abilities to Enhance Talents' Competitiveness

現今正處於全球化的競爭時代中，中小企業為因應國際環境、科技及經濟等不同因素的改變，勢必需要持續追求調整與創新。為因應內、外部因素的變化，企業人才更是需要持續不斷磨練成長，強化各項專業能力，就像是栽種農作物需要提供水與肥料來細心灌溉，讓作物持續成長茁壯，人才培育的模式亦是相同，增加新的知識與技能，企業人才更能夠在轉型升級的過程中，幫助企業成功達成目標。

本會秉持著促進我國中小企業人才競爭力的目標，與時俱進的辦理諸多培訓課程，如：「二代大學」、「新一代企業家研習營」、「創業大學校 - 企業傳承培訓課程」傳承經營經驗；與大專院校合辦「全民外交研習營」讓全民外交從國家棟樑做起；從「農業培訓系列計畫」、「數位青年轉型種子賦能計畫」結合與時俱進的數位資源翻轉增加新型態專業能力；辦理「海外僑臺商組織幹部培訓線上直播課程」強化僑臺商組織的危機管理與緊急應變能力。

In the era of global competition today, SMEs must continue to make adjustments and innovate in response to changes in the international environment, technology, and global economy. To respond to changes in internal and external factors, enterprises' talents urgently need to continue to hone their abilities and strengthen various professional capabilities. Talents training is like planting crops. Enterprises need to water the crops and use fertilizer, so that the crops will continue to grow and thrive. With the training of new knowledge and skills, the talents can help enterprises achieve their business goals successfully during the process of transformation and upgrading.

Upholding the goal of increasing the competitiveness of domestic SMEs' talents, NASME has offered many training courses to advance with the times, including "New-Generation University", "New-Generation Entrepreneur Camp", and "Great Entrepreneurship Academy-Business Succession Training Course". We also co-held the "Public Diplomacy Seminars" with universities and colleges to enhance our young people's abilities in national diplomacy. Meanwhile, to cultivate new professional capabilities, we implemented the Agricultural Training Series Program and the Digital Youth Transformation Seed Empowerment Program and digital resources that keep pace with the times. We also launched the online live streaming training courses for leaders of overseas ethnic-Chinese and Taiwanese business organizations to strengthen their crisis management and emergency response capabilities.

二代傳承系列活動



二代大學第四屆畢業暨第五屆開學典禮，全體師生、學長姐合影

A group photo of all teachers, students, and alumni at the 4th class graduation and 5th class opening ceremony of the New Generation College.

根據 2021 年中小企業白皮書統計，中小企業經營 10 年以內者僅 48.32%，進出市場頻繁、永續經營不易。創一代在企業經營上嶄露頭角，然而接班議題卻接踵而至。本會理事長李育家觀察到，父執輩要傳給後代勢必有許多問題產生，家族內部需達成接班共識，且股權集中、充分授權；企業則需審度時局、兼顧利益平衡，創造價值從而轉型升級，成功接班傳承、永續經營。本會為協助傳遞企業永續精神，孕育接班即戰力，打造接班共學系列 3 項獨立品牌，「中小企業傳承培訓班」串聯政府資源，短期培訓基礎經營概念，啟動企業思考接班傳

承；「二代大學」打造 CXO 策略業師團，針對接班成熟度高的家族企業接班人，進行一對一養成輔導；「新一代企業家研習營」提供主題式培訓，協助掌握企業經營技能、趨勢課題，化為企業具體發展方針，形塑國內獨有的共學生態系。

創業大學校「企業傳承培訓課程」

自民國 103 年起經濟部中小企業處開始推動中小企業傳承培訓班至今已邁入第八屆，110 年度課程延續「共學、共享、共創雙贏」精神，共培訓 72 位中小企業接班人、接班團隊與專業經理人，培訓課程中融入傳承關鍵、一二代對談、數位轉型與工具運用、團隊共識與衝突管理，打造互動式教學模式，以情境式課程創造學習最大效益，藉此強化跨業交流、資源鏈結與合作創新之契機，並且建構企業傳承的制度，協助中小企業累積永續經營量能，降低營運風險，提升競爭優勢，創造共贏世代。



每月舉辦業師小聚活動，傳授業師專業領域中的經驗

A small gathering of consultants was held every month to share their experiences as consultants.

二代大學

民國 107 年，在李育家理事長推動下，經由與各方專家與眾多業師的研議，本會成立二

代大學，以專屬教練的概念，禮聘曾擔任過、甚至現任國際級企業的 CXO 們組成策略導師團，以專屬接班人的外部決策小組概念，運用實務經驗協助二代們檢視現有企業經營問題，並提供各項建議及資源導入，期望能協助父執輩及接班子女順利完成傳承，帶入創新轉型的資源，讓用心經營的企業走得更長遠。

二代大學開辦至今已第五屆，業師團亦擴增至 24 位，包含第五屆學員已累計 81 位優秀二代加入，為每位二代配對專屬策略導師，於當年度進行量身訂做的個人化深度輔導；此外，每月亦策劃「業師小聚」、「私人董事會」、「企業參訪」等共學活動，打造獨特的交流平臺與生態體系，協助每位學生創造足以讓家族企業轉型、升級的具體戰功，達到跨界與跨域人脈鏈結，並為本會在二代中建立良好品牌形象及深刻影響力。

新一代企業家研習營

由本會主辦的「新一代企業家研習營」開辦至今已邁入第 13 年，培育逾千名的企業二代，其中不乏股票上市櫃公司、海外台商、以及經營 60 年以上的跨三代企業；課程藉由 4 天 3 夜的活動以培訓基本接班知能，從團隊溝通、

人才招聘技巧到數位轉型，全方面強化企業二代在開創新局時所需的核心能力，藉由多年來的系統化訓練，打造一座跨越接班斷層的橋樑，和企業二代們共譜企業嶄新藍圖。

110 年度共辦理一期新一代企業家研習營，培訓近 30 名企業二代，課程邀請知名企管及人力資源專家蒞臨授課，安排參訪「國家磐石獎」第 29 屆得獎企業「源友企業股份有限公司」，以及廣達旗下堅實研發團隊「達明機器人股份有限公司」，觀摩中小企業最高榮譽的國家級獎項企業，和全球市佔率第二的協作型機器人智慧視覺系統先驅，並邀請歷屆學長姐及二代社群交流分享接班歷程及數位創新，為中小企業第二代培訓即戰力。



傳承班課程 - 學員進行個案分析討論

Succession Training Course – Students engaged in case studies.



傳承班課程 - 施振榮 董事長 (右五)、胡劍銘 營運長 (右四) 開心與學員們合影

Succession training course - Stan Shih (fifth from right), Chairman of Acer Inc., and Chien-Ming Hu (fourth from right), Chief Operating Officer, took a group photo with the participants happily.

New Generation Succession Activities



帶領二代學員至典範二代企業參訪，交流彼此心得

Taking students of the second generation to visit exemplary second-generation companies and exchange views.

According to statistics from the 2021 White Paper on Small and Medium Enterprises in Taiwan, only 48.32% of SMEs have been in business for 10 years or less. With the frequency of SMEs entering and exiting the market, long-lasting business has proven difficult. As the younger generation is moving up in the world, obvious succession issues are emerging. Li Yu-Chia, the Chairman of the Association, noticed that there are always problems when fathers come to pass their inheritance on to the next generation. To address these issues, enterprises must reach a consensus on succession within the family with concentrated equity and full authorization. Enterprises must take into account the times in order to balance interests, create value and transform and upgrade, so that their business can be passed down for sustainable management. In an effort to convey the spirit of corporate sustainability and successor nurturing, we have created three independent brands in the Succession Learning Series: "SMEs Succession Training Courses," which is a short-term training course, using the government's resources to develop basic management concepts in order to initiate the enterprise's thoughts on succession; "New Generation College" – A strategic team of CXOs (Chief Experience Officer), who possess a high

degree of maturity regarding succession, is created to perform one-on-one guidance on family business successors; and "New Generation Entrepreneur Camp" – where themed training is provided to help the successor master the required business management skills, as well as trends and issues, and transform them into an enterprise's specific business direction. This approach has shaped a unique joint-learning system in Taiwan.

Great Entrepreneurship Academy - Enterprise Succession Training Course

Since the Small and Medium Enterprise Administration, Ministry of Economic Affairs launched the succession training course in 2014, eight sessions of the course have been offered. The 2021 course, in alignment with the spirit of learning together, sharing, and creating a win-win outcome, has trained 72 SME successors, succession team members, and professional managers. This training course incorporates the topics of the succession key, dialogs between two generations, digital transformation and tool application, and team consensus and conflict management. Based on an interactive teaching model, this course adopts a scenario-based teaching approach to maximize the learning effect. As such,

this will increase opportunities for exchanges, resource connection, collaboration, and innovation across different fields, build a business succession system to help SMEs develop the capability of sustainable development, reduce operational risks, enhance competitive advantages, and create a win-win outcome for both generations.

New Generation College

In 2018, promoted by Yu-Chia Li, Chairman of NASME, the New Generation College was founded by the NASME through discussions with experts from various fields and many consultants. Based on the concept of exclusive coaches, we hired chief experience officers (CXOs) who worked or are working at international companies to form a strategic mentor team. It functions as an external decision-making team exclusive to each successor. It assists the second-generation business owners in reviewing the existing business problems and provides them with various suggestions and resources to complete the succession process smoothly, while including innovative transformation resources, to enable excellent enterprises to operate sustainably.

The Second Generation College has entered its fifth year, and the consultant team has grown to 24 members. Meanwhile, a total of 81 outstanding second-generation business owners have enrolled in the fifth class of this program. Each second-generation business owner is assigned with an exclusive strategy mentor, who provides tailor-made and personalized in-depth counseling service



由學員輪流提案進行的私董會，於防疫期間採網實共學模式辦理

Via online co-learning, private board meetings are held where students take turns to submit proposals during the pandemic

throughout the year. In addition, we arrange monthly co-learning events, including "Consultant Gatherings", "Private Board of Directors", and "Company Visits", and create a unique exchange platform and ecosystem to train participants to be able to transform and upgrade their family businesses, while establishing a network of contacts across different fields and enabling NASME to develop a positive brand image and profound influence for the second-generation business owners.

New-Generation Entrepreneur Camp

The New-Generation Entrepreneur Camp organized by the NASME has entered its 13th year and has trained more than 1,000 second-generation business owners, including publicly listed companies, overseas Taiwanese companies, and companies in business for more than 60 years three generations. Through the four-day courses, we trained the participants' basic succession skills, from team communication, talent recruitment skills to digital transformation, to strengthen their core competencies in all aspects required for succession. Through years of systematic training, we have built a bridge across the gap of succession to set out a new blueprint for operation with second-generation business owners.

In 2021, we held a New-Generation Entrepreneur Camp to train nearly 30 second-generation business owners. We invited well-known business management and human resources experts to give lectures and arranged a visit to Yeuan Yeou Enterprise Co., Ltd., an award-winning company at the 29th National Award of Outstanding SMEs, and Techman Robot Inc., a strong R&D team under Quanta Computer Inc., to learn from the company that won the most glorious national award for SMEs and the pioneer in collaborative robot smart vision system with the second largest market share in the world. Furthermore, we invited previous participants and the Second Generation College community to share their succession processes and digital innovation experiences, thereby strengthening the second-generation SME business owners' competitiveness.

全民外交研習營 Public Diplomacy Seminars



社會菁英班 - 台南國際青年商會陳柏秀大使講課
Social Elite Course - Lecture delivered by Po-Hsiu Chen, ambassador of Taiwan Junior Chamber, Tainan.

外交部外交及國際事務學院為提升國人外交實務知能，瞭解我國當前外交處境，積極推動國人主動參與國際事務，特規劃本研習營之課程，凝聚對我外交工作之向心。110 年度因疫情之影響，課程全數都改成線上模式，而為了讓大家從生活細節培養國際觀及世界觀，因此邀請外交部大使及專業講師前來分享相關實務內容，以激發全民對外交事務的熱情及參與。

110 年度共辦理 27 場次研習課程，分別為地方政府班、青年班、社會菁英班及青年論壇，參與研習總人數近 2,800 人次，期待透過每年辦理多元化課程內容，讓全民都可更深入了解我國外交政策與國際事務，並期望全民都能一起推動全民外交，替外交盡一份心力。

The Institute of Diplomacy and International Affairs, Ministry of Foreign Affairs, promotes citizens' active participation in international affairs and arranges this program to build the consensus on Taiwan's diplomatic work, thereby enhancing the Taiwanese citizens' practical diplomatic knowledge and skills and their understanding of Taiwan's current diplomatic situation. In 2021, due to the impact of the pandemic, all the

courses in this program were offered online. To cultivate participants' international perspective and worldview from the details of daily life, ambassadors and professional lecturers of the Ministry of Foreign Affairs were invited to share their practical experiences to strengthen all citizens' enthusiasm for and participation in foreign affairs.

A total of 27 courses were offered in 2021, including the local government courses, youth courses, social elite courses, and youth forums, with a total of nearly 2,800 participants. It is hoped that all people can have a deeper understanding of our country's foreign policy and international affairs through the diverse course contents offered every year so that all people can work together to promote all-out diplomacy and contribute to diplomacy.



地方政府班 - 嘉義市政府及宜蘭縣政府王樂生大使講課
Local government class – Lecture by Ambassador Wang Le-Sheng, Chiayi City Government and Yilan County Government.



青年班 - 彰化師範大學史亞平大使講課
Youth class – Lecture by Ambassador Shih Ya-Ping, National Changhua University of Education.

農業培訓系列計畫



電農中區高階班大合照

Group photo of the advanced agricultural e-commerce class in central Taiwan.

電農培訓及輔導專案管理計畫

行政院農業委員會為協助農民進入電子商務銷售通路，自民國 106 年開始委託本會推動本計畫，針對尚未以電商平台販賣或尚在初步探索網路銷售的農業生產者或農漁民組織成員，學習不同創新網路行銷技巧與模式，以利於拓展多元銷售管道。

本計畫因疫情之影響，故「電農 - 初階班」則採取線上教學方式，而「電農 - 中階班」及「電農 - 高階班」等培訓專班，採取實體授課教導農民學習新興電子商務技巧，並透過計畫舉辦一對一輔導、個別諮詢到商機媒合會等，都能讓農民順利找到合適的電子商務銷售管道及行銷技巧，110 年度整體結訓人數共計 205 人次，超過計畫目標，並廣受農民好評。

此外，為擴大服務農民朋友來因應不斷變化的電子商務行銷技巧，因此透過服務流程創新、行銷操作與科技加值、營運管理優化、品牌定位暨識別系統設計等服務內容導入，讓不同地區青農團體或農民組織等整合者，尋獲更多合作機會共創商機，未來也期許有更多農民

一同前來參與本計畫，於網路多元銷售管道持續發光發熱。

國軍屆退官兵育成及農場見習實施作業計畫

為協助新進農民在正式投入農業經營之前，能夠累積經驗，降低從農風險，透過實地實作的訓練方式提升新進農民農業經營實務能力，加速農業經營多元化發展，並由行政院農業委員會建立農場見習甄選及管理查核機制，以確保見習農場品質，保障見習學員權益。



行政院農委會輔導處李政錕技正（前排右四）與學員共同合影，為國軍專班揭開序幕

Cheng-Chang Li (fourth from right in the front row), Senior Specialist, Department of Farmers' Service, Council of Agriculture, Executive Yuan, took a group photo with the trainees to kick off the veteran class

除持續協助農民學院初階訓練以上結業學員、農業相關科系畢業生及其他農業專業訓練結訓之新進農民參與見習外，自民國 108 年起更與國防部合作辦理「國軍屆退官兵退前職訓農事訓練育成專班」，協助國軍屆退官兵於退伍後轉換進入農業經營，110 年度共計 14 位屆退官兵參與，在經歷了 4 週的農業專業訓練後，已安排至全臺各地的見習農場進行為期 4 個月的實作訓練，並定期追蹤見習情形，確保學習效益。

透過說明會的辦理以及宣傳 DM 及計畫影片的拍攝，提高計畫的知名度，計畫辦理至今，已培訓了近千位見習學員，其中有近一半的學員於結訓後繼續從農，不但解決了農民人力的運用問題，也得以將農業技術與經驗傳承下去，為臺灣農業創造了新的生力軍。

農業保險宣導推廣教育訓練計畫

農業保險法於民國 110 年 01 月 01 日正式施行，將結合農業政策措施擴大保障範圍，除天然災害外，疫病、蟲害、市場等因素亦可納入保障範圍，並實施雙軌保險人運作機制，依產業特性及政策需要，由保險業或農會、漁會擔任保險人，善用保險業經營效率及農漁會貼近農漁民優點，並於民國 110 年 07 月 01 日成立財團法人農業保險基金，執行農業保險之危險分散機制，並提高補助保險費上限，將可有效減輕農民負擔，帶給全國農漁民更大保障。



業務人員班 - 高雄旗山區農會學員上課情形

Sales personnel class - Class at the Farmers' Association in Qishan District, Kaohsiung

為配合推廣農業保險政策，行政院農業委員會農業金融局 110 年度辦理 18 場全臺巡迴推廣教育訓練課程及製作農業櫥窗一式，教育訓練課程分別辦理高階主管班及業務人員班，課程除了邀請農業金融局長官說明農業保險政策、農業保險基金、該農作物承攬的保險產業公司與農試所、農改場等專業講師授課外，並於課程中與農會同仁提出的問題進行回應與解答；為宣導農業保險政策並彰顯農業保險守護農民的形象，本會製作「農業保險櫥窗展示」一式，藉由辦理教育訓練課程及製作農業保險櫥窗展示，期盼提升社會大眾及全國農漁民對農業保險的瞭解、支持及關注，進而強化農民投保農業保險的意願，提升農業經營保障、穩定農民收入及創造農漁民安心幸福的從農環境。

農業經營準備金推動計畫

臺灣農民高齡化程度嚴重，面臨經營管理者斷層、學用落差與缺乏規模效益等相關問題，農業人力發展出現斷層，為使臺灣農業能夠永續經營，需要更多的青年投入農業生產，行政院農業委員會為鼓勵更多青年投入農業經營及穩定新進青年農民生活，針對年齡 18 歲至 45 歲的新進青年農民，將給予最高 2 年 72 萬元農業經營準備金，降低從農風險，營造良好的農業經營環境，吸引優秀人才投入農業，穩定專業經營，促進臺灣農業永續發展。

為便利新進青年農民進行申請，本會建置線上申辦整合系統，提供申請者能在線上填列及上傳相關資料後，於網路上提出申請，減少紙本文件使用及傳送時間，進而提升計畫整體執行效能，並辦理線上說明會，請青農可以透過網路，以更便利的方式瞭解計畫的規定與申請流程，已累積近 4,700 人次觀看，申請者涵蓋農糧類別、畜牧類別及水產養殖類別，共計 659 位青年農民提出申請，補助 300 人次，補助經費達新臺幣 4,400 萬元。

Agricultural Training Activities



農業經營準備金推動計畫 - 線上申請直播說明會
Agricultural management reserve fund promotion plan – Online live briefing.

