

APPLICATION GUIDELINES – MAJOR GRANT SCHEME

SECTION I – WHAT IS THIS GRANT?

OBJECTIVE

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.

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.

The Scheme provides one and two year funding to a limited number of outstanding and distinctive arts organisations, assisting in their long-term artistic and administrative growth.

For FY2009, applications are now open for one-year funding only.

WHO MAY APPLY

Applicants must be arts organisations that are incorporated as non-profit organisations 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.
For applications seeking two-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 one salaried and/or fixed-term contract personnel.
For applications seeking two-year funding, the applicant must have at least two salaried and/or fixed-term contracts personnel.
- d. Have received grants from the National Arts Council in the past two consecutive years.
- e. Have derived a significant level of income from multiple sources of funding

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.

over the past two years.

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 "[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 performances.
- 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.

Successful applicants will not be eligible to apply for the following grants:

- Presentation & Promotion Grant
- Publishing Grant
- Artist-in-Residence component of Arts Professional Development Grant

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 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, NAC, 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:

- Submitted application and proposal
- Reports of past performance and financial reports submitted by the Organisation
- Articles / reviews
- Regular monitoring reports by external assessors

SECTION II – APPLICATION PROCEDURE

SUBMISSION OF APPLICATION

Applications should be made [online](http://www.nac.gov.sg) via NAC website at <http://www.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
- Artistic 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, audience engagement, international programmes (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

Application must be submitted to the Council by **5 January 2009**.

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 two 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 two 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 "[Flowchart of Application Process](#)" for details.

SECTION III – TERMS & CONDITIONS OF THE NAC MAJOR GRANT

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 Report of key performance outcomes.
 - ii. Annual Report illustrating achievements and key performance outcomes.
 - iii. A set of 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.
 - 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.

SECTION IV - GENERAL INFORMATION

ENQUIRIES

NAC encourages potential applicants to consult 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.

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 NAC officers before applying.**

ANNEX B – BUDGET GUIDELINES

CHECKLIST FOR FINANCIAL ESTIMATES

Please use the budget template in the application. 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 Artforms

a. Creative Professional Fees and Production Costs

E.g.

- 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

E.g.

- 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

E.g.

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

b. Recurrent overheads related to Fixed Assets

E.g.

- Insurance
- Maintenance costs

c. Costs covered by public funding

E.g.

- 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

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