



NATIONAL ARTS COUNCIL  
SINGAPORE

## **ORGANISATION TRANSFORMATION GRANT FOR THE ARTS (OTG)**

The Organisation Transformation Grant for the Arts (OTG) is a time-limited scheme that aims to support grounds-up transformation efforts by arts and culture organisations along **two tracks, (i) individual organisations to address organisation-specific transformation efforts or (ii) arts and cultural organisations coming together or co-solutioning to address common challenges and issues.**

Given the ever-changing environment and circumstances that the pandemic presents, transformation is an ongoing journey that each arts and culture organisation will find themselves on. With changing consumer behaviours and increasing diversity of offerings available to local, regional and international audiences, transformation is critical to ensure that arts organisations remain resilient, efficient and nimble, to adapt to the continuous changes that affect their programmes, services, operations and strategies for growth. Transformation can be grouped into four broad areas – (i) Product, (ii) People, (iii) Process and (iv) Systems, and can be both digital or non-digital in nature.

Transformation is a long-term process that requires interdisciplinary expertise. Through the grant, NAC aims to jumpstart transformation efforts so that the arts and culture industry can emerge more resilient in the longer term. The grant also serves as an enabler to encourage co-solutioning between arts and cultural organisations to address common challenges experienced by various organisations in the sector. We welcome proposals that demonstrate plans for transformation of the organisation and/or the arts and culture sector, **in ways that set arts organisations up for long-term sustainable growth of the sector beyond the grant funding period.**

Applications will open from 15 June 2021 and will close on 1 September 2021 (5.00pm SGT). There will be three application windows during this period, and depending on the window, grant recipients will have approximately six to eight months to complete the transformation project. All projects should be completed by 31 March 2022. Successful applicants may receive up to \$30,000 for organisation-specific projects, or up to \$200,000 for co-solutioned transformation projects.

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## Section 1: Overview

### ***What does the Organisation Transformation Grant for the Arts support?***

The grant supports transformation efforts along two tracks:

- **Track A: Organisation-specific transformation efforts**
- **Track B: Co-solutioning or collaborative projects with transformation efforts** that seek to address common challenges and long-standing issues faced by a cluster of arts organisations or a specific community within the arts sector.

Projects should be able to articulate the **arts organisation-related transformation problem statement** that they hope to address, and **how the proposed project will help address the problem**. Applicants should also articulate the **intended transformation outcome(s) and how it could be sustained to have an impact on the organisation / sector beyond the grant funding period itself**.

The scope and focus of transformation may involve one or more of the following four pillars of transformation\*:

<b>Product</b>	<b>People</b>
<p>Examples include:</p> <ul style="list-style-type: none"> <li>- Innovations in programming strategies or programme design</li> <li>- Redesigning Audience journeys and experiences</li> <li>- Enabling new market opportunities and revenue streams</li> <li>- Enhancement or development of arts and culture related core services</li> <li>- Monetisation of arts and culture offerings</li> </ul>	<p>Examples include:</p> <ul style="list-style-type: none"> <li>- Enhancement of organisational development</li> <li>- Job redesign and transforming job roles</li> <li>- Improving manpower productivity and efficiency</li> <li>- Establishing or raising industry benchmarks</li> </ul>
<b>Process</b>	<b>Systems</b>
<p>Examples include:</p> <ul style="list-style-type: none"> <li>- Organisation process re-engineering</li> <li>- Shared resources</li> <li>- Process improvements for the industry such as Bulk procurement systems/processes</li> <li>- Establishing or improving industry benchmarks</li> </ul>	<p>Examples include:</p> <ul style="list-style-type: none"> <li>- Enhancing system capabilities</li> <li>- Development of systems to support resource sharing and optimisation between organisations</li> </ul>

\*Transformation can involve digital or non-digital related aspects of changes and shifts

## A. What are the funding support and levels?

The grant can support **up to 80%** of supportable costs, along two tracks:

- i. Organisation-specific transformation projects that will be supported at up to \$30,000.
- ii. Co-solutioning or collaborative projects with transformation efforts that seek to address common challenges and long-standing issues faced by a cluster of arts organisations or a specific community within the arts sector, that will be supported at up to \$200,000.