Training and Guidance Program for e-Farmers

To assist farmers in entering e-commerce sales channels, the Council of Agriculture, Executive Yuan, has commissioned the NASME to implement this program since 2017. We help agricultural producers or members of farmers' or fishermen's associations that have not yet sold products on e-commerce platforms or are exploring online sales in the initial stage to learn different innovative online marketing techniques and models to expand diverse sales channels.

Due to the impact of the pandemic, the Agricultural E-commerce - Beginner Class was offered online, while the Agricultural E-commerce - Intermediate Class and the Agricultural E-commerce - Advanced Class were conducted at physical locations to guide farmers to learn e-commerce skills. We also organized one-on-one counseling sessions, individual counseling sessions, and business opportunity matchmaking meetings in this program. Farmers could find suitable e-commerce sales channels and pick up marketing skills smoothly. In 2021, a total of 205 participants completed the training, a number that exceeded the target, and this program was well-received by the farmers.

Furthermore, to expand the services provided to farmers in response to ever-changing e-commerce marketing skills, we innovated the service process, engaged in marketing activities. We increased the added value of technologies, optimized operation management, conducted

brand positioning. Designed identification systems, to allow young farmer groups or farmer organizations in different regions to find more opportunities for collaboration and create business opportunities together. In the future, we hope that more farmers will participate in this program together to continue to shine in the diverse online sales channels.

Veteran Incubation and Farm Internship Program

To assist new farmers in gaining experiences and reducing the risk of farming before they invest in agricultural operations formally, we provided them with on-site training to enhance their practical agricultural management abilities, to accelerate the diverse development of agricultural operations. The Council of Agriculture, Executive Yuan, has established a farm training selection and management review mechanism to ensure the quality of training farms and protect trainees' rights and interests.

In addition to continuing to assist trainees who have completed the beginners training or above in the Farmers' Academy, graduates of departments related to agricultural sciences, and new farmers who have completed other professional agricultural training to participate in the on-site training, we have collaborated with the Ministry of National Defense to launch the Veteran Incubation and Farm Internship Program to assist veterans in switching to agricultural operations after retiring. A total of 14 veterans participated in this program in 2021. After four weeks of professional training in agriculture, we arranged four months of on-site training in the training farms across Taiwan and tracked their training situation regularly to ensure the effect of the training.

Through the holding of briefing sessions, direct promotional mail, and the shooting of promotional videos, the visibility of this program project has been increased. So far, we have trained nearly a thousand trainees, and nearly half of them

continue to work in agriculture after completing the training. It has solved farmers' manpower problem and allowed them to pass on agricultural techniques and experiences, while creating new labor forces for Taiwan's agriculture.

Agricultural Insurance Promotion Education and Training Program

The Agricultural Insurance Act took effect formally on January 1, 2021, which will expand the scope of protection in conjunction with agricultural policies and measures. With natural disasters, diseases, epidemics, pests, and market included in the scope of protection, a two-insurer mechanism is implemented, that is a farmers' association or a fishermen's association should serve as an insurer according to the characteristics of the industry and policy needs, to make good use of the operating efficiency of the insurance industry and the close connection between the farmers'/fishermen's associations and farmers/fishermen. The Taiwan Agricultural Insurance Fund was founded on July 1, 2021, to diversify the agricultural insurance risks and increase the upper limit of subsidized insurance premiums to effectively reduce the burden on farmers, thereby better protecting farmers and fishermen across the country.

To support the promotion of agricultural insurance policies, the Bureau of Agricultural Finance, Council of Agriculture, Executive Yuan, offered 18 education and training courses across Taiwan in 2021 and set up an agriculture showcase window. The education and training courses included the top-level manager course and the sales personnel course. The officers of the Bureau of Agricultural Finance were invited to introduce the agricultural insurance policies, and professionals from the Taiwan Agricultural Insurance Fund, insurance companies for the crops insured, the Agricultural Research Institute, and the Agricultural Research and Extension Station also gave lectures and responded to questions raised by colleagues in the farmers' association in class. To promote agricultural insurance policies and accentuate the image of agricultural insurance safeguarding farmers, the NASME has set up

an agricultural insurance showcase window. Through the education and training courses and the agricultural insurance showcase window, we aim to enhance the public and the nation-wide farmers' and fishermen's associations' understanding and support of and attention to agriculture, thereby strengthening farmers' willingness to purchase agricultural insurance, enhancing agricultural security, stabilizing farmers' income, and creating a safe and happy environment for farmers and fishermen.

Agricultural Operation Reserve Implementation Program

Taiwan's farmers are seriously aging and facing problems such as management talent gaps, talent mismatch, lack of economies of scale, and talent gap. To enable Taiwan's agriculture to operate sustainably, we need more young people devoted to agricultural production. To motivate more young people to invest in agricultural operations and stabilize new young farmers' financial condition, the Council of Agriculture provides an agricultural reserve of up to NT\$720,000 for two years to new young farmers aged 18 to 45 to reduce the risk of farming and create a positive agricultural business environment, to attract outstanding talents to be devoted to agriculture, stabilize professional operations, and promote the sustainable development of Taiwan's agriculture.

To facilitate the application by new young farmers, the NASME has established an integrated online application system to enable applicants to fill in information, upload relevant materials, and submit an application online, thereby reducing the use of paper documents and delivery time and, in turn, improving the implementation efficiency of the program. We also held an online briefing session to allow young farmers to better understand the rules and application procedures of this program via the Internet in a more convenient way. The session has been viewed 4,700 times so far. A total of 659 applicants from the agriculture, food, animal husbandry, and aquaculture industries, filed applications, and 300 received subsidies worth NT\$44 million.

海外僑臺商組織幹部培訓線上直播課程

Online live streaming training courses for leaders of overseas ethnic-Chinese and Taiwanese business organizations



各商會總會長參與疫情衝擊下僑臺商組織經驗分享座談會

The presidents of various chambers of commerce participated in the Seminar on Sharing the Experience of the Impact of the Pandemic on Overseas Ethnic-Chinese and Taiwanese Business Organizations.

依據全球僑臺商組織發展需求，並因應新冠肺炎疫情衝擊，同時為協助僑臺商組織發展、提升組織功能及培訓商會人才，因此僑務委員會特規劃線上課程，增進海外僑臺商組織緊急應變及危機管理能力。

110 年度線上課程分別規劃「國際禮儀停看聽」、「議事規範與主持會議」、「組織應變與危機處理」、「疫後僑臺商應有的數位轉型思維」及「疫情衝擊下僑臺商組織經驗分享座談會」，總觀看次數為 5,600 多人次，期望透過各專業講師講授課程內容，能強化海外僑臺商商會幹部所需具備之技巧與知識，並以自身長才來協助所屬僑居地商會穩定發展。

In response to the development needs of overseas ethnic-Chinese and Taiwanese business organizations and the impact of the COVID-19 pandemic, while assisting such organizations' development, improving organizational functions, and training talents for chambers of commerce,

the Overseas Community Affairs Council has developed online courses to enhance such organizations' emergency response and crisis management capabilities.

The 2021 online courses offered included "International Etiquette Guidelines", "Rules of Procedure and Moderation of Meetings", "Organization's Response and Crisis Management", "Digital Transformation Thinking of Overseas Ethnic-Chinese and Taiwanese Business People in the Post-Pandemic Era", and "Seminar on Sharing the Experience of the Impact of the Pandemic on Overseas Ethnic-Chinese and Taiwanese Business Organizations". These courses have been viewed by more than 5,600 people in total. It is hoped that the content of the courses delivered by professional lecturers can strengthen the skills and knowledge required by overseas ethnic-Chinese and Taiwanese business organizations so that they can capitalize on their expertise to assist the local chambers of commerce where they are located overseas in developing steadily.

數位青年轉型種子賦能計畫



行政院科技會報吳政忠副召集人（右五）、經濟部陳怡鈴主任秘書（左五）、臺灣微軟孫基康總經理（右四）與北部 T 大使合影

Group photo of Cheng-Chung Wu (fifth from the right), Deputy Convener of the Board of Science and Technology, the Executive Yuan; I-Ling Chen (fifth from the left), Chief Secretary, Ministry of Economic Affairs; Ken Sun (fourth from the right), General Manager at Microsoft Taiwan; Ambassadors T in northern Taiwan.

數位轉型是我國政府非常重視的課題，從國際調查數據來看，臺灣的軟硬體實力向來名列前茅，瑞士洛桑管理學院所公布 2021 世界數位競爭力調查中，臺灣在全球 64 個國家中排名第 8 名，排名首次進入前十名；其中「全國平均總研發人力」、「行動寬頻用戶」及「資訊科技與媒體股票市場資本額占 GDP 的比率」更名列全球之冠，顯見臺灣在發展數位國家上有很強的基礎。

另依據經濟部《110 年中小企業白皮書》指出，近兩年因疫情的衝擊，使企業更加體認到應加速數位化及數位轉型的腳步，不論製造業或服務業皆認為，數位轉型已是企業未來不可不重視的趨勢，然數位轉型除了資金的投入，更重要的是「數位人才」的培養。本會為協助解決數位轉型人才缺口、推動中小企業數位轉型，於 109 年至 110 年受經濟部中小企業處委

託辦理「數位青年轉型種子賦能計畫」並已完成培訓 501 位數位青年，藉由數位轉型標竿企業開放場域，廣納近三年於國內大專院校以上學歷畢業之未就業青年進入實作學習，協助青年快速將學界理論應用於產業實務，不僅使青年於完訓後可快速銜接職場，同時也為產業培養了一群具有數位轉型實戰知能的優秀青年，間接協助加快台灣產業邁向數位化的進程。

本會將持續推動數位轉型青年培育，針對不同產業設計青年培育機制及協輔方案，以第三方角度協助企業重新盤點數位缺口，更拓展社創組織數位轉型，透過各式社群互動及媒體主動報導，將政府對協助青年就業及企業數位轉型的美意有效傳達，以期讓臺灣企業未來能運用這些青年帶來具國際觀的數位轉型解決方案，帶動產業數位升級、開拓更多元的國際市場。

The Project for Empower Youth with Digital Capabilities

Digital transformation is a topic to which the government in Taiwan attaches great importance. According to an international survey data, Taiwan's software and hardware strengths have always been among the best. In the 2021 IMD World Digital Competitiveness Rankings, Taiwan ranked 8th among 64 countries in the world, entering the top ten for the first time. In particular, Taiwan ranked first in the "National Average Total R&D Manpower", "Mobile Broadband Users" and "Ratio of Information Technology and Media Stock Market Capital to GDP" categories, indicating that Taiwan has a strong foundation in becoming a digital country.

Furthermore, according to the 2021 White Paper on Small and Medium Enterprises published by the Ministry of Economic Affairs, due to the pandemic over the past two years, enterprises have become more aware of the need to accelerate the pace of digitalization and digital transformation. Both the manufacturing and the service industries agree that digital transformation has become a trend that enterprises must emphasize in the future. However, in addition to capital investment in digital transformation, the training of digital talents is a more critical issue in this process. To help bridge the digital transformation talent gap and facilitate the digital transformation of SMEs, NASME was commissioned by the Small and Medium Enterprise Administration, Ministry of Economic Affairs, to implement the Digital Youth Transformation Seed Empowerment Program from 2020 to 2021, and we have trained 501 digital young people. We work with model companies in digital transformation to recruit unemployed young people who graduated from domestic colleges and universities in the most recent three years as

interns to assist them in quickly applying academic theories to the workplace. This will enable them to start working immediately after completing the internship and cultivate a group of outstanding talents who have the practical knowledge and skills of digital transformation for the industries, thereby accelerating the digitalization process for Taiwan's industries indirectly.

We will also continue to cultivate young talents for digital transformation, design youth cultivation mechanisms and assistance and support programs for different industries, assist enterprises in examining their digital gap from a third-party perspective, and motivate more social innovation organizations to conduct digital transformation. Meanwhile, we will convey the government's goal of fostering youth employment and corporate digital transformation to the public effectively through various social communities and active media reports. As such, Taiwan's companies can put to good use the digital transformation solutions with an international perspective provided by these young talents to facilitate digital upgrades in industries and expand into more diverse international markets in the future.



行政院唐鳳政委(中)、科技會報辦公室葉哲良執行秘書(右一)與青年開心合影

Audrey Tang (middle), Minister without Portfolio, Executive Yuan, and Che-Liang Yeh (first from right), Executive Secretary, Board of Science and Technology, happily took a group photo with digital young talents.

就業輔導

Employment Counseling

- ▼ 銀髮人才相關計畫
Programs for Senior Workforce
- ▼ 就業服務系列計畫
Employment Services Series Program
- ▼ 青年輔導訓練系列計畫
Youth Training Series Program
- ▼ 職業訓練輔導系列計畫
Vocational Training Series Program
- ▼ 職前訓練評鑑計畫
Pre-vocational Training Assessment Program
- ▼ 臺灣就業通網實整合服務計畫
Taiwan Employment Network Integration Service Program

升級國家人力資本，強化就業市場競爭力

Upgrade Taiwan's Human Capital – Strengthen Job Market Competitiveness Thriving Overall Labor Market

全球化、資訊化及數位化時代來臨，產業或人才都面臨空前挑戰，而我國更因人口高齡化及少子化衝擊，影響整體勞動力市場，在面對勞動力不足的情況下，為維持勞動市場的穩定發展，確保國家競爭力，政府勞動政策須設法有效維持或適時補充勞動力，滾動修訂相關法規制度及推動相關配套措施，保障勞動權益。終身學習成為勞動市場參與者不可避免累積人力資本的方式，職業訓練不再只扮演養成勞動者技能的角色，更應強化如何整合國內的人才培訓政策與資源，開發個人化的勞工職涯能力，建構就業服務、職業訓練及失業保險等完整的就業安全體系，才能創造人力資源全面升級的終極目標。

為滿足本國勞動力市場的需求，及開發潛在勞動力的政策，政府除推行就業服務外，更強化青年就業方案、中高齡及高齡者人力再運用及婦女二度就業等特定對象就業服務，以補實就業市場短缺的勞動力。

本會歷年受勞動部委託執行勞動政策相關計畫，如人力資源提升、企業輔導、就業服務、職業訓練及創業服務等工作，希冀結合各專家及整合民間資源，推動多元人力發展、創造勞資雙贏之就業環境，讓我國跟上世代更迭的速度與模式，永續國家人才發展。

In the face of increasing globalization, information technology and digitalization, industries and talent have encountered unprecedented challenges. Due to the fact that the population in Taiwan is aging and people are having fewer children, the overall workforce market has been deeply affected. To cope with labor shortages and maintain a stable labor market aiming to ensure the country's competitiveness, the government's labor policy must effectively maintain and replenish the workforce. Meanwhile, applicable regulations and systems must also be revised on a rolling basis to protect labor rights and interests. As lifelong learning has become an inevitable approach for labor market participants, vocational training no longer plays the role of developing a worker's skillset. Moreover, the country's talent training policy and resources must be strengthened in order to develop personalized labor career capabilities. By doing this, the ultimate goal of upgrading human resources can be reached through building a complete employment security system that integrates employment services, vocational training, and unemployment insurance.

