



NATIONAL ARTS COUNCIL SINGAPORE

Grant Application Guidelines

Major Grant Scheme

Welcome from the National Arts Council (NAC).

Thank you for your interest in the Major Grant Scheme. Please read this document carefully before applying.

We encourage you to contact the relevant NAC officers in the preparation of your grant application. Please refer to details within.

We strongly advise you to be complete in your grant application, especially your contact details. This is to enable us to contact you where clarification is required.

We wish you success with your application.

CONTENTS

SECTION I – GENERAL INFORMATION	2
SECTION II – APPLICATION PROCEDURE	5
SECTION III – TERMS AND CONDITIONS	7
ANNEX A – FUNDING GUIDELINES	9
ANNEX B – BUDGET GUIDELINES	10
ANNEX C – GUIDANCE ON ASSESSMENT CRITERIA	12
ANNEX D – GUIDANCE ON ASSESSMENT CRITERIA (TRADITIONAL ARTS)	16
ANNEX E – FLOWCHART OF APPLICATION PROCESS	20
ANNEX F – GLOSSARY	21

Correct as of 29 October 2009

NAC reserves the right to make changes to the contents of this document at any time, without prior notice.



Grant Application Guidelines
Major Grant Scheme

SECTION I – GENERAL INFORMATION

OBJECTIVES

- (a) To develop a portfolio of viable strategic arts organisations that serve as hallmarks of excellence in the artistic landscape of Singapore, providing quality programmes, contributing substantially and critically to the development of artistic practices, professional expertise and audience engagement in Singapore and beyond.
- (b) To nurture and develop traditional arts¹ organisations which promote the ethnic and cultural vibrancy of Singapore's arts scene; provide quality programmes; and play a significant role in their specific area of art form or specialisation.
- (c) Provide 1 and 2-year funding to a limited number of outstanding and distinctive arts organisations, assisting in their long-term artistic and administrative growth.

For FY2010, applications are open for both 1-Year and 2-Year funding.

WHO MAY APPLY

Applicants must be arts organisations that are incorporated as a non-profit organisation in Singapore and which:

- (a) Operate on a full time basis with on-going concerns in creating, producing, presenting, promoting and / or disseminating a steady stream of artistic works or services in Theatre, Dance, Music, Literary Arts, Visual Arts, Multi-disciplinary Arts or Traditional Arts as a core activity of the organisation.
- (b) Have a stable governing structure.
Note: For applications seeking 2-Year funding, the applicant must have a stable board of no less than five members.
- (c) Have an artistic and management structure to support on-going activities with at least 1 salaried and/or fixed-term contract personnel.
Note: For applications seeking two-year funding, the applicant must have at least 2 salaried and / or fixed-term contracts personnel.
- (d) Have received grants from the National Arts Council in the past 2 consecutive years.
- (e) Have derived a significant level of income from multiple sources of funding over the past 2 years.

¹ Traditional arts refer to the deeply-rooted cultural expressions (e.g. Asli, Keroncong, Ghazal, Dondang Sayang, Chinese Opera, Bangsawan, Traditional Chinese / Malay / Indian dance etc) which are specific to Singapore ethnic arts groups. It does not refer to language-specific art forms. Arts organisations that use the traditional arts as the predominant basis for exploring contemporary forms of artistic expression in their core business activities will also be classified as Traditional Arts organisations.



Grant Application Guidelines Major Grant Scheme

WHO MAY NOT APPLY

- (a) Organisations formed under the auspices of schools and educational institutions.
- (b) Organisations receiving recurrent operational funding from any government agency.

ASSESSMENT CRITERIA

In assessing applications, the following factors will be considered:

- (a) Artistic / Professional Excellence
- (b) Engagement with Audiences
- (c) Internationalisation
- (d) Organisational Excellence

For Traditional Arts applicants, the following factors will be considered:

- (a) Significance of the Traditional Art Form in Singapore's artistic context
- (b) Artistic / Professional Excellence
- (c) Engagement with Audiences
- (d) Organisational Excellence

Please refer to **Annexes C and D "Guidance on Assessment Criteria"** for details.

TERM OF GRANT AND GRANT QUANTUM

Successful applicants are expected to derive the majority of its income from multiple sources, including but not limited to box office income, performance fees, advertising revenue, donations and corporate sponsorship.

