

# Market and Audience Development Grant

## Contents

1. Overview	2
2. Eligibility	4
3. Application and Assessment Process	6
4. If you are awarded the Market and Audience Development Grant	9
5. Annex A: Self-Evaluation Report	11

## Section 1: Overview

### ***What is the Market and Audience Development grant?***

This grant supports your activities to build audiences, patrons and supporters for your artistic efforts at home and abroad.

We recognise that arts intermediaries, such as galleries, presenters, impresarios, literary publishers etc., also play a role in bringing artists and artworks to audiences and markets. This grant also supports such efforts that directly benefit Singapore artists, particularly in reaching new audiences and markets.

Like you, we believe that beyond marketing, there is a need to develop relationships with audiences and patrons, and that once experienced, the arts can empower and enrich lives. In the long run, we hope that this will inspire a deep and abiding appreciation for the arts as part of our culture.

### ***What does the Market and Audience Development grant support?***

Your programmes and projects can involve any of the following activities:

#### Marketing and Audience Development Initiatives:

- Market research including audience surveys;
- Branding, marketing and publicity for the arts group/company, or for specific projects/productions<sup>1</sup>;
- Development and production of resource materials or collateral<sup>2</sup> for sponsor or audience engagement;

#### International Activities:

- International touring;
- Participation in international arts platforms (e.g. festivals, trade fairs, biennales, etc.<sup>3</sup>);
- International visit programmes (e.g. for media, arts personalities etc).

### ***What is the level of funding under this scheme?***

Our funding varies by applicant and project type, as shown in the table below:

Applicant Type	Funding caps for all projects (excluding travel)	Funding caps for travel-related projects	
		Airfare and Freight	Associated travel costs <sup>4</sup>
<b>Individuals and Non-Profit Organisations</b>	Up to 50% of a realistic budget	Up to 100%	Up to 50%
<b>For Traditional Arts Non-profit Organisations</b>	Up to 70% of a realistic budget		
<b>For-Profit Organisations</b>	Up to *30% of a realistic budget	Up to 100%	Up to 30%
<b>Capped at:</b>		3 travel-related grants per financial year	
		\$70,000 <sup>5</sup> per financial year for each applicant	

<sup>1</sup> If not already supported by a Production or Presentation & Participation Grant

<sup>2</sup> Examples include, but not limited to, flyers, brochures, posters, press kits with a single, etc.

<sup>3</sup> Application for funding support to competitions and conferences should be made under the Capability Development Grant.

<sup>4</sup> Associated travel costs include accommodation, transport, printing costs, visa fees, etc. These may be supported in the event that your foreign collaborator is unable to cover these costs.

<sup>5</sup> If an organisation with both a non-profit and for-profit arm applies for the same grant within a financial year, the cap of \$70,000 applies to both arms, and all subsidiaries of a single organisation will be treated as a single applicant.

Projects proposed by for-profit entities must have significant developmental benefits for Singaporean artists, bring high quality arts to audiences and should achieve financial sustainability with time. In addition, we will prioritise funding to companies whose core business is in the arts.

Given the competitive nature of arts funding and limited resources, NAC will prioritise new proposals as opposed to recurrent projects of a similar nature which have been funded before.

Funding will vary depending on the requirements of the project, as well as the following factors:

- Merit and innovativeness of the submitted proposal and its potential contributions to increasing awareness and access to the arts in Singapore and abroad;
- Potential impact of your work on reaching new and wider audiences for Singapore arts;
- Your demonstrated ability and commitment to realise your ideas;
- A reasonable estimate of the budget<sup>6</sup>; and
- NAC's availability of funds.

---

<sup>6</sup> The first step in preparing a good budget is to identify your project's needs and understand how much they would cost. We encourage you to work out a realistic budget that demonstrates your understanding of costs and needs. An unrealistic, over-inflated budget will not necessarily guarantee more funding, and may have the counter-productive effect of casting doubt on the soundness of your overall proposal.

