



NATIONAL ARTS COUNCIL  
SINGAPORE

# Market and Audience Development Grant

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## 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, and can be conducted via physical and/or digital means:

#### 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:

- Collaborations with international counterparts as part of market development;
- 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.)

All digital presentations must adhere to NAC's funding guidelines and [IMDA's Internet Code of Practice](#).

Digital content should be suitable for the general public, with priority given to projects that are appropriate for [General Audience viewing](#). Applicants are encouraged to consider inclusive practices such as surtitling, close-captioning and sign language services to cater to diverse audiences.

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<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 participate in competitions and conferences should be made under the Capability Development Grant.

## 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 70% of a realistic budget	Up to 100%	Up to 70%
<b>For-Profit Organisations</b>	Up to *50% of a realistic budget	Up to 100%	Up to 50%
<b>Capped at:</b>		3 travel-related grants per financial year	
	\$70,000 <sup>5</sup> per financial year for each 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>

<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.

<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.imda.gov.sg](http://www.imda.gov.sg))

**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).

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<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 Company Scheme) 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>**

## ***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 the [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 Market and Audience Development Grant?***

You will need to submit an application for the Market and Audience Development Grant via the OurSG Grants Portal (OSG). The OSG can be accessed via the NAC website <https://go.gov.sg/nacmadgrant> or via <https://oursggrants.gov.sg>.

The application will require you to submit the following information:

- Proposal template (template available for download within the OSG)
- Budget template (template available for download within the OSG)
- CV of key parties involved
- Samples of proposed work (For Theatre projects, the submission of full-length scripts is required upon application)
- Letter of Invite (or other similar documentation)

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

The Market and Audience Development Grant is open for application three times a year. The table below lists the key dates and windows that you will need to adhere to when you prepare your application:

<b>Apply by</b>	<b>Notified by</b>	<b>For projects taking place on or after</b>
15 Apr 2021 (Thu)	30 Jun 2021 (Wed)	15 Aug 2021
13 Aug 2021 (Fri)	29 Oct 2021 (Fri)	15 Dec 2021
15 Dec 2021 (Wed)	28 Feb 2022 (Mon)	15 Apr 2022

Please note that you can submit an application for your project at any point before the 'apply by' date indicated in the table above.

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. In the event NAC requires further clarification, an email will be sent to you from the OSG, and you will need to log in and access your application on the OSG to respond to the request.

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. 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> <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>	<p>80%</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>	<p>20%</p>



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

If your application is successful, you will receive a **Letter of Award** via the **OurSG Grants** portal with:

1. Terms and Conditions of the grant;
2. Deliverables as agreed by you and the NAC

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.

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

### Appeals

We will not be able to accept appeals against artistic strength. However, cases will be reviewed on grounds of processing procedures. All appeals have to be submitted in writing to NAC within two 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. The grant will be credited into your or your organisation's recognised bank account.

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

Note: For projects involving international travel, 100% of the grant quantum will be disbursed upon completion of the project. This arrangement will continue until travel restrictions related to COVID-19 are lifted internationally.

<sup>9</sup> As supporting documents such as receipts or ticket stubs may be requested, grant recipients must retain their documents for up to six (6) months from date of submission of the final report.

<sup>10</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 \$10,000 and above. Accounting fees for this statement can be budgeted for in your application.

### ***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.

When you have completed your project, you will have to submit **a Self-Evaluation Report** (refer to **Annex A) within two months of project completion**, to help you take stock of what you have accomplished and the challenges you faced, if any.

Please log onto the OurSG Grants Portal to submit your **Self-Evaluation Report** and **Financial Report** (i.e. the budget form submitted as part of the grant application, with actual income and expenditure reflected). To help you navigate the portal, you may refer to the user guide uploaded at <https://go.gov.sg/nacmadgrant>.

For grants of \$10,000 and above, you will also need to submit Statement of Accounts certified by an accountant registered with the Institute of Singapore Chartered Accountants (ISCA) or equivalent international body. As part of the submission, the proof of the accountant's registration with ISCA or any equivalent international body (e.g. ISCA Membership ID) should be provided as well. This will need to be submitted through the OurSG Grants Portal.

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.

## Annex A:



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### Market and Audience Development Grant Self-Evaluation Report

<b>Date of Submission</b>		
<b>Applicant Name</b>	<b>Project Title</b>	
<b>Venue/ Cities</b> (if applicable)	<b>Event Dates</b> (if applicable)	Start End

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

**Note:** For any project that involves digital elements (e.g. website / marketing videos / digital collaborations with international counterparts) please also update Table A: Digital Indicators for projects involving digital elements.