## B. What does the Grant cover i.e. supportable costs?

Supportable costs include costs associated with the scope of transformation proposed over the duration of the proposed project.

### i. **Manpower costs that can be attributed to the implementation of transformation efforts**

- New hire of manpower to execute transformation plans for the duration of the transformation project, or up till 31 March 2022, whichever is earlier e.g. project manager, consultant, researcher, web developer
- Cost of replacing existing staff's duties i.e. backfill costs, so that existing staff can be freed up take on the transformation work laid out in your proposal, for the duration of the transformation project, or up till 31 March 2022, whichever is earlier

For both new hires and backfill costs, applicants are required to show documentation of their existing and incremental job responsibilities and pay structure and submit proof of documents on the purpose and details of hiring such manpower both at application and post-project reporting stages.

### ii. **Research, prototyping, training<sup>1</sup> and testing costs**

- Research costs required to conduct focus group discussions, stakeholder engagement etc
- Prototyping and user testing costs for technology-related outputs
- Transformation project-related training costs for staff, e.g. to gain design thinking/business process re-engineering/change management skills for the purpose of executing the transformation project, or to learn how to use a newly-developed solution

### iii. **Development and maintenance costs**

- Costs to develop systems, platforms, dashboards, technology solutions
- Costs to implement backend corporate function systems that can be attributed to strategic transformation efforts

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<sup>1</sup> Please note the following exclusions:

For non-project related training costs, you should consider NAC's [Capability Development Grant](#) which supports continuous professional development for those who work in Singapore's arts and culture sector.

Note: If these costs are already supported by other government grants<sup>2</sup>, NAC will not double fund the same cost items that have been supported by other government grants.

- Maintenance costs for IT systems, applications and platforms (supported up to the project's completion date, and not beyond 31 March 2022, whichever is earlier)

**iv. Hardware and software costs (for technology-related projects) that can be attributed to the implementation of transformation efforts**

- Leasing of hardware up till the project's completion date and not beyond 31 March 2022, whichever is earlier
- On an exceptional basis, one-time purchase of hardware<sup>3</sup> and software that can be attributed to the implementation of transformation efforts are eligible supportable costs. Projects where hardware or software can benefit more in the arts community will be looked at favourably. For purchases exceeding S\$6,000, you are required to attach three quotations of comparable scope and justify the final quotation that was budgeted for
- Subscription<sup>4</sup> for service or software (e.g. hosting, license subscriptions) that can be attributed to the implementation of transformation efforts. Support will be up till the project's completion date and not beyond 31 March 2022, whichever is earlier

**v. Material and Production costs**

- Venue rental, artist fee, production, filming, editing and material costs required for scope of the transformation project

**vi. Marketing costs that can be attributed to the implementation of transformation efforts**

- Publicity costs required to amass a large group of users to test feedback for a prototype
- Marketing costs required to publicise calls for public or stakeholder engagement that is critical for gathering feedback or co-designing a solution

Note: Marketing costs to refresh creative assets, revamp websites, for rebranding exercises, purchase of media buys for programmes etc. without articulation of a larger strategic transformation plan and outcomes will not be supported.

**vii. Documentation costs** required to record the process of transformation, learning and insights from the project, which all applicants will need, to capture and share with the wider arts community as a project deliverable.

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<sup>2</sup> Other government grants that support similar ICT solutions include [Tech-and-Go!](#), [VVO-Charities Capability Fund \(VCF\)](#).

<sup>3</sup> a. Upgrade of laptops, lighting and sound equipment, purchase of new or more IT equipment and implementation of corporate function systems (e.g. CRM, accounting system, HR systems) without an articulation of strategic transformation goal, outcomes and plans will not be supported.

b. Purchases of all hardware, IT or non-IT assets of value \$5,000 and above cannot be disposed of, leased or assigned to others, within a 3-year period from purchase date or system commission date unless approval is granted by NAC

<sup>4</sup> Should the subscription be a one-time annual subscription that requires one-time payment that cannot be further defined by monthly or quarterly payments, NAC will support the full one-time costs for the 1<sup>st</sup> year.