The term and level of funding of the successful applicant will be based on:

- (a) The extent to which the above-mentioned assessment criteria are met in the proposal and past performance.
- (b) The nature and scope of the proposal.
- (c) Proof of reasonable salaries to the artistic and administrative staff that is acceptable to NAC.
- (d) A reasonable estimate of the budget.
- (e) The availability of funds.

The grant amount will usually **not** exceed 30% of its projected qualifying costs.

Please refer to **Annex A for Funding Guidelines** on the types of activities which will **not** be considered for funding regardless of their merit.

Please refer to **Annex B for Budget Guidelines** indicating types of qualifying and non-qualifying costs.



Grant Application Guidelines Major Grant Scheme

Successful applicants will be eligible to apply for other NAC grants, **except**:

- (a) Presentation & Promotion Grant
- (b) Publishing & Translation Grant
- (c) Arts Professional Development Grant
- (d) Partnership Funding for Arts Businesses

The Council does **NOT** guarantee automatic renewal of funding in subsequent cycles and does **NOT** guarantee the same level of funding upon renewal.

GRANT DISBURSEMENT

The grant will be disbursed in four instalments per year, subject to the monitoring process and reporting requirements during the period of funding.

MONITORING PROCESS

As part of the monitoring process, the Council:

- (a) Will conduct a review of the Organisation's performance and budget on an annual basis to establish the extent to which the Organisation is achieving its targets and purposes for which it is funded.
- (b) Will require the Organisation to submit half-yearly reports of key performance outcomes, and to annually submit a set of externally-audited financial report and a performance report illustrating the year's achievements and key performance outcomes.
- (c) May send a representative to serve as an Observer on the Board of the Organisation.
- (d) May call for an audit or review of the Organisation's financial regulations and procedures conducted by independent consultants.

During the term of funding, the Council, together with an Assessment Panel comprising independent artists / specialists, will review the Organisation's performance and plans. This monitoring process forms part of the assessment for future funding.

Reviews and assessments will be based on:

- (a) Submitted application and proposal
- (b) Reports of past performance and financial reports submitted by the Organisation
- (c) Articles / reviews
- (d) Regular monitoring reports by external assessors

ENQUIRIES

Potential applicants are encouraged to consult with NAC officers during the course of preparing for an application. For enquiries, please contact NAC's customer service officer at Tel: 6746 4622 ("RING NAC") who will assign an NAC officer to assist you.



Grant Application Guidelines
Major Grant Scheme

SECTION II – APPLICATION PROCEDURE

SUBMISSION OF APPLICATION

Applications Packs are available for download from the NAC website at <http://www.nac.gov.sg/sch/sch02.asp>. Applicants are required to submit their completed Application Packs via email to nac_grants@nac.gov.sg.

Late and/or incomplete applications will not be processed.

An organisation may submit only one application.

The following information will be required:

PART 1 – Particulars of Organisation

PART 2 – Profile of Organisation

- Constitution or Memorandum and Articles of Association
- Organisation vision statement
- Brief description of area(s) and nature of activities
- Major achievements in the past two years
- Organisational structure
 - Profile of Governing Board
 - Profile of Salaried Staff
 - Organisation Chart

PART 3 – Strategic Plan

- Goals and strategies in the area of artistic / professional excellence, engagement, internationalisation (if any), and organisational development covering the term of funding that you are requesting

PART 4 – Proposed Programme and Budget

- Summary of proposed activities covering the term of funding that you are requesting
- Breakdown of income and expenses for each proposed activity
- Details of personnel remuneration, and other recurring operating expenses
- Financial projection of the organisation, detailing income and expenses covering the period of funding that you are requesting

PART 5 – Past and Proposed Performance Indicators

- Trend of Performance Indicators for the past three years and term of funding that you are requesting
- Audited financial statements for the past three financial years (*for new applicants only*)

The applicant accepts and agrees to the terms and conditions set out by NAC under this grant as stated in Section III. Applicants may be required to present their proposals to the Assessment Panel.

CLOSING OF APPLICATION

Applications must be submitted to the Council by 23:59hrs, **Monday 4 January 2010**.



Grant Application Guidelines Major Grant Scheme

OUTCOME OF GRANT APPLICATION

The applicant will be notified of the outcome by mail.

For the successful applicant, NAC will issue a **Letter of Offer** stating the following:

- (a) Terms and conditions of the grant; and
- (b) Performance measures and deliverables of the grant

The **Letter of Offer** is a legal document requiring signed acceptance of grant terms and conditions by the applicant.