## Section 2: Eligibility

### ***Who is the Market and Audience Development Grant for?***

The Market and Audience Development grant is open to:

1. Individuals who are Singapore citizens or Permanent Residents (PRs), preferably residing in Singapore and actively contributing to the local arts scene (e.g. artists, collectives<sup>7</sup>, performers, writers, presenters, curators, producers, impresarios, dramaturges and other people working in the arts); and
2. Organisations whose core business is related to the arts and which are either registered with ACRA (including sole proprietorship / limited liability partnership (LLP) / Company Limited by Guarantee (CLG) / Private Limited Company) or as a society with the Registry of Societies at the time of application<sup>8</sup>.

Proposals that involve collaborations with foreigners are eligible, as long as the lead applicant and at least half the team is Singaporean or PR.

### ***Who is not eligible to apply for the Market and Audience Development Grant?***

NAC will not be able to support your application if you:

#### **1) Are a group/organisation**

- constituted for non-secular purposes;

#### **2) Are proposing a project that**

- has already commenced prior to the time of application;
- does not have a clearly defined arts component, including projects primarily aimed at promoting religious causes;
- is held at a religious venue;
- is not intended for public consumption;
- is intended to fundraise for charitable and/or social causes;
- is presented under the auspices of a school or tertiary institution, or is part of the curriculum;
- is intended for academic purposes;
- (where relevant) is unable to obtain an Arts Entertainment Licence (see “Licensing Forms” at [www.mda.gov.sg](http://www.mda.gov.sg));
- is directly commissioned or part of a programme/platform presented by a government-linked company (GLC) e.g. Huayi Festival by The Esplanade Co Ltd, or a statutory board e.g. Passion Arts by People’s Association;

#### **3) Have pending / outstanding**

- evaluation reports on the use of previous grants from NAC;
- outstanding debts with NAC (you are eligible to apply once you have cleared your outstanding debts).

---

<sup>7</sup> Collectives must nominate either an individual to be the representative, or a legally constituted organisation to take legal and financial responsibility on behalf of the group.

<sup>8</sup> Recipients of the Organisation Development Grant (i.e. Seed Grant and Major Grant) may apply for strategic international travel projects, on an exception basis. Please speak to your account manager to ascertain whether a project will be considered for assessment under the MAD grant.

### ***A note on Funding Guidelines***

While we celebrate diversity of expression and open, balanced dialogue in the arts, as a statutory body disbursing public funds in line with Government policies, NAC has to prioritise funding to proposals which do not:

- Advocate or lobby for lifestyles seen as objectionable by the general public;
- 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;
- Undermine the authority or legitimacy of the government and public institutions, or threaten the nation's security or stability.

**\*If you are not sure as to whether you are eligible for NAC funding, please speak to one of our NAC officers listed on our website: <https://www.nac.gov.sg/pages/contactUs.html>**

## Section 3: Application and Assessment process

### ***How do you apply for the Market & Audience Development Grant?***

Please **email** your application to [NAC\\_Marketaudiencedevt\\_grant@nac.gov.sg](mailto:NAC_Marketaudiencedevt_grant@nac.gov.sg). *[Please specify the discipline in your email header]*

If you prefer, you can also mail your application in one package to:

National Arts Council  
Market & Audience Development Grant *[please specify discipline]*  
90 Goodman Road  
Blk A #01-01  
Singapore 439053

Alternatively, you may also drop off your application at the National Arts Council reception from Monday through Friday, 9am – 12pm or 2pm – 5pm.

The application will require you to submit the following information:

- Grant application form
- CV of key parties involved
- Working samples of proposed work
- Budget

The application and budget forms can be downloaded from <https://www.nac.gov.sg/whatwedo/support/funding/marketandaudiencedevelopment/overview.html>

### ***When must you apply by?***

The Market and Audience Development grant is open for application six times a year. The table below lists the key dates and windows that you will need to keep in mind as you are preparing your application:

<b>For projects on/between</b>	<b>Apply by</b>	<b>Notified by</b>
15 July - 14 Sept	15 Apr	15 Jun
15 Sept – 14 Nov	15 Jun	15 Aug
15 Nov – 14 Jan	15 Aug	15 Oct
15 Jan – 14 Mar	15 Oct	15 Dec
15 Mar – 14 May	15 Dec	15 Feb
15 May – 14 July	15 Feb	15 Apr

Please note that you can submit an application for your project at any point before the 'apply by' date indicated in tables above. For instance, if your project starts on 15 Mar, application can be submitted any time before but no later than 15 Dec.