As a means to satisfy the needs of Taiwan's labor market and develop a potential labor force, besides providing employment services, the government also makes an effort to reinforce youth employment programs, manpower reutilization for the middle-aged and elderly, as well as women who are re-entering the job market. This helps make up for labor shortages in the market.

The Association has been entrusted by the Ministry of Labor to implement labor policy programs. These include human resource enhancement, company guidance, employment services, vocational training, and services for entrepreneurship. By gathering experts and integrating private resources, we hope to promote diverse manpower development to create a win-win for employees and employers. Enabling Taiwan to catch up with the changing times and reach sustainable talent development.

銀髮人才相關計畫 Programs for Senior Workforce



中高齡者及高齡者人力運用線上論壇 - 邀請產官學代表進行議題討論

Online forum for middle-aged and senior citizen manpower – representatives from industry, government and academia were invited for discussion.

我國自民國 107 年正式邁入「高齡社會」，國發會預估民國 114 年將進入「超高齡社會」，在國人平均壽命達 81.3 歲的這一刻，人口老化問題已顯急迫，而與其息息相關之勞動力與生產力更因此受到衝擊，影響國家與企業競爭力。

根據勞動部調查，民國 109 年國人規劃退休的平均年齡較前一年大幅延後 0.5 歲，預計 60 歲以前退休的國人比例也減少 5.3%，顯見扭轉臺灣勞動力困境的齒輪已開始轉動，舊有的人力運用觀念已逐漸扭轉。

民國 109 年「中高齡者及高齡者就業促進法」在產、官、學各界協同合作下正式上路，中高齡及高齡人力再運用之重要性更是逐漸被社會認同，惟面對加劇變化的人口結構及社會趨勢，倡議中高齡及高齡人力續留或重返職場實需長期深耕與經營，方能扭轉現有的刻板印象及人力觀念。

冀此，本會特協助政府戮力推動中高齡者及高齡者就業服務相關政策，從中央政府的相

關計畫研擬到地方政府的一線就業服務，藉以延緩國人退休年齡、提升中高齡者及高齡者勞動力參與率，提升國家整體競爭力。

銀髮人才發展與就業服務計畫

全球因高齡化及少子女化，人口結構漸成為倒金字塔型態，並出現勞動力缺口的嚴峻考驗，爰此，近年來各國多鼓勵女性回任職場、年輕力早進職場及中高齡勞動力續留職場，其



桃園市就業職訓服務處蒞臨參訪，針對輔導婦女及中高齡者職場續航經驗進行分享交流

A visit to Taoyuan Office of Employment Services and Vocational Training to share and exchange workplace experience on women and the middle-aged.

中中高齡勞動力延緩退休再留任更是目前各國致力之主要勞動政策。本會於民國 103 年協助勞動部勞動力發展署北基宜花金馬分署建置銀髮人才資源中心，並配合「中高齡者及高齡者就業促進法」實施，銀髮中心轉型為「為中央指定促進依法退休或年滿 55 歲中高齡者及高齡者之就業相關機關(構)」，更名為「勞動部勞動力發展署北基宜花金馬分署北基宜花金馬區銀髮人才資源中心」。

而為落實銀髮勞動力政策，本會協助創建試辦創新服務模式、進行供需調查、倡議、就業服務人員培訓、輔導等工作事項，其政策推動迄今成效卓著，110 年度高齡者求職登記達 2,025 人次、開發高齡者就業機會 3,825 個、成功媒合 801 人次、企業訪視服務(企業服務團)84 家、中高齡職務再設計補助 87 人及協助推廣事業單位申請繼續僱用補助 79 家。

此外，為因應中高齡者及高齡者就業促進法第 33 條所示，協助及輔導各縣市銀髮人才服務據點，由本會協助推動經驗分享、人員培訓、資訊交流、活動合作及績效管考工作項目。期盼藉由本會之推行，將創新銀髮就業服務模式擴散至轄區內各縣市銀髮人才服務據點外，並與其合作建立銀髮就業服務網絡，以為未來推動銀髮勞動力準備。

推動銀髮人力資源運用暨企業輔導團

為倡議國人對於銀髮勞動力再運用的觀念，吸引國人正視銀髮勞動議題，勞動部勞動力發展署桃竹苗分署除了積極推動銀髮就業服務外，也委由本會自民國 109 年起提供企業輔導團服務，協助及輔導企業雇主或人資人員，提供銀髮人才運用更明確之方向和做法參考、協助開發中高齡及高齡人才續任或重返職場機會，以提升友善職場環境能見度。

110 年度持續推動企業輔導團，迄今已輔導 70 家企業，並開設銀髮人力培力營活動與企業專班，服務 106 家企業，同時完成彙整我國



企業躍升研習活動 - 邀請盧世安老師分享如何善用熟齡力
Corporate seminar – inviting Mr. Lu Shih-An to share how to put "senior workforce" to good use.

與他國相關銀髮措施比較與建議報告及中高齡與高齡者就業促進法使用手冊的製作，期望透過協助中高齡者及企業單位克服職場難題，激勵企業重劃職場，共創銀髮就業友善環境。

此外，為提升雇主善用中高齡及高齡者人力資源並促進中高齡及高齡者再就業，110 年度完成辦理 2 場大型線上銀髮人力名人講座活動，共計近 1,000 人次參與，落實中高齡及高齡者就業政策擴散效益，促進熟齡人才友善就業等潛在機會。

弱勢婦女暨中高齡就業服務計畫

我國少子高齡化人口結構變遷，現正面臨人力短缺的重大危機，提升中高齡者勞動參與率即是補足勞動力的關鍵。新北市就業服務處(以下簡稱新北就服處)首開先河，以減緩勞動力流失、延緩中高齡在職者退休為策略，委由本會推動「中高齡者職場續航輔導計畫」，並於民國 107 年成立「新北市中高齡者職場續航中心」，透過關懷中高齡在職者，提升其職場續航力，及企業輔導服務，致力營造友善中高齡就業環境，達成穩定中高齡勞動力之目標。新北就服處更率全國之先，自民國 109 年起將婦女納入服務對象，正式轉型為「婦女及中高齡者職場續航中心」，致力排除婦女就業障礙，落實推動女性及中高齡者職場就業力。

本計畫開辦迄今，透過個案關懷、連結資源、辦理多元化講座及企業服務，共服務 2,803 位中高齡及婦女穩定續留職場，完成 147 間企業輔導，51 家企業簽署加入「顧家好企業」，並藉由產官學界的參訪交流，達到橫向倡議宣導，推廣延緩退休續留職場觀念，鼓勵企業單位打造無齡、性別友善職場環境，以達永續人力發展。

中高齡者及高齡者就業補助計畫

因應我國少子化及高齡化趨勢之人口結構變化，維護中高齡者及高齡者就業權益，建構友善就業環境，並促進人力資源運用，勞動部於民國 109 年 12 月 04 日施行「中高齡者及高齡者就業促進法」，並為落實及推動各項新增補助措施，訂定「繼續僱用高齡者補助計畫」、



桃園苗分署 - 辦理企業專班課程 - 友善職場課程
Taoyuan-Hsinchu-Miaoli Regional Branch - special corporate course - friendly workplace course.

「中高齡者退休後再就業準備協助措施補助計畫」及「僱用退休高齡者傳承專業技術及經驗補助計畫」，並於民國 110 年 02 月 22 日起至 07 月 31 日止公告受理申請，以鼓勵雇主進用及續用中高齡者及高齡者。

勞動部勞動力發展署委由本會成立中高齡者及高齡者就業補助計畫彙管辦公室，協助受理上開三支計畫，110 年度共計受理審查 653 件，受益人數約 2,293 人，預計總補助費用達 5 億 8,700 萬元，並辦理 4 場次計畫說明會，參與人數近 400 人及推廣倡議退休人力 5 場次。

新北市銀髮人才服務據點就業服務計畫

配合「中高齡及高齡者就業促進法」施行，新北市政府勞工局於民國 110 年 10 月 25 日成立「新北市銀髮人才服務據點」，採一站式「一案到底」的服務，針對不同銀髮族需求，提供就業媒合、就業諮詢、職場適應班、職場見習體驗及職場關懷等多元服務，協助中高齡民衆快速重返就業市場。

「新北銀髮據點」不僅協助銀髮族二度就業、媒合專業技能職缺，也針對企業端提供求才諮詢、職缺開發及客製化徵才服務，並結合全國首創「新北市婦女及中高齡者職場續航中心」在職服務，提供銀髮族從「求職到在職」完整職涯支持，促進雇主聘僱專業銀髮人才傳承技術及經驗。



辦理勞工觀念講座，學習職家平衡，提升就業續航力
Seminar focused on labor concepts, work-family balance - enhance employment continuity.

此外，為持續深化企業及銀髮人力觀念，與全聯及家樂福等批發零售業合作開設職場體驗班同時辦理職涯講座，110 年度已協助 250 位民眾找尋就業機會、開發銀髮友善企業 30 家，倡議世代合作、銀髮講座活動及企業職場體驗班，共計有近 170 人次參與，期望落實銀髮勞動議題的推廣，打造青銀共事的友善環境，培養銀髮人力發展多元職涯等機會。

In 2018, Taiwan officially entered an "aging society" and the National Development Council estimated that it will become an "ultra-aging society" by 2025. With the current average life expectancy in Taiwan at 81.3 years, the aging population issue has developed into an urgent matter. Due to this, the labor and production force has also been impacted, further affecting the competitiveness of the country and private enterprises.

A survey conducted by the Ministry of Labor suggests that the average retirement age of Taiwanese in 2020 is 0.5 years later than the previous year and the proportion of people who expect to retire before they reach 60 was reduced by 5.3%. This shows that the situation facing Taiwan's workforce has begun to improve and the previous notion of manpower utilization has gradually been reversed.

As the Middle-aged and Elderly Employment Promotion Act came into effect in 2020, the importance of re-using the middle-aged and elderly workforce is being slowly recognized in society thanks to the cooperation of industry, government and academe. However, taking into account the rapidly changing demographics and social trends, the idea of retaining older workers or for them to return to work require long-term efforts and management. By doing this, it is hoped that the existing workforce stereotypes can be reversed.

Given this, the NASME will dedicate itself to helping the government promote employment policies for older people, proposing projects for the



銀髮據點開幕現場徵才活動

Senior workforce service point recruitment on the opening day.

central government to local governments' front-line employment services. By delaying Taiwan's retirement age and increasing the participation rate of the middle-aged and elderly in the work place, the country's overall competitiveness can be increased .

Senior Workforce Development and Employment Service Plan

As the world population is gradually becoming an inverted pyramid due to aging and the fact that people are having fewer children, a serious challenge regarding labor shortages has appeared. Given such concern, many countries around the world have been encouraging women to return to work, young workers to enter the workplace early, and middle-aged and senior workers to keep on working. Among these approaches, middle-aged workers to delay retirement and stay in their posts is the main labor policy that countries strive to promote. In 2014, the Association assisted the Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch in building the Senior Workforce Resource Center. In line with the implementation of the "Middle-aged and Elderly Employment Promotion Act," the center was later changed to "Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Senior Workforce Resource Center of the Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch, WDA" from "employment authorities (institutions) for middle-aged persons and the elderly who have been retired pursuant to law or who have reached the age of fifty-five."

In a bid to implement the senior workforce policy, the Association assisted in creating a trial innovative service model, conducting supply and demand surveys, advocacy, employment service personnel training, and counseling. The results showed outstanding results of the policy – in 2021, 2,025 middle-aged jobseekers registered and 3,825 job opportunities for the elderly were developed with 801 successfully matching these jobs; 84 company visits (corporate service groups) were conducted with 87 middle-aged and senior citizens receiving subsidies for job duty redesign as well as helping 79 business units to apply for continued employment subsidies.

In response to provisions of Article 33 of the Middle-aged and Elderly Employment Promotion Act, we helped and guided the senior workforce service points in various counties and cities. Moreover, we also promoted experience sharing, personnel training, information exchange, activity cooperation, and performance management. Through our efforts on promotion, we hope to expand the innovative senior citizen employment service model to all senior workforce service points in counties and cities within the regions. We will also join forces with these service points to establish an employment service network for senior citizens in order to prepare for the future promotion of the senior citizen labor force.



步步為銀開拓職場新氣象名人講座 - 桃竹苗分署科長連慧如 (左一) 曼都國際集團董事長賴淑芬 (左二)

Celebrity seminar on expanding a new senior workforce – Lien Hui-Ju (1st from left), section chief of the Taoyuan-Hsinchu-Miaoli Regional Branch and Lai Shu-Fen (2nd from left), Chairman of Mentor Group.



銀髮據點開幕 - 勞工局長陳瑞嘉訪問

Senior workforce service point opening – Interview by Chen Jui-Chia, Minister of Labor.

Promote the Use of Senior Workforce Resources and Corporate Guidance Group

In order to initiate the idea of reusing the labor force of the elderly while attracting Taiwanese people to pay attention to labor issues of the elderly, the Taoyuan-Hsinchu-Miaoli Regional Branch has been proactively promoting senior citizen employment services. As well as this, the Association was entrusted to provide companies a guidance group service since 2020 to help and guide employers or HR personnel to provide clearer directions and approaches for senior citizens to use in respect to employment. In addition, the group assisted in talent retention of the middle-aged and senior citizens or developing opportunities for them to return to the workplace in order to enhance the visibility of a friendly workplace.

In 2021, the guidance group continued to serve over 70 companies. Moreover, senior workforce training camps and special classes were set up to serve 106 companies. At the same time, the comparison and recommendation of measures for senior citizens between Taiwan and other countries were compiled and the manual to promote special laws of employment for the middle-aged and elderly produced. By helping the middle-aged and companies, we hope to overcome the difficult issues in the workplace to encourage companies to redesign the workplace, together creating a friendly environment for senior citizens.

Additionally, to increase the chance for employers to make good use of the manpower resources for the middle-aged and seniors, while facilitating the re-employment of them, two online seminars for senior workforce were held in 2021. With close to 1,000 people taking part in the seminars, we expanded the benefits of the employment policy for the middle-aged and seniors, promoting potential opportunities of friendly employment for mature talent.

Disadvantaged Women and Middle-aged Employment Service Program

Taiwan is faced with a major crisis of manpower shortages due to demographic changes contributed to by people having fewer children and Taiwan's aging population. The key to replenishing the labor force is to increase the labor participation rate of the middle-aged and seniors. The New Taipei City Employment Service Center (ESC) was the first to take action. To slow down labor loss and delay retirement of the middle-aged and seniors, the ESC entrusted the Association to promote the "Career Continuity Guidance Program for the Middle-Aged." In 2018, the "New Taipei City Workplace Continuity Center for the Middle-aged and Seniors" was established to care for middle-aged workers in order to increase their career continuity while providing counseling services. Furthermore, we are committed to creating a friendly employment environment for the middle-aged and elderly workers to achieve the goal of stabilizing the labor force of the middle-aged and senior workers. For the first time in Taiwan, the ESC included women in its service targets since 2020. The ESC officially transformed itself into the "Workplace Continuity Center for women and the Middle-aged and Seniors." The center is dedicated to removing barriers to the employment of women, implementing the employment force of women and middle-aged workers in the workplace.

Since the program was put into effect, through efforts such as case care, resource linkage, diversified seminars and company services, 2,803 middle-aged workers and women remained in

their jobs. Moreover, counseling to 147 companies was completed while 51 companies signed to join the "Family-friendly Company." By exchanging views between industry, government and academia, the program achieved horizontal advocacy while promoting the idea of delayed retirement. By taking this approach, companies are encouraged to create a working environment that is age-free and gender friendly, achieving sustainable workforce development.

Employment Funding Program for the Middle-aged and Senior Citizens

As people in Taiwan are having fewer children and its population is aging, a friendly employment environment must be constructed. By doing so, the rights and interests of the middle-aged and elderly people in terms of employment are protected. On December 4, 2020, the Ministry of Labor promulgated the "Middle-aged and Elderly Employment Promotion Act," and to implement and promote other new funding measures, the "Funding Program for Continued Elderly Employment," "Funding Program for Re-employment After Retirement," and the "Funding Program for Employing Retired Elderly to Pass on Expertise and Experience" were also formulated. These programs were open for applications from February 22 to July 31, 2021 to encourage employers to employ and continue to employ middle-aged and senior workers.