This offer will be valid for 2 weeks, unless otherwise indicated by NAC in writing. During this time, the applicant must indicate acceptance by signing and returning the contract, failing which the offer will lapse.

NAC's decision is final. NAC reserves the right not to disclose reasons for approving or disapproving an application.

APPEAL

Unsuccessful applicants may appeal within 2 weeks from the date of letter of notification using a prescribed form. Appeals against artistic appreciation and judgement will not be accepted.

PROCESSING TIME

The estimated processing time from closing date of application to notification of the outcome is about 12 weeks. Please refer to the **Annex E "Flowchart of Application Process"** for details.



Grant Application Guidelines
Major Grant Scheme

SECTION III – TERMS AND CONDITIONS

NAC will undertake a Funding Agreement with the Organisation towards the achievement of mutually agreed artistic and operational objectives. The Agreement will be subject to the following conditions:

ACCESS TO PROGRAMMES

For the purpose of assessment, the Organisation will provide NAC with:

- (1) Six complimentary tickets or passes to all programmes at least seven working days prior to the commencement of the said programme.
- (2) Two copies of publications and promotional materials within one month of release.
- (3) Scripts, at least two months before the commencement of the production (for theatre groups only).

CONFIDENTIALITY OF INFORMATION

- (4) Information supplied will only be used for the purpose for which you have provided it and will remain strictly confidential.

VARIATION OF FUNDING

- (5) NAC reserves the right to review, withdraw or suspend the grant in full or in part thereof should any of the following conditions not be complied with:
 - (a) NAC's support should be acknowledged on all publicity materials unless otherwise indicated. Please refer to our website for details on how to use the NAC logo.
 - (b) NAC should be informed of any changes to proposed projects.
 - (c) Organisations are required to meet reporting requirements:
 - (i) Half-Yearly Mid-Year Performance Report of key performance outcomes.
 - (ii) Year-End Performance Report illustrating achievements and key performance outcomes.
 - (iii) A set of externally-audited annual financial statements.
- (6) NAC also reserves the right to recover the grant(s) disbursed, should any of the following occur:
 - (a) The proposed project which receives funding is changed significantly without the prior written approval of the National Arts Council.
 - (b) The grant is not used for the purpose for which it is awarded.
 - (c) Wrong and/or misleading information is provided in the application form, either deliberately or otherwise.



Grant Application Guidelines
Major Grant Scheme

- (d) Illegal or negligent acts that occur during any point of the funded project, which will adversely affect the reputation of the National Arts Council, any government bodies, public institutions, national leaders or your company.

TERMINATION

- (7) NAC shall be entitled to terminate the funding agreement by written notice upon or following the occurrence of such events:
 - (a) The Organisation fails, refuses or neglects to comply with the terms and conditions of the Grant despite notification given by NAC to remedy the non-compliance;
 - (b) The Organisation misappropriates the grant;
 - (c) The Organisation becomes insolvent or enters into liquidation; or
 - (d) The Organisation ceases or threatens to cease to carry on its business.



Grant Application Guidelines
Major Grant Scheme

ANNEX A – FUNDING GUIDELINES

ACTIVITIES NOT FUNDED

As a public arts agency, NAC is obliged to prioritise financial support away from artistic projects which:

- (a) Erode the core moral values of society, including but not limited to the promotion of permissive lifestyles and depictions of obscenity or graphic sexual conduct;
- (b) Denigrate or debase a person, group or class of individuals on the basis of race or religion, or serve to create conflict or misunderstanding in our multicultural and multi-religious society;
- (c) Disparage or demean government bodies, public institutions or national leaders, and/or subvert the nation's security or stability.

There are many activities that are beyond the scope of the Council's funding, regardless of their merit. NAC will not accept applications for the following:

- (a) Projects that do not have a clearly-defined arts component, including projects primarily aimed at promoting religious or social causes other than excellence for the arts.
- (b) Fundraising events.
- (c) Projects which have commenced prior to the application.
- (d) Major capital expenditure including refurbishment of buildings, office equipment, musical instruments.
- (e) Academic research and conferences and development of resources specifically for academic purposes.
- (f) Projects already receiving funding or support from NAC (E.g. Singapore Arts Festival, Arts Education Programme).
- (g) Activities presented wholly under the auspices of other government agencies, and/or by organisations receiving recurrent operational funding from any government agency.
- (h) Small-scale competitions or new group/book/CD launches with limited outreach.