All applications have to be submitted by 11.59pm on the closing date. Late applications will not be accepted. In the event that you are awaiting confirmation from partners/collaborators or letter of invitation/acceptance to a programme, please submit your application before the closing date and state what is pending, then submit these documents to the relevant NAC officers once they are available.

**Who can you call if you have questions?**

If you have any questions, or wish to discuss your applications in detail, please contact any of our NAC officers listed on our website: <https://www.nac.gov.sg/pages/contactUs.html>

**What happens after you submit an application?**

All applications we receive will be rigorously assessed by NAC. Your lead applicant may be contacted if we need more information. Your application will either be assessed by an internal team or by a combination of internal and external assessors. External assessors, if engaged, comprise industry advisors, experts and practitioners who will evaluate and comment on eligible applications based on the given criteria. Rest assured that all proposals submitted to the Council will be treated in the strictest confidence. Likewise, our assessment panels are bound by non-disclosure agreements before reviewing your proposals.

**How will your application be assessed?**

Our assessment will be guided by the following criteria:

Assessment criteria	Weightage
<p><b><u>Impact of the activity on developing new audiences and markets</u></b></p> <ul style="list-style-type: none"><li>• Will the activity contribute to the viability and sustainability of the applicant’s artistic practice / organisation as a whole by increasing awareness, access to and consumption of their work?</li></ul> <p><u>For company-wide market and audience development initiatives:</u></p> <ul style="list-style-type: none"><li>• Does the applicant have a clear idea of what they want to achieve out of the project? E.g. clearly defined research questions, branding and consultancy deliverables.</li><li>• Does the applicant have a plan to use the results of the project to shape their market and audience development approach?</li><li>• Does the project help the applicant establish a stronger branding and identity to help build a loyal fan base?</li></ul> <p><u>For project-specific market and audience development initiatives:</u></p> <ul style="list-style-type: none"><li>• Does the applicant understand their target audience? Does the proposed project best reach this target audience?</li><li>• How innovative and cost-effective are the applicant’s marketing strategies?</li><li>• Does the project help the applicant to generate awareness of the art form / group and reach out to new audiences, including those who do not usually engage with the arts?</li></ul> <p><u>For international activities, including visit programmes:</u></p> <ul style="list-style-type: none"><li>• Is the applicant presenting at an event/festival/venue of good artistic standing?</li></ul>	80%

<ul style="list-style-type: none"> <li>• Does the project help increase the applicant’s international market reach and deepen appreciation for your art / group?</li> <li>• Does the project help raise the profile of Singapore works and artists?</li> <li>• Does the applicant have a plan to continue growing this market after this project?</li> </ul> <p>Note: Priority will be given to:</p> <ul style="list-style-type: none"> <li>• Applicants touring or working in major art capitals and cities in Asia-Pacific, Europe, North &amp; South America</li> <li>• Qualifying applications involving Singapore artists/works being featured for the first time at arts events of high international regard.</li> </ul>	
<p><b><u>Capacity and commitment to execute your project</u></b></p> <p><b>a. Artistic calibre:</b></p> <ul style="list-style-type: none"> <li>• Does the applicant and/or the team have a strong track record of artistic achievement and production?</li> <li>• Has the work been critically recognised in the Singapore and/or international arts scene?</li> <li>• Does the applicant have the capacity and commitment to develop and advance your art form in Singapore?</li> </ul> <p><b>b. Project management skills:</b></p> <p><u>Execution:</u></p> <ul style="list-style-type: none"> <li>• Is the proposal well-planned, demonstrating deep and careful thought about the resources and partners needed to execute the marketing plan?</li> <li>• Does the applicant have the ability and expertise to see the project through?</li> </ul> <p><u>Finances:</u></p> <ul style="list-style-type: none"> <li>• Does the applicant have a robust plan with realistic projections of income and expenditure; and a reasonable estimation of whether the project can be delivered within budget?</li> <li>• Does the applicant have access to the appropriate knowledge and skills to ensure that the project’s finances are managed effectively?</li> </ul>	20%