銀髮據點開幕現場徵才活動

Recruitment event on the Senior Workforce Service Point Opening.

The WDA entrusted the Association to set up an office for the Employment Funding Program for the Middle-aged and Senior Citizens to provide assistance in the above three programs. In 2021, a total of 653 cases were processed and reviewed, benefiting 2,293 people. The total funding reached NTD587 million and four briefings for these programs were held, with 400 people participating. As well as this, five seminars to promote retirement manpower were also conducted.

Employment Service Program at New Taipei City Senior Workforce Service Point

On par with the implementation of the "Middle-aged and Elderly Employment Promotion Act," the Labor Affairs Department, New Taipei City Government set up a "New Taipei City senior workforce service point" on October 25, 2021. A "one-stop" service, offering consultations, workplace suitability classes, workplace learning experiences, and workplace care targeting the various needs of senior citizens, was provided, helping these people quickly return to the job market.

By setting up the "New Taipei City senior workforce service point," not only was assistance provided to senior workers to find their ideal job in line with their expertise, job search consultation, job vacancy development, and customized recruitment services were also provided to companies. In addition, we established the "New Taipei City Workplace Continuity Center for Women and Middle-Aged and Elderly" designed to offer complete career support from "job-seeking to working." In doing this, we further encourage employers to hire talented seniors to pass on their skills and experience.

Moreover, to continue to deepen corporate and senior manpower concepts, we joined forces with PX Mart and Carrefour and opened workplace experience classes as well as holding career seminars. In 2021, we helped 250 people look for jobs and developed 30 senior workforce-friendly companies in a bid to promote intergeneration cooperation. The seminars and experience classes were attended by 170 people. We hope that by promoting the implementation of senior labor issues, we are able to construct a friendly working environment so that more opportunities can be developed for the senior workforce.



銀髮據點開幕揭牌儀式

Opening ceremony of senior workforce service point.

就業服務系列計畫

Employment Services Series Program



就業輔導員教育訓練，退輔會池玉蘭處長和與會者合影
Employment education and training on employment personnel; group photo of Director Chih Yu-Lan and attendees.

就業服務工作計畫

國軍退除役官兵輔導會（以下簡稱輔導會）為協助榮民（眷）、第二退除役官兵及榮譽充分就業或轉業，委託本會任用 65 名就業輔導員進駐輔導會、各縣市榮民服務處及職訓中心，提供退除役官兵就學、就業及職訓服務等措施，積極拜訪廠商及開發優質職缺，並配合輔導會繼續試行之「促進退除役官兵穩定就業方案」，鼓勵退除役官兵儘快投入職場，開創事業第二春，110 年度共推介就業 6,400 人次及穩定就業 4,800 人次成效。

此外，為讓屆退官兵了解退伍後各項權益，每季協助辦理多場次「國軍屆退官兵權益說明會暨現場徵才活動」，現場邀請職涯諮商顧問辦理適性評量，並邀廠商辦理現場徵才，期屆退官兵於退伍後順利與職場銜接。

就業服務外展工作勞務需求計畫及因應貿易自由化就業協助計畫

有鑑於失業者多隱藏於地方各基層，為發揮區域性就業服務多元化就業服務方式，本會承接勞動部勞動力發展署桃竹苗分署業務委外

案，由就業服務外展人員進行走動式服務，深入地方各民間團體與基層角落，做為資源媒介者及資源組織者，於現有已完成「靜態」就業服務據點之建構基礎上，冀能再以採取「動態」之就業服務方式，藉以打破時間與空間之限制，主動出擊，期活化地區及就業服務體系末端就業服務工作。

本計畫分別派駐竹北、新竹及苗栗就業中心與桃竹苗分署，共計進用 50 名就業服務員，推展就業服務政策與相關業務，受理新登記求職人數 21,000 人次，有效求職推介就業人數 18,000 人次，辦理新登記求才數計 78,000 次，投保就業人數 10,000 人次，亦有就業諮詢服務及推展其他就業服務相關專案工作與從事因應貿易自由化就業協助相關業務。

特定對象就業促進實施計畫

為積極協助特定對象暨就業弱勢求職者瞭解與運用就業相關資源，加強就業知能、建立正確職涯觀念，以提升職場競爭力，勞動部勞動力發展署北基宜花金馬分署，委託本會任用 55 名就業服務人員執行本計畫，提供目標對象



2021 聯合徵才活動
2021 Joint recruitment event.

就業相關資源，加強就業知能及建立正確職涯觀念，同時透過社會資源連結建構服務機制等多元服務，積極促進適性就業及自立，提升特定對象勞工職場競爭力，進而脫離貧窮，改善家庭經濟能量。

110 年度分別派駐於基隆、羅東、花蓮、玉里、金門、連江就業中心及北基宜花金馬分署等地，共協助特定對象暨就業弱勢者 3,442 名求職登記、有效推介就業 1,615 名。

推動外展及鄉鎮台等就業服務相關工作計畫

為強化區域就業服務功能，勞動部勞動力發展署北基宜花金馬分署，委託本會任用 64 名就業服務員執行本計畫，除提供定點就業服務據點外，亦採取主動式服務模式，為民衆提供可近性及在地性之就業服務，節省民衆往返公立就業服務機構之時間，此外在鄉鎮公所內另設就業服務台據點，以利在地民衆就近辦理辦理求職登記、求才登記、推介就業及就業服務諮詢等服務。

110 年度計畫人員分別派駐於基隆、羅東、花蓮、玉里、金門及連江就業中心與北基宜花金馬分署，推展就業服務政策與相關業務，駐點服務共計 615 場次。



校園博覽會徵才活動情形
Campus recruitment event.

提升就業服務與法令諮詢電話服務績效實施計畫

為積極促進工商投資及經濟發展，提供桃園市廠商優質的勞動力及失業民衆或特殊境遇民衆之充足就業機會，擬透過桃園市政府勞動局話務諮詢中心，做統一規劃對外服務窗口，提供民衆法令諮詢與就業資訊服務，俾利服務廣大民衆，並促進身心障礙者就業。

此計畫由桃園市政府勞動局主辦之業務委外案，110 年度共計進用 8 名計畫服務人員，派駐於桃園市政府勞動局電話服務諮詢中心及桃園市政府勞動檢查處，配合本計畫協助與關懷勞工，宣導傳遞就業與勞動法令相關訊息、就業服務及相關之就業促進措施。

Employment Services Work Plan

To help veterans (and their families), secondary veterans and officers, soldiers and their families to successfully secure or change a job, the Veterans Affairs Council (VAC) entrusted the Association to hire 65 employment counselors to be stationed at the VAC, veteran service offices in various counties and cities as well as the occupational training center to provide vocational education and training to retired officers and soldiers. In the meantime, we also made an effort to visit vendors to help develop quality job vacancies

while continuing to trail the "Stable Employment Program for Retired Officers and Soldiers" alongside the VAC. This encourages retired officers and soldiers to quickly re-enter the workplace, creating a second career. In 2021, a total of 6,400 people were recommended for employment with 4,800 people securing a job.

In order to help retired officers and soldiers better understand their rights and interests after being discharged from the military, we hold sessions of the "Briefing on the Rights and Interests for Retired Officers and Soldiers" on a quarterly basis. We also invite career consultants to conduct adequate assessments, while manufacturers are available on site for recruitment. In doing so, we hope to guarantee a smooth transition to the workplace after their military service.

Employment Service Outreach Labor Demand Program and Employment Assistance Program in Response to Trade Liberalization

Given that most unemployed people are hidden in the local areas, to give full play to the diversified employment services, the Taoyuan-Hsinchu-Miaoli Regional Branch entrusted the Association to carry out an outreach service. The outreach personnel of the employment service acting as resource mediators and resource

organizers provided mobile services and reached out to local community groups. "Dynamic" employment services were provided on the existing "static" employment service bases to break the time and space constraints in order to revitalize local and employment service systems.

For this program, a total of 50 employment personnel were stationed at the Zhubei, Hsinchu and Miaoli job centers and the Taoyuan-Hsinchu-Miaoli Regional Branch. These personnel were responsible for the promotion of employment service policy and related affairs and received 21,000 new job registrations, 18,000 effective job referrals. A total of 78,000 employment registrations were processed and 10,000 employed insured. Employment consultation services were also provided as well as the promotion of other employment services and free trade-related affairs.

Implementation Program for Employment Promotion on Specific Targets

The Association strives to help specifically targeted and disadvantaged jobseekers understand and utilize employment-related information. By doing so, their employment knowledge can be enhanced and correct career concepts rooted, increasing their competitiveness in the workplace. Based on this idea, we were entrusted



2021 聯合徵才活動
2021 Joint recruitment event.

by the Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch of the WDA to assign 55 employment service personnel to carry out this program. These personnel provided targeted subject resources in relation to employment in order to enhance their knowledge regarding employment while at the same time building their career concepts. Through the linkage of social resources and the construction of service mechanisms, we proactively promoted appropriate employment and self-reliance, increasing the competitiveness of targeted subjects at work so they can improve their income and break away from poverty.

In 2021, these personnel were stationed in the job centers in Keelung, Luodong, Hualien, Yuli, Kinmen, and Lienchiang as well as the Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch, helping 3,442 jobseekers and disadvantaged jobseekers to register for employment, and successfully referred 1,615 jobseekers.

Employment Service Plan for Townships/Villages

As a means of strengthening employment services and functions in regions, the Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu entrusted the Association to appoint 64 employment personnel to execute this Plan. In addition to providing services at designated stations, we also take a proactive approach to provide proximity and local employment services so that people do not have to travel to and from public employment



駐點服務
Service point.

service agencies. Moreover, we have also set up employment service counters in township offices, making it easy for local people to register for jobs, registration of companies looking for talent, employment referral and employment service consultation services.

In 2021, a total of 615 service points were organized with these personnel stationed in the job centers in Keelung, Luodong, Hualien, Yuli, Kinmen, and Lienchiang as well as the Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch to promote the employment service policy and related affairs.

Implementation Project to Improve Employment Service and Legal Consultation Telephone Service Performances

In order to facilitate industrial and commercial investment and economic development in a proactive manner, sufficient job opportunities at quality vendors in Taoyuan city were provided to unemployed people or people with special circumstances. Through the Labor Consultation Center of the Department of Labor, Taoyuan City Government, a service window was planned for the public to provide consultation and employment information services. This approach also aimed to encourage the employment of the disabled.

This is an outsourcing project organized by the Department of Labor, Taoyuan City Government. In 2021, a total of eight planning service personnel were appointed to be stationed in the Department of Labor and the Labor Inspection Division, Taoyuan City Government. On par with the project, these eight personnel helped and cared for workers, while conveying information associated with employment labor laws, employment promotion measures and providing employment services.

青年輔導訓練系列計畫

Youth Training Series Program



專案人員教育訓練
Education and training on specialists.

青年職訓計畫

本計畫由勞動部勞動力發展署委託本會執行，內容包含培訓產業所需青年人才，針對在校青年，推動雙軌訓練旗艦計畫、產學訓合作訓練及補助大專校院辦理就業學程計畫；針對已畢業青年，推動青年就業旗艦計畫以及青年就業領航計畫，運用工作崗位訓練模式，以做中學的方式加強青年專業知能與就業技能；而針對職前階段的青年，有產業新尖兵試辦計畫及青年專班訓練，提供青年獲取適性、適訓之課程訓練。



雙軌評鑑委員行前共識會
Consensus meeting for Dual Training Flagship Program assessment committee.

透過辦理工作聯繫會議，協助發展署管控各階段執行進度與績效管理；另為確保雙軌計畫申請單位執行品質，辦理評鑑單位說明會和評鑑委員共識會；此外，針對青年政策議題，亦透過量化問卷、個別質化訪談及專家學者經驗分享等方式，蒐集資料並提出政策分析及建議報告。

雙軌訓練旗艦計畫暨補助大專校院辦理就業學程計畫

勞動部勞動力發展署於民國 92 年引進德國雙軌制職業訓練模式，配合臺灣產業發展改制為「雙軌訓練旗艦計畫」推展迄今，同年推動「補助大專校院辦理就業學程計畫」；109 年起為協助青年取得製造產業關鍵技術能力推動「產業新尖兵試辦計畫」，期待整合政府、學校與民間單位三方資源，使技職教育及職業訓練合流，營造讓企業「蓄才於校」，讓學子「學用無落差」的有利環境，並助業界與學界達成「人才無縫接軌」之目標。

在雙軌訓練旗艦計畫部分，北基宜花金馬轄區結合 5 所學校及 38 間事業單位，合作辦理 7 個職類，提供此計畫近 300 位訓練生進行工作崗位訓練；大專就業學程計畫部分，結合 22 所學校，共同辦理 68 支就業學程、39 支共通核心職能課程專班，參訓學生數超過 2,500 人；產業新尖兵計畫部分，結合轄區學校、工商業團體，辦理近 200 班 5+2 創新產業訓練課程，培訓超過 3,700 位待業青年。

青年工作崗位訓練計畫

為提升青年就業，本會協助北基宜花金馬發展署執行本計畫，本計畫包含「青年就業旗艦計畫」及「青年就業領航計畫」。

青年就業旗艦計畫幫助 15 歲至 29 歲的離校青年以先僱後訓模式提供工作崗位訓練，補助雇主訓練費用，由資深員工擔任職場導師指導參訓青年有紮實的技能，增加企業僱用意願。110 年度辦理計畫推動說明會、核銷說明會共 13 場次，協助近 650 家廠商招募成功、近 2,600 位青年錄訓。

青年就業領航為鼓勵應屆高中職畢業生先就業再升學，一樣以先僱後訓及專人指導訓練模式，結合業師提供個別化及密集式的指導培訓，建立正確之職業價值觀，並發展職涯抉擇。110 年度共辦理計畫推動說明會、核銷說明會、職前訓練課程、職場導師教學及輔導知能訓練課程共 8 場次，核定 4,441 個職缺數，參與學生 379 人，錄用學生 379 人，媒合率達 100%。



領航職前訓練課程

Leadership Pre-vocational Training Course.

Youth Vocational Training Program

The implementation of this Program, entrusted to us by the Workforce Development Agency (WDA), Ministry of Labor, includes the training of talented youth needed in the industry. Targeting school-aged youngsters, the Dual Training Flagship Program, industry and industry-academia training collaboration training are promoted, while college and university career programs subsidized. Targeting those who have already graduated from school, the Youth Employment Flagship Program and Youth Employment Leadership Program have been facilitated. By implementing a workplace training model of 'learning by doing' approach, the professional capabilities and vocational skills of these young people are enhanced. As for pre-employed youths, the Trial Program for Newcomers in the Industry and special training courses are available for them to gain appropriate and suitable training.

We assist the WDA in managing the implementation process and performance of all phases of the programs through work meetings. Also, to ensure the implementation quality of the application unit for the dual program, we hold assessment unit briefings and assessment committee member consensus meetings. In terms of youth policy issues, we collect information, provide policy analysis and recommendation reports through quantitative questionnaires, individual qualitative interviews, and experience sharing of experts and scholars.

Dual Training Flagship Program and Subsidizing Employment Programs of Colleges and Universities

The WDA introduced the German dual vocational training model in 2003. The model was later redesigned into the "Dual Training Flagship Program" to accompany the development of Taiwan industry. In the same year, the employment program to subsidize colleges and universities was also implemented. To help young people



青年領航推動說明會

Youth leadership promotion briefing.

obtain key skills in the manufacturing industry, the "Trial Program for Newcomers in the Industry" was introduced in 2020, hoping to integrate the resources from government, schools, and community bodies, enabling vocational education and training to combine, thus creating a favorable environment for companies to put talented people to good use and students to contribute what they have learned, and achieving the goal of "seamlessly connecting talent" between industry and academia.

In terms of the Dual Training Flagship Program, 5 schools and 38 business units joined forces in 6 regions namely Taipei, Keelung, Yilan, Hualien, Kinmen, and Matsu to create 7 job categories, providing job training to nearly 300 people. In terms of the Career Course Program for Colleges, 22 schools worked together to offer 68 employment courses and 39 classes focusing on common core functions to 2,500 trainees. In terms of the Program for Newcomers in the Industry, schools, and business organizations in the area have created nearly 200 classes for 5+2 innovative industry training courses training more than 3,700 employed young people.

Vocational Training Program for Young People

In an attempt to increase youth employment, the Association assisted the Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch of the



勞動力發展署北分署林仁昭分署長(左)拜訪宏國德霖科技大學羅清水校長(右)

Lin Jen-Chao (left), Director of the Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch visited Lo Ching-Shui, principal of Hungkuo Delin University of Technology.