Other restrictions specific to each grant scheme may apply. **If you are not sure whether your proposed project is eligible for NAC funding, please speak to one of our NAC officers before applying.**

ANNEX B – BUDGET GUIDELINES

CHECKLIST FOR FINANCIAL ESTIMATES

An accurate and well-presented budget is indicative of the administrative capacity of the applicant. The following Qualifying Costs and Sources of Expected Income (where applicable) should be used as a guide when preparing your budget.

Your budget should reflect a balance of Income and Expenditure, assuming funding from NAC does **not exceed 30% of qualifying costs**. In cases where the deficit exceeds 30% of total expenditure, please state reasons and measures on how the organisation will cover/reduce the deficit.

QUALIFYING COSTS

For All Art Forms

(A) **Creative Professional Fees and Production Costs**

- Creative Artists Fees
- Performing Artists Fees
- Editorial and Design Personnel Fees
- Curatorial Fees Production Personnel Fees
- Venue Rental
- Sets, Props and Costumes
- Transportation
- Printing
- Royalties

(B) **Marketing and Publicity Costs**

(C) **Organisation Developmental / Capability-building Costs**

- Residencies
- Consultancy
- Workshops
- Research & Development activities that have an impact on the arts

(D) **Recurrent Artistic and Administrative (Manpower) Costs**

NON-QUALIFYING COSTS

For All Artforms

(A) **Capital costs / Fixed Assets**

- Equipment
- Vehicles
- Furniture and fittings
- Refurbishment of buildings

(B) **Recurrent overheads related to Fixed Assets**

- Insurance
- Maintenance costs



Grant Application Guidelines
Major Grant Scheme

(C) **Costs covered by public funding**

- Funding from other NAC departments, e.g. Singapore Arts Festival, Arts Housing Scheme

SOURCES OF EXPECTED INCOME

(A) **Earned Income**

E.g. Ticket sales, engagement fees, sales of merchandise

(B) **Corporate Contribution**

E.g. Sponsorships, donations

(C) **Public Funding**

E.g. Grants from Ministry of Community Development, Youth, and Sports



Grant Application Guidelines
Major Grant Scheme

ANNEX C – GUIDANCE ON ASSESSMENT CRITERIA

INTRODUCTION

This section illustrates the assessment criteria applied to eligible Major Grant Scheme applicants with on-going concerns in creating, producing, presenting, promoting, and/or disseminating a steady stream of artistic works or services in Theatre, Dance, Music, Literary Arts, Visual Arts or Multi-disciplinary Arts.

Note: For Traditional Arts applicants, please refer to Annex D.

Each criterion is supported by key factors and a series of prompts, providing a guide for the assessment process. As not all prompts may be applicable across all organizations, each organisation will be considered according to its characteristics and context.

The assessment will be conducted by an Assessment Panel which is a representative body of specialists in the respective field, appointed by the Council. The Panel makes recommendations to the Council, which will then make the final decision on the outcome of the application and grant allocation.

The Panel will base its assessment on the following:

- (a) Submitted application and proposal
- (b) Reports of past performance and financial reports submitted by applicant
- (c) Articles / reviews
- (d) Regular monitoring reports by external assessors

The Panel will assess applications according to the following criteria:

Artistic / Professional Excellence	50%
Engagement with Audiences	20%
Internationalisation	15%
Organisational Excellence	<u>15%</u>
Grand Total	<u>100%</u>