- viii. **Auditing or accountant related costs** required for submission of certified statement of accounts

**You will be required to declare if your project has been supported by other government grants. For all supportable costs, OTG will consider supporting items not already funded by other government grant schemes.**

**C. What does the Grant not cover?**

- Operational overheads (e.g. office rent, office equipment) and manpower costs for existing staff (e.g. staff salaries)
- Online marketing costs that are not essential to the project (e.g. ad buys on social media)
- Projects that are already supported through other NAC grant schemes
- Projects of pure artistic and presentation nature, with no clear transformation elements
- Academic research projects or papers not paired with implementable transformation elements
- Cost items funded by other government grants e.g. [Tech-and-Go!](#), [VWO-Charities Capability Development Fund \(VCF\)](#)

***What other areas of support will NAC offer under this time-limited grant scheme?***

**D. Consultancy support during Pre-Application-cum-Ideation Phase between June and September 2021 (optional)**

Apart from funding support, NAC is committed to provide additional resources to support transformation projects. Selected applicants who see the relevance of consultancy for their proposed transformation project can apply to receive consultancy support from a panel of NAC-appointed consultants during the pre-application stage. NAC will fully pay the consultant's fees for this phase and match a suitable consultant to the arts organisation where relevant. It is not mandatory for all applicants to work with consultants.

The NAC-appointed Panel of Consultants will be well-versed in organisation transformation to provide consultancy, advice and if needed, customised guidance for the organisation's or applicant's transformation plans and scope.



**PRE-APPLICATION & IDEATION**

**(June to September 2021)**

NAC-appointed Panel of Consultants will work with selected grant applicants through consultancy-cum-ideation workshops, to support the applicant in defining and scoping clear transformation goals, plans and outcomes



**TRANSFORMATION PROJECT IMPLEMENTATION**

**(Project Start Date – 31 March 2022)**

Successful recipients of OTG can choose to work with the same consultant or other consultants/experts/developers of their choice to execute the transformation plans. Should you choose to work with consultants, please include their fees in your budget form.

### Consultant's role

The NAC-appointed Panel of Consultants will work alongside interested applicants across a maximum of 2 x 2hr workshops per project group before they submit the grant application. The support provided during the Pre-Application and Ideation Phase serve to assist the arts organisation to sharpen and refine the scope for transformation, and crystallise their transformation ideas into implementable proposals that articulate clear outcomes. Applicants are expected to form and write their own grant applications after this Pre-Application and Ideation Phase.

### Submission of EOI if you are keen to work with a consultant

Applicants who are keen to tap on the Panel of Consultants will be required to submit an Expression of Interest (EOI) no later than **15 July 2021**. Please look out for upcoming information on the Panel of Consultants and the EOI submission form on the [NAC website](#) in the coming weeks.

- Transformation project brief – problem statement, objectives of project, intended transformation outcomes
- Potential impact of project on their company and/or the arts sector
- Choice of top 2 consultants and reasons for the choices

### EOI Applications for consultancy will be prioritised for the following:

- A spectrum of projects across the four transformation pillars of People, Product, Processes and Systems
- Project ideas that reflect the priority areas highlighted in Section 1F of the OTG Grant Guidelines

Projects that involve off-the-shelf solutions that are readily available and therefore may not need consultancy at this stage will be deprioritised.

NAC will review the expressions of interest and match one consultant to the relevant applicant(s) for suitable projects that need consultancy. In consideration of limited time and resources, not all who express interest to work with a consultant will be matched with one. In addition, it is not mandatory for all applicants to work with the NAC-appointed Panel of Consultants. If arts organisations would like to work with their own consultants, they can proceed to pursue those consultancies independently (i.e. NAC will not pay for these independent engagements).

### **E. Multiple Applications**

Applicants may submit multiple applications across both tracks, though we remind all prospective applicants that the OTG is set up to benefit a maximum number of organisations in the arts sector. Should you decide to submit more than one application, NAC will assess your ability and resources to deliver multiple projects across the funding period.

### **F. What will NAC prioritise for support?**

NAC will prioritise projects that have potential to support the organisation's / sector's sustainability in the long run. The following are some of the areas of focus will be prioritised:

- Audience cultivation – innovative programme design that transforms audience’s experience of the arts and encourage arts consumption through new modes of presenting arts
- Productivity – solutions that improve productivity and efficiency in the delivery of arts services, including job redesign
- Monetisation – piloting innovative approaches to monetise arts offerings, including ticketing/pricing strategies and solutions
- Resources – solutions that optimise resources or create shared resources and services for more than one organisation in the sector
- Industry benchmarks – establishing industry benchmarks/codes of practice for work conditions and employment
- Enabling new marketing opportunities and new revenue streams – innovative ideas for arts to break into new frontiers in other sectors in a sustainable manner.