WDA in carrying out this Program which includes the "Youth Employment Flagship Program" and the "Youth Employment Leadership Program."

The Youth Employment Flagship Program helps young people aged between 15 and 29 who have left school by providing them career training using the model to employ and train them. The training expenses are subsidized and senior employees serve as career instructors, teaching the young trainee's solid skills to help increase their chances of employment to in the future. In 2021, a total of 13 sessions of program promotion and underwriting seminars were held, helping in the successful recruitment of nearly 650 companies and training 2,600 young people.

To encourage high school graduates to first find a job then pursue higher education, personalized and intensive training is provided by instructors using the approach of "employment first then training." This helps builds the correct career values and develops career choices for these youngsters. In 2021, a total of 8 sessions of program promotion and underwriting seminars, pre-vocational training courses, workplace coaching, and guidance training courses were held, securing 4,441 jobs. A total of 379 students participated in these sessions with a 100% hire rate.

職業訓練輔導系列計畫



勞動力發展署桃竹苗分署長賴家仁(中)為第51屆全國技能競賽選手加油

Lai Chia-Jen (middle), director of the Taoyuan-Hsinchu-Miaoli Regional Branch, cheered on the contestants of the 51st National Skills Competition.

在職暨職前職業訓練推廣

為提升在職及職前勞工知識、技能及態度，本會協助桃竹苗分署，結合勞工團體與轄區內優質訓練單位，依區域產業需求，提供具實務導向的多元化訓練課程，並協助強化各訓練單位之辦訓品質，增強就業職能及更多優質職業訓練選擇，保障勞工參訓品質。

110年度桃竹苗轄區內，共辦理966門在職訓練課程，補助經費約新台幣1億1仟萬元，服務逾17,550人次之在職勞工。職前訓練亦針對不同職類開設失業者訓練專班，共開辦184門職前訓練專班，服務逾5,708人次之失業者；職前訓練課程方面則辦理共70門，補助經費約新台幣6,600萬元，服務逾1,100人次之在職勞工。

班級經營管理與輔導計畫

勞動部勞動力發展署桃竹苗分署為提升失業勞工知識、技能、態度，以自有設施設備為主，規劃多元化實務導向訓練課程，並補助其訓練費用，以激發失業勞工自主學習，累積個人人力資本，提升國家整體人力資本目標。

本計畫共招募34名人力，分別派駐於桃竹苗分署、幼獅職業訓練場及苗栗職業訓練場等地，辦理班級經營管理、學員諮詢輔導、簡易護理照顧、學員宿舍管理、廠商入班徵才、訓後就業輔導等相關業務，並於新竹市政府身障綜合大樓，辦理在地化、身障專班、原鄉地區職業訓練及因應推動獎勵青年學習，增辦青年專班，提升人才再就業。

110年度訓練人數達2,873人，開設班級數達260班，職前訓練學員輔導服務達252場次，職前訓練結訓後3個月就業率高達93.1%，實有效提升參訓者就業市場競爭力，辦訓成果豐碩。



產投方案跨區審查會議

Cross-region review for the production and investment program.

行政管理與營運計畫暨技能檢定及競賽計畫

技能檢定是近代工商業發展的動力之一，先進國家在工業方面之所以能一直居於世界領先的優勢，事實上與該國早已建立職業證照制度有非常密切關係，由於我國產業結構已朝向高科技技術發展，各行各業技術日益專業化，邁向職業證照制度將是必然的趨勢。

因此勞動部勞動力發展署桃竹苗分署委託本會執行本計畫，除應積極推展職業教育與職業訓練，擴大辦理技能檢定外，亦應全面舉辦技能競賽，以擴大影響蔚成風氣，促進全國各界對技術教育與訓練之重視，使青年踴躍參加職業教育與職業訓練，成為國家經濟、社會建設主要力量。

110 年度共計招募 20 名人力，分別派駐於桃竹苗分署、幼獅職業訓練場，進行辦理技能檢定競賽及行政庶務等業務。技能檢定業務服務人數 1,423 人次、培訓 299 名選手，辦理國技能競賽北區分區技能競賽活動，訪視培訓選手 5 間合作學校，辦理各級參訪座談等規劃接待案件，和職業訓練生活津貼 412 件，辦理青年獎勵金 317 件，協助辦理檔案管理及檔案借調業務共 37,247 件。

產業人才投資方案系列計畫

為強化我國勞動人口在職場上必要的共同核心職能及產業專業技術能力，以因應急速國

際經濟變遷及競爭，勞動部勞動力發展署為激發在職勞工自我學習，鼓勵其參加在職訓練，以提升知識、技能及態度，累進個人人力資本，於民國 110 年 09 月 03 日修訂「產業人才投資方案補助要點」，由該署各分署結合民間優質訓練單位及勞工團體辦理學分班及非學分班在職訓練課程，凡在職勞工參加本方案訓練課程，可獲得政府 80% 或全額補助，每位在職勞工 3 年內享有 7 萬元補助額度。

勞動部勞動力發展署北基宜花金馬分署委託本會成立專案團隊，結合轄區內通過 TTQS 優質之訓練單位，規劃並辦理多元符合產業需求的訓練課程，以及補助勞工訓練費用。110 年度結合轄區內優質訓練單位，產業人才投資方案(含充電起飛計畫)計 350 個訓練單位，辦理 1,699 門課程，補助經費約新台幣 2 億 4,719 萬元，服務逾 41,000 人次的在職勞工，成果豐碩。



產投公開說明會
Public Briefing on Industrial Investment.



桃竹苗分署長賴家仁到場關心同事審件情況

Lai Chia-Jen, the Director of Taoyuan-Hsinchu-Miaoli Regional Branch visited the site for case review of colleagues.

Vocational Training Series Program



勞動部前常務次長林三貴與桃園苗分署科室主管參訪創業鳳凰輔導成功案例

Former Labor Vice Minister, Lin San-Kuei and section chief of the Taoyuan-Hsinchu-Miaoli Regional Branch paid a visit to the successful Phoenix Project cases.

On-the-job and Pre-vocational Training Promotion

In order to enhance the knowledge, capabilities, and attitudes of on-the-job and pre-employment workers, we assist the Taoyuan-Hsinchu-Miaoli Regional Branch in providing diverse practice-oriented training courses. These courses are carried out by labor groups and quality training institutions within the area according to the needs of regional industries. We also help reinforce the training quality of each training institution to strengthen employment capabilities and quality career training choices, ensuring labor training quality.

In 2021, a total of 966 pre-vocational training courses were conducted in Taoyuan, Hsinchu, and Miaoli, with subsidies reaching NTD110 million, serving more than 17,550 on-the-job workers. Pre-vocational training was also offered to the unemployed targeting different job categories. A total of 184 special pre-vocational classes were open, serving 5,708 unemployed people. With subsidies of NTD66 million, a total of 70 pre-vocational training courses were carried out, serving nearly 1,100 on-the job workers.

Classroom Management and Counseling Plan

To enhance the knowledge, capabilities, and attitudes of the unemployed, the Taoyuan-Hsinchu-Miaoli Regional Branch of the WDA plans diversified practice-oriented training courses using its own facilities and equipment. The training fees were also provided by the Branch to encourage the unemployed to take on independent learning, accumulate their personal human capital, further enhancing Taiwan's overall human capital.

For the Program, a total of 34 people were recruited to be stationed in the Taoyuan-Hsinchu-Miaoli Regional Branch of the WDA, Youshi Vocational Training Center, and Miaoli Vocational Training Center. They were responsible for class management, student guidance, simple healthcare, student dormitory management, vendor recruitment and career counseling after training. As well as this, localization classes, special classes for the disabled, and vocational training for indigenous people in remote areas are provided and extra special classes added at Hsinchu City Government Disability Employment Service Building to encourage youth learning, increasing talent re-employment.

In 2021, 2,873 people received training in 260 classes; 252 sessions of counseling services for pre-vocational training were conducted. The employment rate after 3 months of the completion of pre-vocational training reached 93.1%, successfully increasing the competitiveness of the participants in the job market.

Administrative Management Plan & Skills Test and Competition Plan

Skills tests have been one of the driving forces of industrial and commercial development in recent years. The fact that many advanced countries have been able to keep their leading positions in their respective industry is that they have mature occupational licensing systems in place. As Taiwan's industrial structure has developed towards high-tech, technologies in many industries have become more and more professional. It is inevitable for Taiwan to develop its own occupational licensing system.

Based on this notion, we have been entrusted by the Taoyuan-Hsinchu-Miaoli Regional Branch to carry out this Program. In addition to the proactive promotion of vocational education and training and expand skills tests, skills competitions must also be organized to boost the importance of technical education and training in all sectors. In doing this, young people are encouraged to participate in vocational education and training, becoming the nation's primary force in terms of economy and social construction.

In 2021, a total of 20 people were recruited to be stationed in the Taoyuan-Hsinchu-Miaoli Regional Branch of the WDA and Youshi Vocational Training Center for organizing skills competitions and handling administrative affairs. A total of 1,423 people received skills test services with 299 people trained. As well as this, national skills competitions in the north region were organized and trainees from five partner schools visited. We also took part in seminars at various levels and provided 290 subsidies for vocational training and 258 incentives. Moreover, 29,022 cases of file management and file loans were proceeded.

Industry Talent Investment Series Plan

Reinforced common core functions and industrial professional skills necessary in the workplace help respond to rapid global economic changes and competition. Moreover, the WDA revised the "Industrial Talent Investment Program Subsidy Key Points" on September 3, 2021 aiming to encourage independent learning of workers and for them to take part in on-the-job training. This enables workers to enhance their knowledge, skills and attitudes, further accumulating their personal human capital. Combining private quality training entities and labor groups, the local branch organized on-the-job training courses for credit and non-credit classes. Those who are employed participating in the training courses under this program received 80% or full government subsidy and can be granted a subsidy amounting to NTD70,000 in 3 years per employed worker.

The Taipei-Keelung-Yilan-Hualien-Kinmen-Matsu Regional Branch of the WDA entrusted the Association to establish a project team combined with the TTQS-certified quality training entities in the region to plan and carry out training courses in line with industrial needs. The training fees of workers were also provided. In 2021, quality training institutions within the regions were put together for the Industrial Talent Investment Program (including the Recharge and Take Off Program). A total of 350 training institutions conducted 1,699 courses, with a subsidy of NTD247.19 million, serving more than 41,000 employed workers.



辦理職訓講座 -Google 雲端硬碟電子表單應用
Occupational training – Application of e-forms on Google Cloud.

職前訓練評鑑計畫

Pre-vocational Training Assessment Program



高雄中餐服務人員職業工會附設職業訓練中心實地評鑑試評作業流程

Kaohsiung Chinese Food Service Workers Professional Union established a vocational training center to assess operational process.

因應現今企業與民眾多之職業訓練需求，勞動力發展署積極結合民間訓練單位及地方政府，以委辦或補助模式鼓勵民間資源投入職業訓練產業。本會也整合相關資源，建立客觀、公正、透明之機制及標準作業流程，不僅協助發展署精準掌控計畫綜效，同時也做為後續委外或補助辦理職前訓練之參考。

民國 109 年前僅透過書面評鑑機制辦理，就訓練單位之「行政管理」、「訓練實施」、「訓練績效」做為考評重點。民國 110 年起由本會透過書面評鑑及實地評鑑相關試評作業，提供執行概況之各項分析及相關資訊。

為有效推動並使各階段計畫執行順利，110 年度已完成並辦理書面評鑑評分基準研商會議 1 場、書面評鑑結果研商會議、TTQS 受評核單位之評鑑結果，並研擬實地評鑑機制、執行實地評鑑作業制度專家研商會議、抽樣 15 家辦訓單位進行實地評鑑試評作業。藉由專家及學者之建議，提升民間訓練品質與績效，鼓勵失業者參加職業訓練、進而提升工作技能並促進就業。

In response to the diverse vocational training needs of companies and the general public, the WDA has been making an effort to work with private training institutions and local governments to encourage investing community resources in the vocational training industry through outsourcing or funding. Meanwhile, the Association also integrated relevant resources to establish an objective, fair and transparent mechanism as well as operating procedures. Not only does this help the WDA precisely control the effectiveness of the program, but it also serves as a reference for subsequent outsourcing or pre-vocational training fundings.

Before 2020, only a written assessment mechanism was available which was based on the training institution's "administrative management," "training implementation," and "training performance" as assessment keys. From 2021, the Association will provide analysis and relevant information on implementation overview through written and on-site assessments.

Aiming to ensure that all phases of the program were effectively carried out, in 2021, one meeting on written assessment and written assessment results was conducted, and assessment results of the evaluation institution TTQS completed. Meanwhile, an on-site assessment mechanism was also proposed and an expert discussion meeting covering the on-site assessment system held. A total of 15 training institutions were sampled for an on-site assessment. Through the advice of experts and scholars, the training quality and performance of the private institutions were enhanced. Unemployed people were also encouraged to participate in vocational training to further improve their work skills while promoting employment.

臺灣就業通網實整合服務計畫

Taiwan Employment Network Integration Service Program



數據分析及人工智慧學習課程 - 上課情形
Data analysis and AI learning course – in class.

台灣就業通網實整合服務計畫

勞動部勞動力發展署於 103 年度創建「台灣就業通」品牌，以「職涯發展」為主軸，結合實體與虛擬服務通路，提供就業、職訓、技能檢定、創業協助等為民服務項目。

為強化公立就業服務機構服務與整合其線上線下資源，本會協助辦理本計畫，對民衆行銷推廣台灣就業通，透過相關行銷活動藉以提升其品牌能見度，同時辦理專業訓練課程及工作坊形式，加強各實體機構服務同仁的工作知識與能力，以有效達到本計畫虛實整合目的，成功扮演搭橋的角色。

本會另協助建置求職求才資訊視覺化系統，將就業服務資訊透過資料庫數據剖析彙整後以視覺化方式呈現，以便於掌握整體服務資訊概況以供決策分析。

110 年度辦理線上就業博覽會及參與徵才活動推廣台灣就業通，另外舉行就業服務網站資源應用工作坊，和數據分析及人工智慧學習課程。

Taiwan Employment Network Integration Service Plan

The WDA set up the "Taiwan Jobs" website in 2014. With "career development" being the main focus, the website combines physical and virtual channels to provide services such as employment, vocational training, skills tests, and startup assistance.

In order to strengthen the services of public employment agencies and integrate their online and offline resources, the association helped carry out this program. By conducting relevant marketing events, Taiwan Jobs was widely promoted to the public to help increase its visibility. At the same time, through professional training courses and workshops, work knowledge and capabilities of service workers in the physical institutions were enhanced, effectively achieving the objective of integrating physical and virtual recourses.

Additionally, the Association helped build a visualization system for jobseekers or talent seekers. This helps employment service information be presented visually through database so that the overall service information is provided for decision making.

In 2021, Taiwan Jobs was promoted through an online job expo and by participating in recruitment activities. Furthermore, an employment service website resource application workshop and data analysis and AI learning course were also conducted.



就業服務網站資源應用工作坊 - 台北場上課情形
Employment Service Website Source Application Workshop – Taipei Class.

政策宣導

Policy Promotion

- ▼ 商圈多元推廣系列計畫
Counseling Project for the Development and Improvement of Diverse Shopping Districts
- ▼ 優化國際體育交流活動管理計畫
Program for Optimization of International Sports Exchange
- ▼ 移工相關系列計畫
Foreign Workers Related Programs
- ▼ 車輛產業發展推動計畫-機車行升級轉型推廣
Project to Promote Auto Industry Development: Promotion of Upgrading and Transformation for Motorcycle Dealers
- ▼ 工作生活平衡輔導及推廣計畫
Work-life Balance Guidance and Promotion Plan
- ▼ 智慧財產權教育推廣案
Intellectual Property Rights Education Promotion Project
- ▼ 桃竹苗區域運籌人力資源整合服務計畫
Taoyuan-Hsinchu-Miaoli Regional Human Resources Integration Service Program

建置完善宣導機制，落實政策溝通效能化

Establishment of a Complete Policy Promotion Mechanism to Communicate Policies Effectively

政策行銷與管理的能力，為當代公共管理者必備的核心要能之一，無論學識或經驗都堪稱菁英的公共管理階層，如若缺乏政策推廣的認知與技巧，許多立意良善之法規及政策將無法走出部會大門，進而成為國家的損失。政府部門為帶動經濟發展，除積極規劃各項政策措施，重要的是將績效成果透過行銷策略，讓大眾瞭解並增加其對於各項計畫的認同感，讓政策溝通效果與預算效能充分發揮。

在這樣的政策推動與持續反饋中小企業需求之雙向互動中，本會建立了完整的政策宣導機制，讓政府政策得以落實並廣為周知，目前已然成為各政府相關單位推廣政策、發布訊息時之最佳管道。未來本會仍將持續不斷創新及建置各類廣宣管道，與民眾保有良好互動和溝通，確實傳達政策美意，以協助各個政府相關單位打造利於中小企業發展的環境，亦與全臺各縣市近 60 個次級組織共同努力，持續提供各地中小企業多元服務，使中小企業能及時獲得最新政策資訊，並使中小企業能體會政府的用心，戮力打造雙贏局面。

Policy marketing and management ability is one of the core competencies necessary for public managers in modern times. Suppose the public managers with extensive knowledge or experience are not equipped with the knowledge and skills of policy promotion. In that case, many well-intentioned laws and policies may not be able to be implemented effectively, thereby resulting in a loss for the country. To promote economic development, the government has actively set out various policies and measures and adopted marketing strategies to increase the public understanding of and citizens' sense of identity with various programs to maximize the effectiveness of communicate policies and budgets executed.