Grant Application Guidelines
Major Grant Scheme

ASSESSMENT CRITERIA

A	Artistic / Professional Excellence (50%)
1	Significance / relevance of the organisation in Singapore’s artistic context <ul style="list-style-type: none"> • Addresses market gap • Explores and promotes current art trends • Practices reflective of Singapore cultural experiences and identity
2	Extent to which the organisation's programmes² / services support its artistic / professional vision <ul style="list-style-type: none"> • Clear artistic / professional direction in alignment with the organisation’s core business • Long-term programming / business strategy • Stable track record of the organisation
3	Extent to which the organisation's programmes / services show originality, innovation, creativity and / or excellence <ul style="list-style-type: none"> • Programmes / Services present a unique vocabulary in its artistic field or are unique to the industry • Programmes / Services that have been conceptualized thoroughly • Programmes / Services that are new and original
4	Effective execution of the organisation’s programmes / services <ul style="list-style-type: none"> • Standards of process, production and / or delivery are strong and followed through with artistic / professional rigour • Customers’ expectations and objectives of projects are met • Positive feedback
5	Contribution to the development of talents <ul style="list-style-type: none"> • Organisation has programmes that inspire or enhance the skills of artists / professionals • Organisation is committed to developing talents for the industry • Organisation provides opportunities for new talent
6	Contribution to the development of the form / expertise <ul style="list-style-type: none"> • Addresses underdeveloped issues or gaps in the art form / expertise • Creates new perspectives and opportunities through its programmes • Supports / develops broader artistic practice and understanding
7	Degree to which the organisation is regarded, or has the potential to be regarded, as a leader in its field <ul style="list-style-type: none"> • Achieves high artistic / professional standards • Receives various accolades • Impacts peers, critics, public, and promoters with its body of programmes / services

² “Programmes” refer to various types of activities and services such as productions, concerts, exhibitions, publications and workshops.

Grant Application Guidelines
Major Grant Scheme

B	Engagement (20%)
1	<p>Extent to which the organisation's programmes provide quality artistic experiences / services for its stakeholders</p> <ul style="list-style-type: none"> • Programmes are appropriate for its target audience / participants / sponsors • Programmes are in strong demand • Programmes demonstrate good value for taxpayers / consumers / clients / sponsors
2	<p>Extent to which the organisation's programmes cultivate audience appreciation of the arts</p> <ul style="list-style-type: none"> • Consistent and effective initiatives in cultivating arts appreciation and understanding (e.g. community projects for children / youth, pre / post-show dialogues, informative house programmes / publications, etc) • Responsiveness to audience feedback • Creative and innovative programmes in developing audience appreciation
3	<p>Effectiveness of the organisation's programmes in developing its audience base / client base</p> <ul style="list-style-type: none"> • Reaches target audience / target market / target numbers • Tailors programmes accordingly to reach target audience • Increases audience / client base year on year
4	<p>Effectiveness of the organisation's marketing strategy in diversifying and sustaining its actual and potential audience</p> <ul style="list-style-type: none"> • Sustainable growth and retention of its customer base • Effective strategies for audience segments • Effective customer-relations management (e.g. updated database of clients)
C	Internationalisation (15%)
1	<p>Extent to which the organisation has an international presence</p> <ul style="list-style-type: none"> • Adopts an International Development Strategy • Participates in international festivals / events of significance and repute in their artistic / professional context • Engages in collaborations / exchanges / tie-ups with international artists / festivals / events / organisations of significance and repute in its relevant context • Garner critical foreign media coverage • Receives international accolades / awards • Subscribes to international bodies / networks of repute
2	<p>Extent to which the organisation's programmes have an international audience reach</p> <ul style="list-style-type: none"> • Touring potential of programmes • International audience / participation figures • Strong international network of touring promoters / int'l distributors / int'l business partners

Grant Application Guidelines
Major Grant Scheme

D	Organisation Excellence (15%)
1	Management of finances <ul style="list-style-type: none"> • Various sources of income • Effective cashflow management and healthy statement of accounts • Minimal variance in actual and projected income and expenditure
2	Effective allocation of resources to the organisation's core activities, marketing and administration <ul style="list-style-type: none"> • Justified financial ratios of marketing and administration costs against overall expenditure • Proportionate scale of their events / programmes in relation to headcount • Timely submission of reports to NAC
3	Effective implementation of long-term strategic & financial planning <ul style="list-style-type: none"> • Succession planning • Monitoring and review processes • Risk management strategies (e.g. appropriate level of reserve to manage potential risk, effective plans to reduce any accumulated deficit)
4	Effectiveness of the organisation's checks and balances <ul style="list-style-type: none"> • Active involvement and contributions from Board members • Effective reporting mechanisms to the Board • Periodic review of Board membership
5	Effectiveness of the leadership in delivering planned activities <ul style="list-style-type: none"> • Alignment of administrative structure with the company's artistic vision • Commitment to successful delivery of planned programmes and targets
6	Overall health of the organisation <ul style="list-style-type: none"> • Progressive and forward-looking leaders • Motivated staff • Thriving customer relations



Grant Application Guidelines
Major Grant Scheme

ANNEX D – GUIDANCE ON ASSESSMENT CRITERIA (TRADITIONAL ARTS)

INTRODUCTION

This section illustrates the assessment criteria applied to eligible Major Grant Scheme (Traditional Arts) applicants with ongoing concerns in creating, producing, presenting, promoting, and/or disseminating a steady stream of artistic works or services in the traditional arts.