## G. Assessment Criteria

Our assessment will be guided by the following criteria for both tracks.

Criteria	Weightage
<b>1. Strength of Proposal</b>	<b>40%</b>
i) Is the proposal well-thought-through and addresses a clearly identified (organisational) transformation problem statement alongside clear articulation of transformation goals and plans? ii) Does the proposal demonstrate good understanding of your organisation’s gaps or industry gaps? iii) Does the proposal demonstrate clear transformation outcomes? iv) Does the project budget <sup>5</sup> demonstrate soundness and reasonableness of costs required for the scope of transformation?	
<b>2. Impact of Project</b>	<b>30%</b>
i) Does the proposal demonstrate potential for positive impact or improvement towards the organisation (for Track A applicants) or towards the wider arts and culture sector (for Track B applicants)? ii) Does the proposal demonstrate potential impact that can be sustained beyond the funding period of this time-limited scheme?	
<b>3. Capacity and commitment to execute intended transformation scope</b>	<b>30%</b>
i) Does the applicant have a clear and sound plan to execute the project? (e.g. resources, partners, timeline) ii) Do the project team and key collaborators/stakeholders demonstrate the relevant experience, knowledge and/or skills and abilities to execute the project and manage the project’s finances and administration? iii) Does the project team and key collaborators/stakeholders have the vision and commitment to follow through the project?	

<sup>5</sup> We encourage you to work out a realistic budget that demonstrates your understanding of costs and needs. An over-inflated budget will not necessarily guarantee more funding, and may have counter-productive effects of casting doubt on the soundness of your overall proposal.

## Section 2: Eligibility

### *Who is the Organisation Transformation Grant for?*

The OTG is open to:

- Arts and culture organisations that are NAC Major Companies or Seed Grant (MCSG) recipients<sup>6</sup> (as of 1 April 2021)
- All other arts and culture organisations that are registered with the Accounting and Corporate Regulatory Authority (ACRA) or with the Registry of Societies. Organisations must have organised at least one public arts event or programme (e.g. performance, exhibition, festival, conference, workshops, including publishing an NAC-supported title) in the last 12 months.

Non-arts and culture organisations that support and work with arts organisations for the benefit of the arts sector will also be eligible.

### *Who is not eligible for the Organisation Transformation Grant?*

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

**1) Are a group/organisation**

- Constituted for non-secular purpose;

**2) Are proposing a project that**

- Has already commenced<sup>7</sup> prior to the timeline 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 intended for fundraising purposes<sup>8</sup>
- (where relevant) is unable to obtain an Arts Entertainment Licence (see “Licensing Forms” at [www.imda.gov.sg](http://www.imda.gov.sg))

**3) Have pending/outstanding**

- Evaluation reports on the use of previous grants from NAC
- Debts with NAC (you are eligible to apply once you have cleared your outstanding roles)

### A note on Funding Guidelines

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<sup>6</sup> MCSG recipients can tap onto the OTG for new transformation projects that are above and beyond the existing agreed programmes in their MCSG funding contract or if they would like to explore new innovations, experiments and elements for transformation (not previously planned for) for existing agreed programmes.

<sup>7</sup> Planning or ideation can begin before application, however, NAC will not be able to support or back-pay transformation costs that have already been incurred prior to point of application. However, if your application is proposing to begin the transformation efforts for phase three of a five-phase transformation journey (for example), you may apply for the OTG, such a project would be eligible.

<sup>8</sup> While projects intended for fundraising purposes are not eligible, projects that explore new approaches for fundraising or ways to improve the process of fundraising are eligible for the OTG.

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 and 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 and stability.

### ***Intellectual Property, Copyrights and Royalties***

Applicants are to ensure that their projects do not infringe the Intellectual Property (IP) rights of others. For information on copyrights and royalties, please refer to [Intellectual Property Office of Singapore \(IPOS\)](#) and the [Composers and Authors Society of Singapore \(COMPASS\)](#).

