

MAJOR GRANT SCHEME - GUIDANCE ON ASSESSMENT CRITERIA

INTRODUCTION

This document 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. *(For Traditional Arts applicants, please refer to Page 5 onwards.)*

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:

- Submitted application and proposal
- Reports of past performance and financial reports submitted by applicant
- Articles / reviews
- 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	100%

ASSESSMENT CRITERIA FOR MAJOR GRANT SCHEME

A	Artistic / Professional Excellence (50%)
1	<p>Significance / relevance of the organisation in Singapore’s artistic context</p> <ul style="list-style-type: none"> ---Addresses market gap ---Explores and promotes current art trends ---Practices reflective of Singapore cultural experiences and identity
2	<p>Extent to which the organisation's programmes¹ / services support its artistic / professional vision</p> <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	<p>Extent to which the organisation's programmes / services show originality, innovation, creativity and / or excellence</p> <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	<p>Effective execution of the organisation’s programmes / services</p> <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	<p>Contribution to the development of talents</p> <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	<p>Contribution to the development of the form / expertise</p> <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	<p>Degree to which the organisation is regarded, or has the potential to be regarded, as a leader in its field</p> <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

¹ “Programmes” refer to various types of activities and services such as productions, concerts, exhibitions, publications and workshops.

B Engagement with Audiences (20%)	
1	<p>Extent to which the organisation's programmes provide quality artistic experiences / services for its stakeholders</p> <p>---Programmes are appropriate for its target audience / participants / sponsors ---Programmes are in strong demand ---Programmes demonstrate good value for taxpayers / consumers / clients / sponsors</p>
2	<p>Extent to which the organisation's programmes cultivate audience appreciation of the arts</p> <p>---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</p>
3	<p>Effectiveness of the organisation's programmes in developing its audience base / client base</p> <p>---Reaches target audience / target market / target numbers ---Tailors programmes accordingly to reach target audience ---Increases audience / client base year on year</p>
4	<p>Effectiveness of the organisation's marketing strategy in diversifying and sustaining its actual and potential audience</p> <p>---Sustainable growth and retention of its customer base ---Effective strategies for audience segments ---Effective customer-relations management (e.g. updated database of clients)</p>
C Internationalisation (15%)	
1	<p>Extent to which the organisation has an international presence</p> <p>---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 ---Garners critical foreign media coverage ---Receives international accolades / awards ---Subscribes to international bodies / networks of repute</p>
2	<p>Extent to which the organisation's programmes have an international audience reach</p> <p>---Touring potential of programmes ---International audience / participation figures ---Strong international network of touring promoters / int'l distributors / int'l business partners</p>

D	Organisation 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 the organisation's 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 their events / programmes in relation to headcount ---Timely submission of reports to NAC
3	<p>Effective implementation of long-term strategic & 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 risk, 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 and forward-looking leaders ---Motivated staff ---Thriving customer relations

MAJOR GRANT SCHEME - TRADITIONAL ARTS GUIDANCE ON ASSESSMENT CRITERIA

INTRODUCTION

This document 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:

- Submitted application and proposal
- Reports of past performance and financial reports submitted by applicant
- Articles / reviews
- 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	15%
Grand Total	100%

ASSESSMENT CRITERIA FOR MAJOR GRANT SCHEME: TRADITIONAL ARTS

A	Significance (of the organisation) to Singapore's Artistic Context (35%)
1	<p>Significance / relevance of the organisation in Singapore's cultural context</p> <p>---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</p>
2	<p>Contribution to the preservation of the art form</p> <p>---Active exploration of the traditional forms, utilisation of said forms in productions ---Transmission of the art form via showcasing, teaching, etc</p>
3	<p>Impact on the development of the art form</p> <p>---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</p>
B	Artistic / Professional Excellence (30%)
1	<p>Extent to which the organisation's programmes¹ / services support its artistic / professional vision</p> <p>---Clear artistic / professional direction in alignment with the organisation's core business ---Long-term programming / business strategy ---Stable track record of the organisation</p>
2	<p>Effective execution of the organisation's programmes / services</p> <p>---Standards of process, production and / or delivery are strong and followed through with artistic / professional rigour ---Customers' expectations and objectives are met ---Positive feedback</p>
3	<p>Contribution to the development of talents</p> <p>---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</p>
4	<p>Peer and International Recognition, Accolades and Achievement</p> <p>---Participates in international festivals / events of significance and repute ---Engages in collaborations / exchanges with international artists / festivals / events / organisations of significance & repute ---Garners critical recognition / praise (media coverage, awards, etc)</p>

¹ "Programmes" refer to various types of activities and services such as productions, concerts, exhibitions, publications and workshops.

C	Engagement with Audiences (20%)
1	<p>Extent to which the organisation's programmes provide quality artistic experiences / services for its stakeholders</p> <p>---Programmes are appropriate for its target audience / participants / sponsors ---Programmes are in strong demand ---Programmes demonstrate good value for taxpayers / consumers / clients / sponsors</p>
2	<p>Extent to which the organisation's programmes cultivate audience appreciation of the arts</p> <p>---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</p>
3	<p>Effectiveness of the organisation's programmes in developing its audience base / client base</p> <p>---Reaches target audience / target market / target numbers ---Tailors programmes accordingly to reach target audiences ---Increases audience / client base year on year</p>
4	<p>Effectiveness of the organisation's marketing strategy in diversifying and sustaining its actual and potential audience</p> <p>---Sustainable growth and retention of customer base ---Effective strategies for reaching various audience segments ---Effective customer-relations management (e.g. updated database of clients)</p>
5	<p>Extent to which organisation's programmes have an international audience reach</p> <p>---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)</p>
D	Organisational Excellence (15%)
1	<p>Management of finances</p> <p>---Various sources of income ---Effective cashflow management and healthy statement of accounts ---Minimal variance in actual and projected income and expenditure</p>
2	<p>Effective allocation of resources to core activities, marketing and administration</p> <p>---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</p>

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

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