Each criterion is supported by key factors and a series of prompts, providing a guide for the assessment process. As not all prompts may be applicable to all organizations, each organisation will be considered according to its characteristics and context.

The assessment will be conducted by an Assessment Panel which is a representative body of specialists in the respective field, appointed by the Council. The Panel makes recommendations to the Council, which will then make the final decision on the outcome of the application and funding process.

The Panel will base its assessment on the following:

- (a) Submitted application and proposal
- (b) Reports of past performance and financial reports submitted by applicant
- (c) Articles / reviews
- (d) Regular monitoring reports by external assessors

The Panel will assess applications according to the following criteria:

Significance to Singapore's Artistic Context	35%
Artistic / Professional Excellence	30%
Engagement with Audiences	20%
Organisational Excellence	<u>15%</u>
Grand Total	<u>100%</u>

Grant Application Guidelines
Major Grant Scheme

ASSESSMENT CRITERIA (TRADITIONAL ARTS)

A	Significance (of the organisation) to Singapore’s Artistic Context (35%)
1	Significance / relevance of the organisation in Singapore’s cultural context <ul style="list-style-type: none"> • Considered a major player by the wider / broader community • The form practiced constitutes an identifiable and major part in Singapore’s shared cultures • Addresses a market gap
2	Contribution to the preservation of the art form <ul style="list-style-type: none"> • Active exploration of the traditional forms, utilisation of said forms in productions • Transmission of the art form via showcasing, teaching, etc
3	Impact on the development of the art form <ul style="list-style-type: none"> • Addresses underdeveloped issues or gaps in the art form/expertise • Creates new perspectives and opportunities through its programmes • Supports / develops broader artistic practice and understanding
B	Artistic / Professional Excellence (30%)
1	Extent to which the organisation's programmes³ / services support its artistic / professional vision <ul style="list-style-type: none"> • Clear artistic / professional direction in alignment with the organisation’s core business • Long-term programming / business strategy • Stable track record of the organisation
2	Effective execution of the organisation’s programmes / services <ul style="list-style-type: none"> • Standards of process, production and / or delivery are strong and followed through with artistic / professional rigour • Customers’ expectations and objectives are met • Positive feedback
3	Contribution to the development of talents <ul style="list-style-type: none"> • Organisation has programmes that inspire or enhance the skills of artists / professionals • Organisation is committed to developing talents for the industry • Organisation provides opportunities for new talent
4	Peer and International Recognition, Accolades and Achievement <ul style="list-style-type: none"> • Participates in international festivals / events of significance and repute • Engages in collaborations / exchanges with international artists / festivals / events / organisations of significance & repute • Garner critical recognition / praise (media coverage, awards, etc)

³ “Programmes” refer to various types of activities and services such as productions, concerts, exhibitions, publications and workshops.