In the two-way interaction between policy promotion and continuous feedback on the needs of SMEs, the NASME has established a complete policy promotion mechanism to enable the government's policies to be implemented and widely known. At present, it has become the best channel for relevant government agencies to promote policies and announce information. In the future, we will continue to innovate and establish various promotion channels, maintain positive interaction and communication with the public, and duly convey the good intention of policies, to help government agencies to create an environment conducive to the development of SMEs. We also collaborate with 60 sub-organizations in cities and counties across Taiwan, to provide diverse services to SMEs, so that they can access the latest policy information in a timely manner and appreciate the government's endeavors, thereby creating a win-win outcome.

商圈多元推廣系列計畫

Counseling Project for the Development and Improvement of Diverse Shopping Districts



桃園魅力金三角商圈訪視 - 經濟部中小企業處何晉滄處長 (左三)、本會李育家理事長 (左二) 與商研院代表及商圈代表合影
Visit to the Charming Golden Triangle Shopping District - Chin-Tsang Ho (third from left), Director General, Small and Medium Enterprise Administration, Ministry of Economic Affairs; Yu-Chia Li (second from left), Chairman of the NASME; representatives of the Commerce Development Research Institute; representatives of the shopping district.

振興商圈多元推廣計畫

國內疫情自民國 110 年 5 月起爆發，各商圈店家受到經濟影響更甚以往，經濟部中小企業處為復甦商圈人潮、推動商圈振興，委由本會辦理本計畫，透過多元行銷推廣，力促商圈恢復榮景。

本會以「宣傳推廣」方式串聯多管道曝光，安排傳統媒體報導、網紅合作推廣、商圈形象影片製作、也透過國外媒體發布商圈資訊，吸引更多民衆關注，累積商圈網路聲量，進而帶動帶動國內旅遊熱潮、創造人潮回流、提升商圈商機。

為重現商圈特色印象與民衆消費信心，本會依據各地商圈屬性，辦理主題性聯合行銷活動、串聯多元社群平台活動、商圈職人體驗、安排商圈在地旅行，鼓勵本會企業協會及聯誼會走訪商圈，在出遊連繫感情的同時，用行動支持商圈。

110 年度本會致力運用媒體平台推廣商圈，以展現商圈多元風貌，達振興商圈之效。未來，本會將持續努力，累積國內安心旅遊印象、加強商圈特色與商品定位，不斷塑造商圈新價值及新活力。

推動商圈振興及特色加值計畫

為協助商圈發揚自身特色、挖掘故事、展現在地產業以及推動深度旅遊。本會辦理本計畫，提煉商圈文化內涵、加強特色定位，辦理課程活動與故事推廣，以全力提升商圈應對趨勢改變的能力，提高在地特色產業的附加價值。

透過辦理商圈數位充電工作坊，網羅產學界業師、典範商圈代表交流分享，邀集全臺商圈先進精進數位行銷技能，帶來「數位轉型」之動能；亦結合商圈文化節慶及地方產業資源，舉辦商圈特色主題性活動、聯合商圈多元展銷活動，透過推廣賦予商圈特色展現的空間，提升商圈聚客力、創造實質經濟效益。

在後疫情時代，網羅 8 個商圈製作聯合商圈伴手禮，並與插畫家合作集結上百個商圈文化特產製成商圈刺繡貼蒐集冊，融入在地故事創造商圈商品新印象，獲得良好評價與口碑。另，為累積商圈「永續發展」新動能，促進國內旅遊新風潮，安排故事推廣與深度遊程，以故事行銷創造商圈吸引力，讓民眾實際走進商圈。

109-110 年度商圈多元推廣系列計畫共舉辦 23 場主題活動、辦理 25 場商品展銷活動、製作聯合商圈伴手禮與商圈商品型錄、進行故事行銷推廣，活動參與民眾達數萬人次、帶動商圈整體經濟效益超過千萬營業額。未來，本會也會持續推動，以故事包裝加值商圈商品，體現商圈的多樣風貌，推動商圈印象深植人心。

Counseling Project for the Development and Improvement of Diverse Shopping Districts

The outbreak of the domestic pandemic since May 2021 has dealt a severe blow to the stores in various shopping districts. To stimulate the economy and promote the revitalization of the shopping districts, the Small and Medium Enterprise Administration has commissioned the NASME to implement this project to revitalize the prosperity of the shopping districts through diverse marketing approaches.

We have striven to increase the visibility of the shopping districts by taking an integrated marketing



大甲商圈親子小旅行紀念合影
Group photo of family trip at Dajia shopping district.

approach to connect multiple channels, arranging traditional media reports, collaborating with online celebrities, and producing short films to improve the image of the shopping districts, while working with foreign media to publish their information. As such, we have attracted more people's attention to the shopping districts and created discussions in the online communities, which has led to a domestic tourism boom and floods of people and increased business opportunities.

To reproduce the characteristics of the shopping districts and strengthen consumers' confidence, the NASME, based on the attributes of the commercial districts, organized thematic joint marketing activities to connect diverse activities on social platforms, held activities for the participants to experience the work in the shopping districts, arranged local tours in the shopping districts, and encouraged the associations and enterprises participating in the NASME and social clubs to visit the shopping districts to support them with actions while maintaining relationships through the visits.

In 2021, we were committed to adopting social media platforms to promote the visibility of the shopping districts by demonstrating their diverse features, thereby achieving the goal of revitalizing the business of the shopping districts. In the future, we will continue to strive to assure the public that it is safe to travel in Taiwan, strengthen the characteristics and product positioning of the shopping districts, and continue to shape their new values and vitality.



經濟部中小企業處何晉滄處長（左三）訪視大園商圈 - 用行動支持商圈特色商品

Chin-Tsang Ho (third from left), Director General, Small and Medium Enterprise Administration, Ministry of Economic Affairs, visited the Dayuan Shopping District to support featured products in the shopping district with action.

Project for Promotion of Shopping District Revitalization and Value-Added Features

To assist the shopping districts in promoting their own features, exploring their own stories, demonstrating their local industries, and promoting in-depth tourism, the NASME has implemented this project to enrich the cultural connotation of the shopping districts, strengthen their positioning of features, offer courses, organize activities, and promote their stories, to strengthen the shopping districts' ability to respond to changes in trends, thereby increasing the added value of local featured industries.

We held the digital literacy improvement workshops for businesses in the shopping districts, at which the consultants from the industry and the academia and representatives from the model shopping districts were invited to exchange and share ideas with the participants, to hone their digital marketing skills, thereby facilitating digital transformation in this sector. Furthermore, we held featured and thematic activities in the shopping districts and diverse joint exhibitions and sales events in cooperation with cultural festivals of the shopping districts and local industrial resources, to enhance shopping districts' ability to attract customers and create substantive economic benefits by providing a space for them to demonstrate their features.



商圈聯合行銷主題活動 - 商圈親子市集
Joint thematic event of shopping district – shopping district family market.

In the post-pandemic era, we invited eight shopping districts to jointly develop the shopping districts' unique souvenirs, and also collaborated with illustrators to design over one hundred specialties of the shopping districts then collected them into embroidery sticker collection albums, with the local stories integrated to create a new impression on the products in the shopping districts. Such an event was well-received by the customers. In addition, to gather new momentum for the sustainable development of the shopping districts and promote a new boom of domestic tourism, we arranged in-depth tours to promote the local stories and enhance the attractiveness of the shopping districts through story marketing, while motivating the public to go to the shopping districts.

We held a total of 23 thematic events and 25 product exhibitions and sales events, jointly developed the shopping districts' unique souvenirs and embroidery sticker collection albums and carried out story marketing events under the 2022-2021 Counseling Project for the Development and Improvement of Diverse Shopping Districts. The number of participants reached tens of thousands, and the overall revenue of the shopping districts amounted to over tens of millions of New Taiwan dollars as a result. In the future, we will continue to package the shopping districts' products and increase their added value through stories, to demonstrate the diverse features of the shopping districts and polish their public image as well.



商圈特色主題活動 - 艋舺商圈記者會
Special event of shopping district – Bangka shopping district press conference.

優化國際體育交流活動管理計畫



夯運動 in Taiwan 交流分享會 - 「臺灣品牌國際賽網路人氣票選」表揚活動

Fun Sports in Taiwan Exchange and Sharing Program - "Taiwan Brand International Sports Events Online Vote" Awards Ceremony.

籌辦國際運動賽事無疑是成為許多國家或是城市積極爭取的重要活動，近年因應新冠肺炎疫情影響，對國際運動賽事帶來巨大的轉變，為持續優化國際運動賽事各項環節，仍透過輔導機制、營運管理知能，以及行銷推廣三大面向，提升我國主辦國際運動賽事的成效。

民國 110 年首度舉辦「臺灣品牌國際賽研習營」，主要內容包含「品牌研習課程」，希冀藉由多樣豐富的課程，建構賽事品牌化概念，打造臺灣國際賽事品牌，並舉辦「臺灣品牌國際賽網路人氣票選」，票選出 10 場人氣賽事，



110 年國際品牌賽事 DEMO 競賽—大專院校組表揚活動
"2021 Taiwan Brand Interational Sports Events DEMO Competition - College Group" Awards Ceremony.

展現運動行銷結合城市發展的亮點，進而吸引民衆關注國際賽事，挖掘出優質潛力賽事，延續品牌賽事思維與城市意象，最後透過「簡報 DEMO 分享」，達到相互交流與切磋，提升國際賽事之舉辦質量，攜手共創臺灣品牌國際賽事之目標。

本計畫為強化與國際體育團體之間的互動交流，透過品牌研習課程、國際論壇及交流分享會等活動，以實體活動結合線上視訊並進的方式，邀請國內外專家學者分享辦理國際賽事之實際案例，汲取各國家籌辦賽事的經驗與新知趨向。

民國 110 年甫完成的東京奧運，在全球颯起一股運動熱潮，各國國際賽事也逐漸看到久違的曙光，迎接一個轉型的契機，本計畫亦期盼延續運動帶給全民的感動，持續傳遞正向能量，讓「夯運動 (Fun Sports) in Taiwan」成為國際間重要的運動交流平臺，共同打造更高品質的國際運動賽事。

Program for Optimization of International Sports Exchange

Hosting international sports events has undoubtedly become an important activity for which many countries or cities are striving actively. In recent years, the COVID-19 pandemic has caused a great impact on and changes to international sports events. To optimize all aspects of international sports events, we have endeavored to improve the effectiveness of the international sports events hosted by our country through the three major aspects of a counseling mechanism, operations management knowledge, and marketing and promotion.

In 2021, we held the Taiwan Brand International Sports Events Workshop for the first time, including the Brand Training Courses, to create a brand for international sports events hosted by Taiwan through a variety of courses. Meanwhile, we held the "Taiwan Brand International Sports Events Online Vote" event to select the top 10 popular sports events. This, in turn, demonstrated our efforts in combining sports marketing with urban development, to attract public attention to international sports events and enable us to identify high-quality sports events with potential and continue the concept of event branding and city image enhancement. Finally, through DEMO Presentations and Sharing, we

facilitated exchanges and discussions between participants to improve the quality of sports events hosted by Taiwan and achieve the goal of hosting Taiwan-branded international sports events together.

To strengthen the interaction and exchanges between international sports organizations, we, under this program, held the Brand Training Courses, international forum, as well as exchange and sharing program, both online and offline. We invited domestic and international experts and scholars to share their practical experiences in hosting international sports events, enabling participants to learn from their experiences and keep abreast of new knowledge and trends in organizing sports events.

The Tokyo Olympics, held in 2021, facilitated a trend of sports around the world. Various countries have gradually witnessed a silver lining for the transformation of international sports events. This program also aims to continue to create positive energy from sports for the public. Pass positive energy and develop "Fun Sports in Taiwan" toward an important exchange platform in international sports events, to jointly host higher-quality international sports events.



行政研習會與會貴賓全體合影

Group photo of guests in the administrative seminar.

移工相關系列計畫

Foreign Workers Related Programs



職聘中心持續辦理員工教育訓練持續提升專業知能

Direct Hiring Service Center held employee education and training to continue to improve their professional knowledge and skills.

直接聘僱聯合服務中心計畫

勞動部勞動力發展署為保障雇主及外國人權益，減輕外國人來臺工作之負擔，以符合我國重視國際人權及社會公益之期待，特成立直接聘僱聯合服務中心以提供雇主多元聘僱外國人管道。

本會於民國 96 年承辦本計畫迄今，總服務雇主人數及服務外國人人數超過 17 萬人。為使直接聘僱服務持續便民化，並符合單一窗口機制的服務精神，自民國 107 年起即推動提供雇主個案管理機制，從申辦流程開始民眾可透過單一窗口來進行諮詢及服務，直到申辦項目完成。

直聘中心為協助雇主順利自行聘僱外國人，將協助雇主案件申辦服務，如雇主忙碌無法親自辦理，亦可以郵寄方式將案件寄送至直聘中心或採用線上申辦方式辦理，此外，也可以透過直聘中心詢問接續聘僱在臺外國人服務，除提供各國語言諮詢，更主動以電話及簡訊方式提醒雇主聘僱後應辦事項，提升服務可近性。

另為協助雇主自行管理外國人，直聘中心另推出「聘僱移工小幫手 APP」，提供案件進度查詢、聘僱期間管理應辦事項試算等功能，也透過「直接聘僱官方網站」提供申請流程、申請文件下載、健康檢查、居留證、勞動契約等多元資訊，方便雇主自行管理外國人。

近年來，直聘中心更積極輔導事業單位採用直接聘僱專案選工方案引進外國人，事業單位可向直聘中心提出招工需求，採用客製化方式協助製造業雇主聘僱外國人，能夠更符合事業單位聘僱條件，持續創造勞雇雙贏。

外國人申請案件處理業務外包計畫

為填補不足的勞動力，除了持續引進外籍移工，政府亦著力於留住外籍人才，因此勞動部勞動力發展署為處理製造業、家庭類及白領外國專業人員等各類龐大的外國人工作許可申請案件及提供民眾電話諮詢服務，以業務委外方式，由本會派駐 118 名工作人員，負責外國人工作許可申請案件之建檔、審查、電話諮詢、就業安定費、收容費、強制執行業務等非核心庶務工作。

110 年度在新冠肺炎疫情影響下，派駐人員仍堅守崗位，累計審查逾 100 萬件外國人工作許可案件，每月平均辦理 10.2 萬件，並配合政策的調整，在最短的時間內完成交付的任務，同時也不忘持續加強專業知識，營造工作與生活平衡的友善職場，重視員工身心健康，提供民眾更優質及有效率的服務。

製造業雇主申請外勞案件之前期審查業務

為協助製造業業者解決辛苦、危險等環境與勞動條件不佳之製程人力不足現象，勞動部修正「外國人從事就業服務法第四十六條第一項第八款至第十一款工作資格及審查標準」，自民國 99 年 10 月 1 日起調整經常性開放製造業特定製程申請引進外勞。

符合前述勞動部公告指定之業者，可依需求狀況向中央目的事業主管機關提列申請案，並據此進行案件資格審查，以供該部核配外勞參考。本計畫為協助工業局受理審核符合公告製程之製造業業者申請外籍勞工案件之前期審查工作，初審廠商資格條件、檢附文件、協助審查會議及複審會議召開、個案列管追蹤等相關行政工作，以供勞動部核發外勞之參考，因應工業局委託本計畫，提供 6 名計畫人力處理行政工作之需求，並協助各組室掌理製造業業者申請外籍勞工審查工作及其他行政業務。



印尼駐台代表處參訪義美食品
The Indonesian Representative Office in Taiwan visited I-MEI Foods Co., Ltd.

Direct Hiring Service Center Service Project

To protect employers' and foreign workers' rights and interests and to alleviate foreign workers' burden of working in Taiwan and to meet our goal of emphasizing international human rights and social welfare, the Workforce Development Agency, Ministry of Labor, established the Direct Hiring Service Center to provide employers with multiple channels to employ foreign workers.