## Section 4: If you are awarded the Market and Audience Development Grant

If your application is successful, congratulations! You will receive a **Letter of Offer** with the following information:

1. Terms and conditions of the grant;
2. Performance goals and deliverables as agreed by you and the NAC

Unsuccessful applicants will receive a **Letter of Notification** within the same period.

The grant offer will be valid for two weeks from the time the letter of notification is sent out (unless we write to you to state otherwise). If you do not accept the offer within this period of time, the offer will lapse.

All appeals will also have to be submitted within 2 weeks of the notification of results.

### ***How will you receive your funding?***

Depending on your grant quantum, your grant will be disbursed in two or three tranches, as summarised in the table below:

Grant Quantum	1 <sup>st</sup> tranche	2 <sup>nd</sup> tranche	3 <sup>rd</sup> tranche
<b>Less than \$10,000</b>	80% of grant quantum upon award and acceptance of grant	20% of grant quantum upon successful completion of project, and upon submission of evaluation report	-
<b>Equal to or more than \$10,000</b>	50% of grant quantum upon award and acceptance of grant	30% of grant quantum upon successful completion of project	20% of grant quantum upon submission of evaluation report and submission of certified statement of accounts <sup>9</sup> .

The grant will be credited into your or your organisation's recognised bank account.

### ***What are you expected to deliver?***

If you are successful, you will be expected to deliver the plans you have articulated in your funding proposal and projected timeline.

<sup>9</sup> A statement of accounts which has been certified by a practicing accountant registered with the institute of Singapore Chartered Accountants (ISCA) is required only for grants of \$20,000 and above. Accounting fees for this statement can be budgeted for in your application.

### ***How will NAC assess your progress?***

When you have completed your project, you will be asked to submit a self-evaluation report (refer to **Annex A**) to help you take stock of what you have accomplished and the challenges you faced, if any. You will have to submit this together with an updated budget breakdown of your projected and actual income and expenditure.

For recurring projects, we will meet with you at the conclusion of each project to review its success, before assessing if the grant will be renewed for its subsequent edition.

### ***How else can NAC help you to achieve the best for your work?***

NAC is involved in various programmes aimed at developing audiences. These include the Arts Education Programme, Arts for All, Arts @ Work and Silver Arts programmes aimed at broadening access to the arts in schools, offices and the larger community. Where there is alignment, we will be happy to facilitate networking and link-ups.

## Annex A: Self-Evaluation Report

When your project is completed, we would like you to share your evaluation and reflections on your project with us. You may wish to use the following questions as a guide.

Where available, please attach any:

- Photos / recordings
- Media clippings / press reviews

### For Company-wide Initiatives (e.g. branding, marketing and publicity, market research)

- What were your objectives in undertaking this project, and how would you evaluate your outcomes?

### For Project-specific Initiatives (e.g. marketing and publicity for a specific production / exhibition)

If applicable / available	Actual
Number of Performances / Exhibition Days	
Total Attendance	
Number of Tickets Sold	
Percentage House	

- Has your audience attendance / sales grown compared to previous projects?
- Were your initiatives effective in marketing and audience development? What worked and what didn't? What could be done better?

### For International Activities

If applicable / available	Actual
Number of cities visited	
Total attendance	
Number of tickets sold	
Percentage house	

- How was the audience response to your project?
- How has this project benefitted you (e.g. increased your international profile, created new opportunities)?

### Feedback on the Grant:

- Are there any areas in which NAC can do better to support your market and audience development efforts?