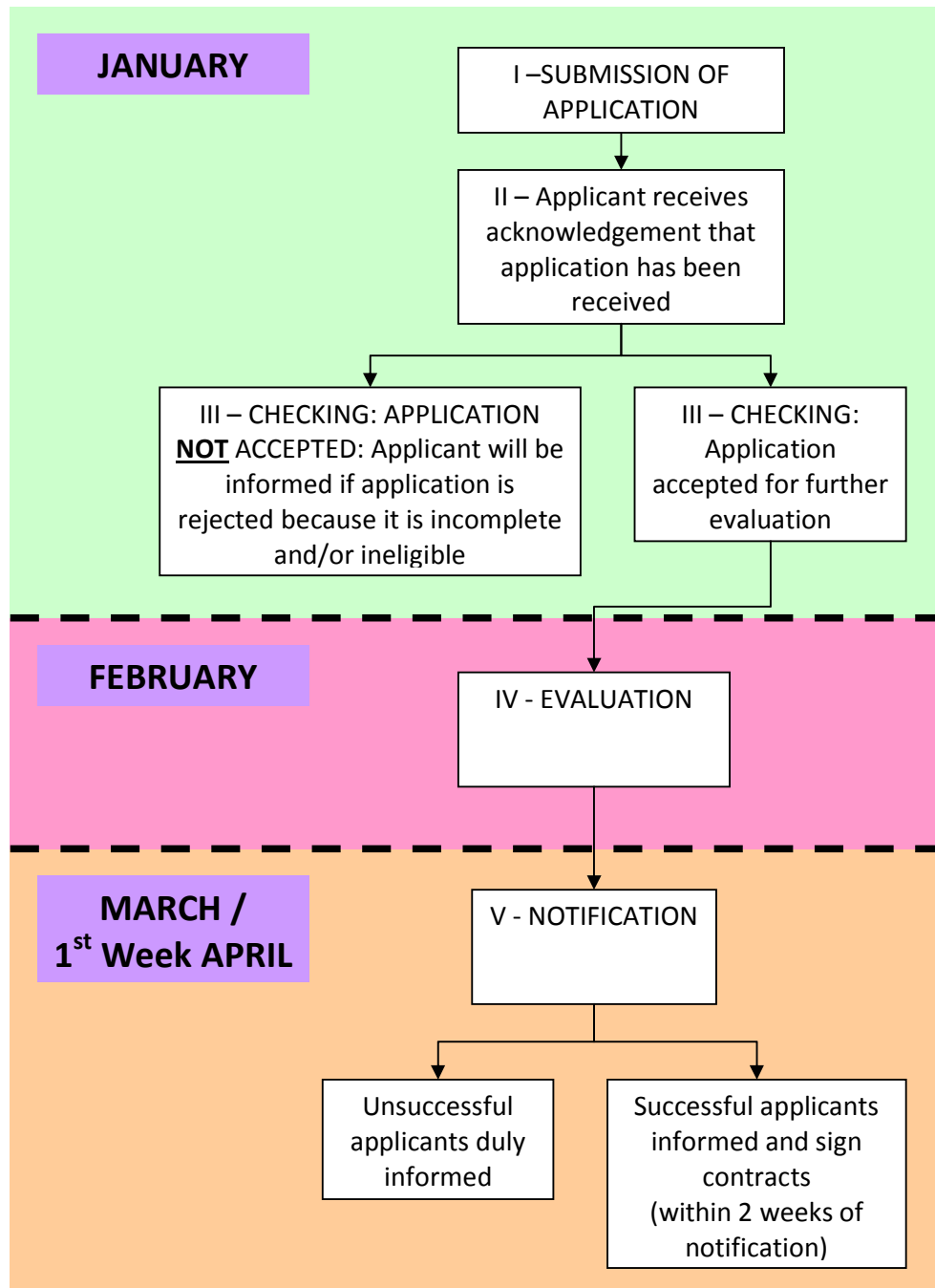
Grant Application Guidelines
Major Grant Scheme

C	Engagement (20%)
1	<p>Extent to which the organisation's programmes provide quality artistic experiences / services for its stakeholders</p> <ul style="list-style-type: none"> • Programmes are appropriate for its target audience / participants / sponsors • Programmes are in strong demand • Programmes demonstrate good value for taxpayers / consumers / clients / sponsors
2	<p>Extent to which the organisation's programmes cultivate audience appreciation of the arts</p> <ul style="list-style-type: none"> • Consistent and effective initiatives in cultivating arts appreciation and understanding (e.g. community projects for children / youth, pre / post-show dialogues, informative house programmes / publications, etc) • Responsiveness to audience feedback • Creative and innovative programmes to develop audience appreciation
3	<p>Effectiveness of the organisation's programmes in developing its audience base / client base</p> <ul style="list-style-type: none"> • Reaches target audience / target market / target numbers • Tailors programmes accordingly to reach target audiences • Increases audience / client base year on year
4	<p>Effectiveness of the organisation's marketing strategy in diversifying and sustaining its actual and potential audience</p> <ul style="list-style-type: none"> • Sustainable growth and retention of customer base • Effective strategies for reaching various audience segments • Effective customer-relations management (e.g. updated database of clients)
5	<p>Extent to which organisation's programmes have an international audience reach</p> <ul style="list-style-type: none"> • Touring potential of programmes • International audience / participation figures • Has strong international network (e.g. subscribes to international bodies / networks of repute, contacts with international promoters, etc)
D	Organisational Excellence (15%)
1	<p>Management of finances</p> <ul style="list-style-type: none"> • Various sources of income • Effective cashflow management and healthy statement of accounts • Minimal variance in actual and projected income and expenditure
2	<p>Effective allocation of resources to core activities, marketing and administration</p> <ul style="list-style-type: none"> • Justified financial ratios of marketing and administration costs against overall expenditure • Proportionate scale of events/ programmes in relation to headcount • Timely submission of reports to NAC