Since the NASME was commissioned to implement this project in 2007, the total number of employers and foreign workers served has exceeded 170,000. To make the direct hiring service convenient with a single contact point, we have implemented an employer case management mechanism since 2018. From the beginning of the application process, each applicant can receive consultation service and other services through a single contact point till the end of the application process.

To assist employers in hiring foreign workers on their own, the Direct Hiring Service Center (DHSC) assists employers with the application process. If an employer is too busy to go through the application process in person, it can send the application to the DHSC by mail or via the Internet. In addition, employers can consult the DHSC about renewing the employment of foreign workers in Taiwan. The center provides consultation services in different languages and actively reminds employers of the post-employment to-do list by telephone and text messages to improve the accessibility of the services.

Furthermore, to help employers manage foreign workers on their own, the DHSC has launched the Foreign Worker Recruitment App, which provides functions of case progress query, the to-do list during the employment period, and trial calculation. A variety of information is also provided through the Direct Hiring Official Website, including the application process,

download of application documents, health check, residence permits, and labor contracts, to make it easier for employers to manage foreign workers on their own.

In recent years, the DHSC has been actively assisting business entities in recruiting foreign workers through the workers' selection plan under the direct hiring service project. Business entities can raise their recruitment needs to the DHSC, and the DHSC will customize recruitment methods to assist employers in the manufacturing industry in hiring foreign workers. This will make recruitment more aligned with their needs and continue to create a win-win outcome for labor and management.

Outsourced Foreign Worker Application Processing Project

To fill the void of labor shortages and continue to recruit foreign migrant workers, the government focuses on retaining foreign talents. Therefore, the Workforce Development Agency, Ministry of Labor, has outsourced this project to the NASME to process many foreign workers' work permit applications by the manufacturing industry, family businesses, and white-collar foreign professionals and provide consultation services to the public. Moreover, we designated 118 staff members to work at the Workforce Development Agency to carry out non-core administrative tasks, including work permit application information input and review, telephone consultation service, employment stability fees, detention fees, and enforcement service.

In 2021, despite the impact of the COVID-19 pandemic, the personnel we designated still worked diligently on their jobs and had reviewed more than 1 million work permit applications, with an average of 102,000 applications per month, and completed the tasks assigned in the shortest time in cooperation with policy adjustments. Meanwhile, we continued to enhance their expertise, created a friendly workplace

that featured work-life balance, and attached importance to their physical and psychological health, to provide the public with better and more efficient services.

Preliminary Review of Foreign Worker Applications by Employers in the Manufacturing Industry

To assist manufacturers in solving the problems of insufficient manpower for the tough and dangerous environment with poor working conditions in the manufacturing industry, the Ministry of Labor amended the Reviewing Standards and Employment Qualifications for Foreigners Engaging in the Jobs Specified in Subparagraph 8 to 11, Paragraph 1 to Article 46 of the Employment Act; thus, the manufacturing industry has been permitted to apply for the recruitment of foreign workers for specific processes since October 1, 2010.

Those who meet the criteria specified by the Ministry of Labor may submit an application to the central competent authority in charge of this field according to their needs, which will conduct a review of the qualifications accordingly as a reference for the Ministry of Labor to distribute foreign workers. To assist the Industrial Development Bureau with the preliminary review of foreign worker applications by employers in the manufacturing industry with the manufacturing processes in alignment with the criteria as announced, we conducted a preliminary review of manufacturers' qualifications and documents submitted, assisted in convening review meetings and final review meetings, placed cases under management for tracking to provide a reference for the distribution of foreign workers to the Ministry of Labor. As commissioned by the Industrial Development Bureau to implement this project, NASME has provided six members to carry out the administrative work and assist each team and office in reviewing the applications for foreign workers by employers in the manufacturing industry and executing other administrative tasks.

車輛產業發展推動計畫 - 機車行升級轉型推廣 Project to Promote Auto Industry Development: Promotion of Upgrading and Transformation for Motorcycle Dealers



「0 接觸！機車行新生存術」直播活動

"Zero Contact! Scooter Dealers New Survival Tips" live streaming event

為協助國內車輛產業長期發展與推動，經濟部工業局推動本計畫，提供多元資源、產業發展趨勢及經營管理等專業知能導入，本會主要規劃與執行有關協助傳統機車行升級轉型之相關推廣活動。

本會自民國 108 年至今，透過「由淺入深」的課程推廣方式，從全國走透透的說明會到民國 109 年在新北市、嘉義、台南及花蓮四區，與機車商業同業公會全國聯合會及各縣市機車同業公會合作，就各區不同特性推出創意聯盟，採最團體共學之方式，使有意願轉型之傳統機車行能透過「從共學到共好」，強化經營體質、服務價值與通路連結等，全面性提升機車產業之營運模式。

民國 110 年以「機車行共學聚」為主軸，依據群聚業者需求，協助推動服務優化與智慧體驗行銷共享合作模式，辦理相關活動，包含線上直播知能講座及產業關鍵趨勢交流見面會，並將活動內容後製剪輯成學習影片，上架於本計畫官網，以擴大學習效益，提升機車行業者之專業知能，並輔以交流活動，促進同業、異業等跨車廠及跨品牌間媒合，共同推廣升級轉型，跨出產業舒適圈。

To promote and facilitate the long-term development of the domestic vehicle industry, the Industrial Development Bureau has launched this project to provide professional knowledge and skills, such as diverse resources, industry development trends, and business management. The NASME is mainly responsible for planning and executing promotion activities related to upgrading and transforming traditional scooter dealers and repair shops.

The NASME has taken a step-by-step approach since 2019, from briefing sessions across the country to the collaboration with the National Federation of Scooter Associations in New Taipei City, Chiayi, Tainan, and Hualien, as well as the Scooter Trade Association in each city and country in 2020. We have formed creative alliances based on the different features of each area and adopted the group learning approach to allow traditional scooter dealers and repair shops with the willingness to transform themselves to strengthen their business foundation, service values, and connection with distribution channels by sharing the mutual benefit through learning together, thereby enhancing the business models of the scooter industry comprehensively.

With the "co-learning and gathering of scooter dealers and repair shops" as the main theme in 2021, we, according to the needs in this industry, assisted in optimizing services and implementing a sharing and collaboration model for smart experience marketing, organized relevant activities, including online live streaming knowledge and skills seminars and critical industry trend sharing seminars, and post-edited the contents of the activities into learning videos and placed them on the official website of this project to enhance the learning effect and improve the scooter dealers' and repair shops' professional knowledge and skills. Meanwhile, we held exchange events to promote the matchmaking between businesses in the same industry, different industries, or different brands, to help them step out of their comfort zone to jointly promote the upgrade and transformation.

工作生活平衡輔導及推廣計畫

Work-life Balance Guidance and Promotion Plan



台中說明會現況照
The briefing session in Taichung.

為讓企業推動優於法令的友善員工措施，勞動部辦理本計畫，補助項目包含員工紓壓課程、兒童或長者臨時照顧空間等項目。協助雇主建立友善勞動環境，使勞工安心效率工作，提升企業生產力，達到勞資雙贏。

110 年度共辦理實務講座、種子培訓課程、計畫宣導暨核銷說明會，共計 831 人次參與；並召開相關補助審查會議，共有 366 家次企業提出申請，其中有 356 家次核定通過，總核定經費為約 1,689 萬元；實地訪查 20 家企業，協助其落實措施推動及後續核銷事宜，藉此期待更多企業響應參與，以支持員工紓解身心壓力，盼能促進員工及眷屬親子交流。

另外，由於高齡化時代來臨，110 年度新增中高齡員工退休準備與調適協助措施，提供企業協助照顧內部中高齡員工提早規劃退休生活，以支援企業員工建立正向樂觀的未來人生觀。

To enable companies to implement employee-friendly measures that are superior to what is stipulated by law, the Ministry of Labor has launched this plan. The subsidies provided cover employee stress relief courses and temporary care spaces for children or the elderly. This plan

assists employers in establishing a friendly work environment, so that their employees can work at ease and efficiently, thereby improving productivity and achieving a win-win outcome for both labor and management.

In 2021, we held lectures on practical approaches, seed training courses, plan promotion seminars, and subsidy reimbursement briefing sessions, with a total of 831 participants. We also held relevant subsidy review meetings to review a total of 366 enterprises' applications, of which 356 were approved in a total fund of around NT\$16.89 million. Moreover, we paid on-site visits to 20 enterprises to assist them in implementing relevant measures and processing subsequent reimbursement matters. It is hoped that more enterprises will respond and participate in helping their employees relieve their physical and psychological stress while promoting exchanges between employees and their families.

In addition, due to the advent of the aging era, we launched retirement preparation and adjustment and assistance measures for middle-aged and senior employees in 2021 to enable enterprises to assist their middle-aged and senior employees in setting out their retirement plan early, so as to support them to develop an optimistic outlook on life in the future.

智慧財產權教育推廣案

Intellectual Property Rights Education Promotion Project



校園智慧學堂特派員培訓營胡瑋翰講師與學員合影
Group photo of the instructor Hu Wei-Han and students at smart school agent training camp.

為從學齡教育強化國人保護智慧財產權觀念，邀集大專院校法律系所、教育系所以及服務性社團學生，透過短期培力課程，進一步擔任特派員進入全國國中小、高中職校園展開「校園智慧學堂」宣導活動；今年度更是與專業劇團合作，以淺顯的生活實例，讓小朋友能在寓教於樂中獲取智財權觀念。110年度共培育62位特派員，成立12組特派員小組，巡迴62所院校，共計8,530名學生參與，反應熱烈，成效卓著。

此外，由專業律師、學者組成的「專家服務團智慧財產權講座」，深入全國企業、學校及政府機關，依各單位對於著作權、專利、商標、營業秘密法等不同需求進行專門的法令宣導講座，共計129場，總參與人數達6,984人。

「著作權推廣工作坊」，110年度的主題一方面從權利保護與救濟出發，給影視音作品與藝術表演者等文創領域權利人帶來啟發；另一方面，針對特別需要認識網路著作權的社群小編、電商、代購、網拍等人群為面向，說明實務上會碰到的著作權爭議。尊重創作，聰明使用，才是互利互惠的最好方式，不僅讓產業生態更健康，亦能達到保護智慧財產權的實質效果。

To strengthen the concept of intellectual property (IP) rights protection through school education, we invited students from law departments, education departments, and service clubs of colleges and universities to receive short-term training courses and launch the "IP Academy" awareness-raising activities at the elementary, junior high, senior high, and vocational schools. This year, we further worked with a professional theater troupe to educate students on the IP concept through simple examples in daily life in an entertaining manner. In 2021, we trained a total of 62 instructors, formed 12 instructor teams, and visited 62 schools, with a total of 8,530 students participating. Their response was enthusiastic, and the results were outstanding.

Furthermore, the "IP Rights Lectures by Expert Service Team" composed of professional attorneys and scholars visited enterprises, schools, and government agencies across the country, and held lectures to raise their awareness of different laws and regulations depending on their needs for copyrights, patents, trademarks, or the Trade Secrets Act; a total of 129 lectures were held, with a total of 6,984 participants.

"The Copyright Promotion Workshop" in 2021 was focused on rights protection and remedy to inspire copyright holders in the cultural and creative fields, such as film and television works and art performers. On the other hand, it emphasized the copyright disputes that would be encountered in practice for those who needed to have a better understanding of online copyright, including social media managers, e-commerce businesses, purchasing agents, and online shop owners. Respecting other people's ideas and using them smartly is the best way of mutual benefit, which not only makes the industrial ecosystem healthier but achieves the substantive effect of protecting IP rights.

桃竹苗區域運籌人力資源整合服務計畫

Taoyuan-Hsinchu-Miaoli Regional Human Resources Integration Service Program



桃分署人力資源發展論壇長官與貴賓們合影
Group photo of chief officers of the Taoyuan-Hsinchu-Miaoli Regional Branch and guests.

本會依據桃竹苗分署規劃，辦理「企業人力資源中心推動小組會議」，以成立企業人力資源中心為目標，力求借危機開拓新局，以更長遠完善的規劃，提供桃竹苗地區企業單位更好的服務，活動部分分別辦理「人資人員培訓課程」、「產業創新系列講座」，以及「人力資源論壇」，累計培訓 1,039 人次。

「人資人員培訓課程」旨在協助解決企業雇主於徵、選、用、育、留才等階段可能面臨問題，透過回歸最基礎核心的議題，提升 HR 的專業素養及自我價值，方能在搖擺的局勢中協助企業領導與管理人才，達成經營目標；「產業創新系列講座」則放眼現今大勢產業，透過了解目前前瞻指標性的產業現狀，以及政府的發展願景與人才培育策略，藉此讓企業雇主得以提早籌畫企業人力布局，因應未來產業變化。

「人力資源論壇」著眼疫後人才觀念的改變，企業雇主和人資人員應如何正視疫情帶來的各項不可逆變化，掌握企業核心人才。同時提供在強化企業管理者能力之外，透過成功個案使企業端瞭解政府提供的各項輔導資源可如何利用，讓企業人資與政府就業服務人員建立良好的連結，透過緊密互動關係，達到雙贏。

The NASME held the Corporate Human Resource Center Promotion Task Force Meeting, to establish a corporate human resource center, to strive to explore new opportunities from this crisis and provide better services to enterprises in Taoyuan, Hsinchu, and Miaoli through more complete long-term plans. Moreover, we offered the Human Resources Personnel Training courses and held the Industry Innovation Lectures and the Human Resources Forum and have trained 1,039 people in total.

The Human Resources Personnel Training courses aim to help address the issues that employers may face in the recruitment, selection, employment, education, and retention of talents. We have striven to improve the human resources personnel's professional competencies and personal values by focusing on the most basic and core issues to assist enterprises in leading and managing talents in a volatile situation to achieve their business goals. Meanwhile, the Industry Innovation Lectures focus on today's major industries to enable employers to understand the current forward-looking indicators in the industries as well as the government's development vision and talent training strategies; as such, they can plan early for their layout of human resources and respond to industrial changes in the future.

The Human Resources Forum emphasizes the changes in the concept of talents after the pandemic and how employers and human resources personnel should confront the irreversible changes brought about by the pandemic to keep abreast of their core talents. Meanwhile, in addition to strengthening managers' capabilities, successful cases were shared at this forum to enable enterprises to understand how to make good use of various counseling resources provided by the government, thereby establishing a positive connection between the enterprises' human resources personnel and the government's employment service personnel, to achieve a win-win outcome through close interaction.

關於全國中小企業總會

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About NASME

會員大會 Membership Assembly

本會會員分佈國各行各業，包括製造業、服務業、商業等；在會員組成方面，公司會員佔 49%，個人會員佔 42%，團體會員佔 8%，贊助會員 1%。

為積極建立中小企業與政府之間的橋樑及溝通管道，本會每年固定召開會員大會，討論中小企業相關議題，以達成共識並向政府提出建言，充分扮演中小企業代言人的角色。

NASME members come from every fields of the industry in Taiwan, including the manufacturing, service and retail industries. Corporate members account for 49% of the membership, individual members account for 42%, group members account for 8% and the sponsor members is 1%.

In our active role as a bridge and channel for communications between SMEs and the government, the NASME regularly convenes members assembly every year discuss topics of interest to SMEs. Once a consensus has been established, the NASME then submits the recommendations to the government in our role as the SME spokesman.