## **Section 3: Application and Assessment Process**

### ***How do you apply for the Organisation Transformation Grant for the Arts (OTG)?***

Please submit your grant application through an online application form via [FormSG](#).

Applicants will need to complete the application on FormSG in one sitting, therefore please ensure that you have the following documents ready. The templates for project proposal and budget form can be downloaded from the [NAC webpage](#).

- OTG Project Proposal
- OTG Budget Form
- CVs of key parties involved

Important: FormSG has a 20MB limit for attachments (proposal, budget, CVs, supporting documents). Images will be auto-compressed to 1024x768 resolution, which will typically be less than 1 MB. Applicants are advised to submit their documents in a zipped file. Applications with file sizes which exceed the 20MB limit will not be able to successfully submit the online application.

### ***What are the application windows and when must you apply by?***

The OTG is open for application **between 15 June and 1 September 2021 5pm**, and projects should be completed by 31 March 2022. Please apply within the following grant application windows. Late applications will not be accepted.

Assessment windows	Submissions received by	Notified* of application outcome by	Time Frame to complete transformation project
1 <sup>st</sup> application window	1 Jul 2021, 5pm	Week of 2 Aug 2021	8 months
2 <sup>nd</sup> application window	1 Aug 2021, 5pm	Week of 30 Aug 2021	7 months
3 <sup>rd</sup> application window	1 Sep 2021, 5pm	Week of 27 Sep 2021	6 months

*\*the notification period was updated on 16 June 2021*

Please allow approximately five weeks for NAC to process your application and make its funding decision. Should NAC assess that applications in the earlier windows require further clarification and planning, NAC may direct these applicants to the subsequent application windows accordingly.

Submissions for the EOI for consultancy support should be made no later than 15 July 2021. Please refer to Section 1D above for more information.

### ***Who can you contact if you have questions?***

If you have any questions, or wish to discuss your applications with us, please contact us at [otg@nac.gov.sg](mailto:otg@nac.gov.sg).

## **Section 4: For Successful Applicants of the Organisation Transformation Grant**

### ***Successful Applications***

If your application is successful, you will receive a Letter of Offer that includes the Terms and Conditions of the Grant. Unless stated otherwise, **the grant offer will be valid for two (2) weeks from the date of the letter of notification**. After which, the offer will lapse.

### ***Unsuccessful Applications***

A Letter of Notification will be sent out within the same notification period.

### ***How will successful recipients receive funding?***

The grant will be disbursed in three instalments, as summarised in the table below. The grant will be credited to your organisation's recognised bank account.

<b>Grant Quantum</b>	<b>1<sup>st</sup> instalment</b>	<b>2<sup>nd</sup> instalment</b>	<b>3<sup>rd</sup> instalment</b>
Up to \$20,000 or	80% of grant quantum upon award and acceptance of the grant	20% of grant quantum upon successful completion of project and upon submission of post-project report and financial report	-
\$20,000 and above or	50% of grant quantum upon award acceptance of grant	30% of grant quantum upon successful completion of project	20% of grant quantum upon submission of post-project report and Statement of Accounts to be certified by an accountant registered with the Institute of Chartered Accountants (ISCA) or equivalent international body.
\$100,000 and above	50% of grant quantum upon award acceptance of grant	30% of grant quantum upon successful completion of project	20% of grant quantum upon submission of post-project report and Statement of Accounts to be independently audited by a public accountant registered with the Accounting and Regulatory Authority (ACRA) or equivalent international body.

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

If you are successful, you will be expected to achieve the outcomes and transformation scope that you have articulated in your funding proposal. The expected deliverables include:

- i. **Proof of completion of transformation project** e.g. proof of concept, prototype, minimum viable product, work-in-progress output, qualitative or quantitative documentation of change implemented, survey results, UAT documentation, draft industry benchmarks

*Applicants may suggest other examples of deliverables in the OTG proposal template.*

- ii. **Post-Project Report, Financial and Audit Reports**
- iii. **Sharing of transformation learning and insights with wider industry (to be organised by NAC)**

### ***What is required after the programme is completed?***

- Post-project report
- Proof of completion of project
- Financial report (i.e. statement of accounts)
- Receipts of all supportable costs will be requested by NAC

All documents are to be submitted within **two months of project completion**.