Grant Application Guidelines
Major Grant Scheme

3	<p>Effective implementation of long-term strategic and financial planning</p> <ul style="list-style-type: none"> • Succession planning • Monitoring and review processes • Risk management strategies (e.g. appropriate level of reserve to manage potential risks, effective plans to reduce any accumulated deficit)
4	<p>Effectiveness of the organisation's checks and balances</p> <ul style="list-style-type: none"> • Active involvement and contributions from Board members • Effective reporting mechanisms to the Board • Periodic review of Board membership
5	<p>Effectiveness of the leadership in delivering planned activities</p> <ul style="list-style-type: none"> • Alignment of administrative structure with the company's artistic vision • Commitment to successful delivery of planned programmes and targets
6	<p>Overall health of the organisation</p> <ul style="list-style-type: none"> • Progressive, forward-looking leadership • Motivated staff • Thriving customer relations

ANNEX E – FLOWCHART OF APPLICATION PROCESS



Processing Time from Application to Notification ~ 12 weeks

Processing Time from Application to Acceptance of Contract ~ 14 weeks



Grant Application Guidelines
Major Grant Scheme

ANNEX F – GLOSSARY

TERM	DEFINITION
General Terms	
Financial Year	NAC follows the fiscal year in its definition of the Financial Year for its grant schemes, i.e. 1 April to 31 March (of the following calendar year).
Traditional Arts	<p>Traditional Arts refer to the deeply-rooted cultural expressions (eg. Asli, Keroncong, Batik Painting, Chinese Calligraphy, Ghazal, Dondang Sayang, Chinese Opera, Bangsawan, Traditional Chinese/Malay/Indian dance, etc) which are specific to Singapore Ethnic Art Groups. It does not refer to language-specific art forms.</p> <p>Arts organisations that use the traditional arts as the predominant basis for exploring contemporary forms of artistic expression in their core business activities will also be classified as Traditional Arts organisations.</p>
Programme Classifications	
Local Programmes	Projects and activities that relate to the Organisation's core business, and which take place in Singapore.
Overseas Programmes	Projects and activities that relate to the Organisation's core business, and which take place outside of Singapore.
Other Programmes	Projects and activities that do not relate to the Organisation's core business, but which the Organisation undertakes to support its core business activities.
Reports	
Mid-Year Performance Report	<p>Report that Major Grant recipients are required to submit in the middle of the financial year in which Major Grant funding is provided by NAC.</p> <p>The recipient will be required to report on the progress of individual projects and updates to the Organisation as a whole.</p> <p>NAC uses the Mid-Year Performance Report to gauge whether the Organisation is on course to deliver the programmes for which Major Grant funding was given.</p>
Year-End Performance Report	Report that Major Grant recipients are required to submit following the close of the financial year in which Major Grant funding is provided by NAC.

Grant Application Guidelines
Major Grant Scheme

	<p>The recipient is required to report on the performance of the Organisation in terms of its delivered programmes, and as a whole.</p> <p>NAC uses the Year-End Performance Report to evaluate the performance of the Organisation as a Major Grant recipient.</p>
Nature of Individual Project	
Commission	A project that forms part of the Organisation's main season or core business. The applicant does not assume financial risk.
Co-Production	A project that is produced in artistic and financial collaboration with other organisations. Includes co-publications.
Self-Presented Production	A project that is entirely produced and presented by the Organisation.
Presentation	A project that forms part of the Organisation's main season or core business. The Organisation pays a fee to the invited company and may assume all or part of the box office risks.
Terms in Individual Project Details Pages	
Activities	Refers to performances, exhibition days, workshops, etc
Original Content	Refers to newly-created / significantly adapted art work, music, choreography, script or literary work of which the creation of the intellectual property can be attributed to the project. E.g. a triple production of 3 commissioned pieces of choreography = 3 pieces of work with original content
Creative Professional / Artists'	Artistic Director, Director, Curator, Writer, etc
Technical Personnel	Production Manager, Stage Crew, Editor, Translator, etc

Please consult with a relevant NAC grant manager if you need clarifications on any of the above or other terms you encounter in the Major Grant application process.