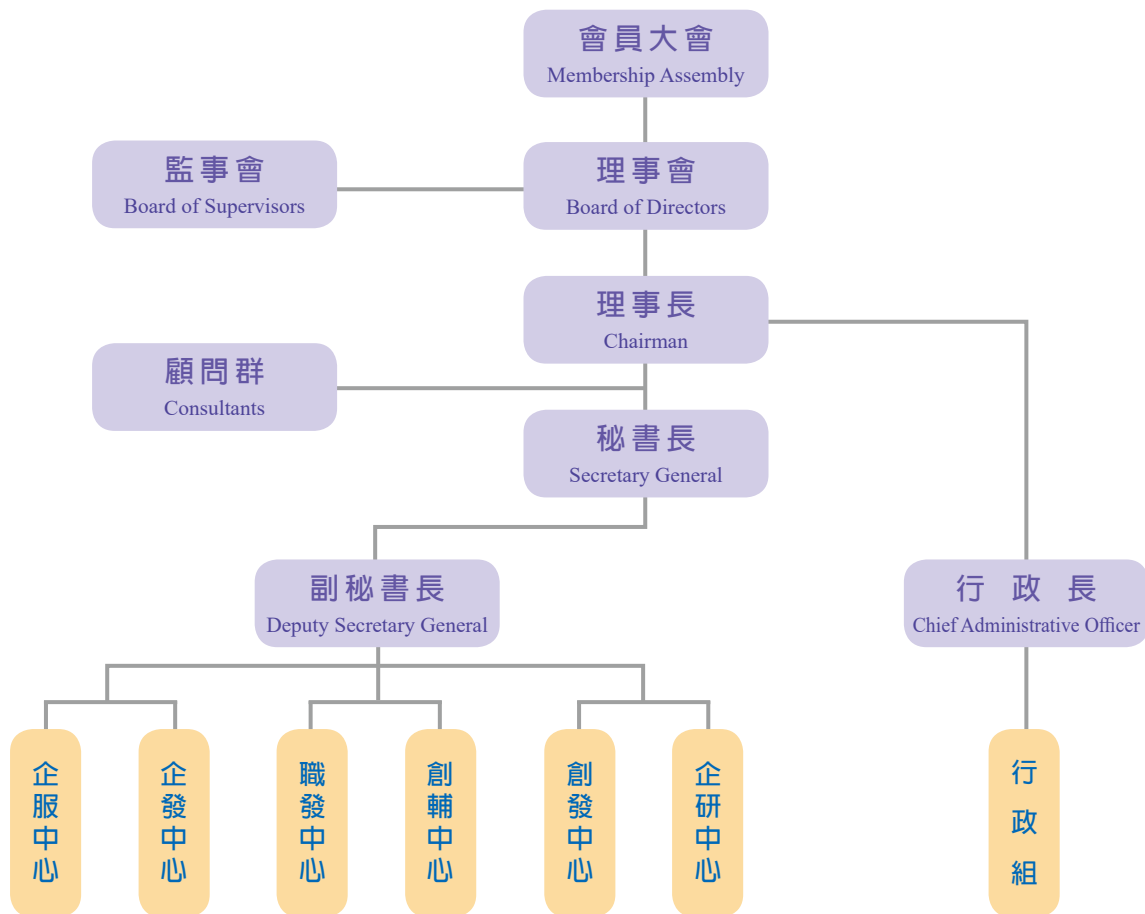
理監事會 Board of Directors and Supervisors

本會理監事會由 46 位企業精英代表組成（名單如後述），每半年召開一次理監事會、每季召開一次常務理監事會、每年召開一次會員大會。

The NASME boasts the strong support of our Board of Directors and Supervisors made up of 46 top industry representatives (see following list). The Board of Directors and Supervisors is convened every 6 months, a meeting of the Standing Board of Directors and Supervisors is convened every quarter and the Membership Assembly is convened once annually.

組織架構圖

Organization Framework



行政組 | Administrative Office

- 會員服務與會務推廣
Membership services and association affairs
- 組織運作與人事財務管理
Management of organizational operations, human resources and financial affairs
- 資訊系統建構與E化管理
System infrastructure management
- 分級組織及聯誼會推廣與運作
Promotion and operation of the sub-organization
- 政策性或公益事務之舉辦與參與
Operation and Participation in Public policy and welfare

企服中心 | Enterprises Service Center

- 推動中小企業法規調適及法律諮詢
Advance SME regulatory flexibility and legal advice service
- 研究區域創新發展趨勢及法制策進
Research the development trends of regional innovation and the improvement of legislation
- 推廣商圈在地人文特色及深度體驗
Promote cultural characteristics and in-depth experience of local shopping areas
- 協助企業二代傳承接班及高階養成
Assist with the second-generation succession and top-level management skills cultivation

企發中心 | Enterprises Development Center

- 獎項選拔及表揚
Awards selection and recognition
- 青年壯遊點及文創產業輔導與諮詢
Coaching and consultation on travel points for young people and the cultural and creative industry
- 運動人才媒合與國際賽事推廣
Sports talent matchmaking and international competition promotions

職發中心 | Career Development Center

- 人力資源規劃與輔導
Workforce planning and guidance
- 職涯發展暨就業服務
Career development and employment service
- 中高齡及高齡者人力再運用
Re-use of the middle-aged and senior workforce
- 外籍移工直接聘僱暨審件服務
Direct employment and document review for migrant workers
- 數位青年轉型推動與培育
Digital youth transformation promotion and cultivation

創輔中心 | Business Startup Assistance Center

- 創業即時諮詢輔導
Start-up consultancy counseling
- 創業育成培訓
Start-up incubation training

- 新創事業紮根輔導服務 / 政策貸款協助
Startups strengthening counseling service / Mortgage Assistance Policy for Startups
- 支援社會創新企業
Supporting social innovation enterprises

創發中心 | Innovations Development Center

- 小微企業服務創新推動
Innovation promotion of small businesses and micro businesses
- 農業經營輔導整合推展
Promotion of agricultural management guidance integration
- 外交政策實務知能推廣
Foreign policy practical knowledge promotion
- 僑台商投資暨商機促進
Overseas Taiwanese business investment and business promotion

企研中心 | Enterprise Research Center

- 協助企業人力資源提升
Assist to enhance the HR of business
- 鼓勵勞工自主學習
Encourage staffs' self-learning
- 協助青年就業政策推動與服務
Youth employment policy promotion and service
- 網實整合之職涯發展服務
Bricks and clicks career development services
- 職能基準發展與認證輔導
Competency development and certification coaching

全國網絡資源

NASME's Network Nationwide

各縣市中小企業協會

Nationwide SME Association



全國網絡資源

NASME's Network Nationwide

各跨業聯誼會

Cross-industry Clubs



210成長聯誼會



32利基聯誼會



SMART時尚女企業家企合聯誼會



UPS聯誼會



十二聯誼會



久久聯誼會



千禧聯誼會



木蘭聯誼會



五陸大會聯誼會



天健聯誼會



台北石油聯誼會



同心聯誼會



金世紀聯誼會



長心聯誼會



美力聯誼會



深耕聯誼會



產經聯誼會



菁安聯誼會



集思聯誼會



傑出仕女聯誼會



創新研究獎聯誼會



新一代企業家聯誼會



微巨聯誼會



新創事業獎聯誼會



圓緣聯誼會



圓融聯誼會



群賢聯誼會



精品美學聯誼會



緣久聯誼會



緣遊聯誼會



樂活聯誼會



學友聯誼會



鐵木真聯誼會



串門子聯誼會



台灣展拓聯誼會



久友聯誼會

快樂成長聯誼會

世福聯誼會

理事名單

Board of Directors / Supervisors Directory

職別	姓名	公司名稱	公司職稱
理事長	李育家	逸新國際(股)公司	董事長
副理事長	吳昆民	祥圃實業(股)公司	董事長
副理事長	蔡文預	信彰聯合會計師事務所	所長
副理事長	蘇偉倫	日馳企業(股)公司	執行長
常務理事	陳瑞宏	堡安消防(股)公司	董事長
常務理事	林倬立	逸祥國際(股)公司	總經理
常務理事	吳宗寶	南京資訊(股)公司	董事長
常務理事	李永川	雅博(股)公司	董事長
常務理事	張豐國	皇廣鑄造發展(股)公司	董事長
常務理事	歐淑芳	大學光學科技(股)公司	董事長
常務理事	賴淑芬	曼都國際(股)公司	董事長
理事	陳國統	馬雅商事(股)公司	創辦人
理事	鍾佩君	君貴國際有限公司	董事長
理事	洪慶忠	陵德有限公司	董事長
理事	江廷芳	芳成工業(股)公司	董事長
理事	陳玲玲	台灣育成中小企業開發(股)公司	總經理
理事	高莉蓁	富鴻理財規劃顧問公司	總經理
理事	楊明哲	台北富邦銀行敦南分行	區長
理事	鍾淑玲	台灣歐西瑪(股)公司	副董事長
理事	江宏志	原宏、原豐、原亘開發建設公司	董事長
理事	吳俊億	玖都建設機構	總裁
理事	黃中亢	簧十廣告公司	總經理
理事	李錦堯	聯合信用卡處理中心風險管理部	資深協理

理監事名單

Board of Directors / Supervisors Directory

職別	姓名	公司名稱	公司職稱
理事	朱欽賢	樺晟企業有限公司	董事長
理事	張琍華	琍華珠寶公司	董事長
理事	賴木生	計量企業有限公司	董事長
理事	趙應標	台奕電機技術顧問有限公司	董事長
理事	鄭詠紘	富鈞水資(股)公司	總經理
理事	陳國智	台灣曼秀雷敦(股)公司	總經理
理事	楊孟義	美商台灣分公司	總經理
理事	游永全	立點效應媒體(股)公司	董事總經理
理事	蔡世文	大揮貿易(股)公司	總經理
理事	謝朝旺	富元旅行社有限公司	總經理
理事	林萬益	凌騰科技(股)公司	董事長
理事	趙世欽	久允工業(股)公司	董事長
監事長	林坤榮	英城營造(股)公司	董事長
常務監事	楊益成	台灣育成中小企業開發(股)公司	顧問
常務監事	黃祺娟	睿澤企業(股)公司	總經理
監事	程鈺婷	亮軒企業有限公司	總經理
監事	蔡易潔	鼎泰豐科技集團	執行長
監事	丁丞康	臺灣菸酒(股)公司	總經理室研究員
監事	楊博宇	銘宇興業有限公司	董事長
監事	吳國源	巨東企業有限公司	總經理
監事	羅永良	新居室內裝修工程有限公司	總經理
監事	張美麗	全國停車場(股)公司	董事長
監事	趙茂林	萬能福企業(股)公司	董事長

申請入會資訊

Information of Applying Membership

會員別／應繳會費

會員類別	入會資格	入會費	常年會費
個人會員	企業或具有興趣及研究之個人，由會員二人以上之介紹，經本會理事會通過者，得為本會個人會員。	500 元	2,500 元
公司會員	<p>凡贊同本會宗旨，其經營本質屬於中小企業發展條例第二條規定標準之公民營公司行號，由會員二人以上之介紹，經本會理事會通過者均得為本會公司會員。</p> <p>※ 得選派會員代表二人，以行使權利。</p>	1,000 元	5,000 元
團體會員	<p>1. 本會所屬各分級組織應加入本會為團體會員。</p> <p>2. 凡贊同本會宗旨或本會輔導之各相關團體，由會員二人以上之介紹，經本會理事會通過者，得為本會團體會員。</p> <p>※ 各團體會員依所屬會員人數，每滿十人選派代表一人，每一團體至少選派一人，最高十人，以行使權利。</p>	2,000 元	每位代表 2,000 元
贊助會員	凡個人或團體，對本會有特殊貢獻或每年贊助經費 NT\$ 10,000 元以上者，得為本會贊助會員。		-

申請入會資訊

Information of Applying Membership

會員權利／義務

☆ 依入會時間，分為準會員及正會員

一、準會員：申請入會未達兩年者

二、正會員：成為準會員達兩年（含）以上，且至當年度會員大會召開前二個月時並無欠繳會費者

項目	內容
權利	<ol style="list-style-type: none">1. 發言權2. 表決權、選舉權、被選舉權與罷免權（※ 準會員和贊助會員除外）3. 本會所舉辦各種服務事業上之優惠利益4. 其他會員應享之權利
義務	<ol style="list-style-type: none">1. 遵守本會章程及決議案2. 擔任本會推定之職務或指派之任務3. 按期繳納會費
加值服務	<ul style="list-style-type: none">• 贈送會員名錄、年報• 贈閱本會發行電子報相關刊物（如中小企業報馬仔）• 優先參加本會辦理之各項研討會、專題演講• 輔導參加中小企業相關獎項選拔• 免費提供企業內訓規劃諮詢• 優惠辦理企業內訓課程• 優惠參加本會辦理之國內外商務考察團

申請辦法

1. 請填寫會員入會申請表格，並依「申請類型」檢附相關資料，寄回本會行政組
2. 會費繳納方式可逕寄即期支票或以郵政劃撥、銀行轉帳方式匯至本會
 - 戶名：社團法人中華民國全國中小企業總會
 - 銀行：玉山銀行 古亭分行（代碼808）
 - 帳號：0989-940-020998

會員入會申請表

Membership Application Form

會員編號 _____ (由審核人員填寫)

申請類型	<input type="checkbox"/> 公司會員 <input type="checkbox"/> 個人會員 <input type="checkbox"/> 團體會員 <input type="checkbox"/> 贊助會員				照片 (請附上二吋大頭照乙張)
會員姓名	職稱	身分證字號			
出生年月日	西元 年 月 日	姓 別	<input type="checkbox"/> 男 <input type="checkbox"/> 女		
通訊地址	□□□				
電話	傳真	簽 章			
E-mail					
公司資料					
公司名稱 (服務機構)					
公司地址	□□□ ○同通訊地址				
工廠地址	□□□				
主要產品 (25字以內)			海外 投資狀況	是否有在海外投資：○是○否 海外設廠地點：	
創立 日期	西元 年 月 日	實收 資本額	萬元	員工 人數	○ 0-10 人 ○ 101-200 人 ○ 11-50 人 ○ 201 人以上 ○ 51-100 人
行業 大類	○ A 製造業 ○ B 服務業 ○ C 其他		行業 小類	(請參閱附件表填寫代號：如 A01)	
第二位會員代表資料(個人及贊助會員免填)					
會員姓名	職稱	身分證字號			
出生年月日	西元 年 月 日	姓 別	<input type="checkbox"/> 男 <input type="checkbox"/> 女		
E-mail					
聯絡人資料					
<input type="checkbox"/> 同會員代表 1 <input type="checkbox"/> 同會員代表 2					
姓 名	電話	E-mail			
介紹人					
姓 名	會員編號	簽章			
姓 名	會員編號	簽章			
填表日期	西元 年 月 日	生效日期	西元 年 月 日 (由審核人員填寫)		
填表日期	<input type="checkbox"/> 申請為公司/贊助會員，請檢附設立登記文件一份 <input type="checkbox"/> 申請為個人會員，請檢附身分證正反面影本一份 <input type="checkbox"/> 申請為團體會員，請檢附立案證明或組織章程一份				

* 團體會員第 3 位以上之代表，請依第二會員代表資料格式內欄位填具會員代表資料，並另行檢附。

中小企業認定標準

The Definition of SMEs in Taiwan, R.O.C.

第一條 本標準依據中小企業發展條例（以下簡稱本條例）第二條第二項規定定之。

Article 1 These standards are in accordance with item 2, Article 2 of the Small and Medium Enterprise Development Statute (henceforth referred to as "the Statute").

第二條 本標準所稱中小企業，指依法辦理公司登記或商業登記，實收資本額在新臺幣一億元以下，或經常僱用員工數未滿二百人之事業。

Article 2 The term "small and medium enterprise" in this standard refers to an enterprise that has completed company registration or business registration lawfully and with a paid-in capital of less than NT\$100 million or with less than 200 full-time employees.

第三條 本條例第四條第二項所稱小規模企業，係指中小企業中，經常僱用員工數未滿五人之事業。

Article 3 The term "small-scale enterprise" as used in Paragraph 2, Article 4 of the Statute shall mean a SME with less than 5 regular employees.

第四條 （刪除）

第五條 本標準所定經常僱用員工數，係以勞動部勞工保險局受理事業最近十二個月平均月投保人數為準。

Article 5 The number of full-time employees defined in this standard is based on the average monthly insured number of employees in the last twelve months of the enterprise accepted by the Bureau of Labor Insurance, Ministry of Labor.

第六條 具有下列情形之一者，視同中小企業：

Article 6 A firm which meets any of the following criteria may be regarded as a small and medium enterprise:

1. 中小企業經輔導擴充後，其規模超過第二條所定標準者，自擴充之日起，二年內視同中小企業。

If a small and medium enterprise has expanded after receiving government guidance/ assistance and thus exceeds the size-limits stated in Article 2, the enterprise may be regarded as a small and medium enterprise for a period of two years following the date of expansion;

2. 中小企業經輔導合併後，其規模超過第二條所定標準者，自合併之日起，三年內視同中小企業。

If small and medium enterprises have merged after receiving government guidance/assistance and thus exceed the size standards stated in Article 2, the merged enterprise may be regarded as small and medium enterprise for a period of three years following the date of merger;

3. 輔導機關、輔導體系或相關機關辦理中小企業行業集中輔導，其中部分企業超過第二條所定標準者，輔導機關、輔導體系或相關機構認為有合併同輔導之必要時，在集中輔導期間內，視同中小企業。

Although an enterprise receiving guidance/assistance may exceed the size standards stated in Article 2, if the guidance agency or relevant organization considers it necessary to include the enterprise in guidance activities, the enterprises shall be considered a small and medium enterprise for the duration of the focused guidance period.

第七條 本標準自發佈日施行。

Article 7 These standards shall become effective from the date of promulgation.

資料來源：經濟部中小企業處民國 109 年 06 月 24 日經企字第 10904602890 號令修正發布

Data source: The amendment announced by the Small and Medium Enterprise Administration MOEA with the MOEA. SMB. Order No. 10904602890 issued on June 24, 2020.

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