#### 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	
Total Digital Reach*	
Total Digital Consumption*	

\* For projects with digital elements, please fill up Table A below as well, and these figures can be derived from the table.

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

## For International Activities

If applicable / available	Actual
Number of cities visited	
Number of performances	
Total attendance	
Number of tickets sold	
Percentage House	
Total Digital Reach*	
Total Digital Consumption*	

\* For projects with digital elements, please fill up Table A below as well, and these figures can be derived from the table.

- What was your audience / participant profile like and how was their response to your work?
- How do you think your project has contributed to your development as an artist, and to the larger arts scene? (e.g. increased your international profile, created new opportunities)?

### Table A: Digital indicators for projects involving digital elements

Please see [Annex A1](#) for guidance on the following digital indicators. Please report the figures that are relevant for your project.

Key Digital Indicators	Actual
A. Reach on Websites/Mobile Application	
B. Reach on Social Media & Audio-Video Platforms	
i. Social Media (including video conferencing platforms e.g. Zoom attendees)	
ii. Video Platforms	
iii. Audio Platform	
C. Engagement on Social Media Platforms	
i. Total sum of reactions (including likes), shares, comments	
ii. Engagement Rate ( $C_i$ divide by $A+B_i$ )	
D. Total no. of pieces of content published/posted	
i. Unique number of content	
ii. E-publications (Published)	
iii. E-publications (Sold/loan/downloaded)	
iv. Number of pieces of content by language (if applicable)	<input type="checkbox"/> English _____ <input type="checkbox"/> Mandarin _____ <input type="checkbox"/> Malay _____ <input type="checkbox"/> Tamil _____ <input type="checkbox"/> Multi-lingual _____ <input type="checkbox"/> N.A.
<b>Total Digital Reach (<math>A + B_i</math>)</b>	
<b>Total Digital Consumption (<math>A + B_{ii} + B_{iii} + D_{iii}</math>)</b>	

We would like to hear your reflections on your overall project experience. You may use the following questions as a guide.

<p><b>Reflections</b></p> <p>Please share with us your experiences in putting together this project:</p> <ul style="list-style-type: none"><li>• Did your project go as planned? Highlight key changes to your project (if any).</li><li>• What challenges did you meet along the way, and how did you overcome them?</li><li>• What would you have done differently with this project on hindsight?</li></ul>
<p><b>Feedback on the Grant</b></p> <ul style="list-style-type: none"><li>• Are there any areas in which NAC can do better to support your market and audience development efforts?</li></ul>

***For grants applied through the OurSG Grants Portal***

Please log onto the OurSG Grants Portal to submit your **Self-Evaluation Report** and **Financial Report** (i.e. the budget form submitted as part of the grant application, with actual income and expenditure reflected). To help you navigate the portal, you may refer to the user guide uploaded at <https://go.gov.sg/nacmadgrant>.

**Digital Indicators**

Please track and report the following digital indicators for the relevant platforms and based on what is available to you. Apart from **Reach**, **Engagement** provides further insights into the programme’s resonance with your viewers or audiences. The number of **Content Pieces** is important for us to understand how many people have been reached and engaged across the quantity of unique content available online. NAC also hopes to find out the **language** (for verbal/ textually-conveyed programmes) used across content pieces, as this informs us that there is a pool of arts content across different languages available to multi-lingual viewers.

For the following digital indicators, please refer to Annex A2 for the guiding principles that should support your counting and tracking.

<b>Digital Platforms</b>	<b>Key digital indicators</b> (Platforms listed are commonly-used platforms, and are <u>non-exhaustive</u> examples, please refer to the Annex A2 for other examples)	
<b>A. Reach on Websites / Mobile Applications</b> [extract from Google Analytics]		
A. Websites/Mobile Applications	<b>Unique metrics</b> [For Microsites] Website/Application Visitors i.e. Total Users (unique)	OR [For sub-pages within main website] Unique Page Views on the page that the content is natively hosted
<b>B. Reach on Social Media &amp; Audio-Video Platforms</b> [extract from analytics or insights of the respective platforms]		
Bi. Social media (including video conferencing platforms, e.g. Zoom attendees)	<b>Unique metrics</b> <ul style="list-style-type: none"> <li>- Facebook Reach (unique)</li> <li>- Instagram Reach (unique)</li> <li>- YouTube unique viewers, min. 30 sec duration (unique)</li> <li>- Bigo Live livestream viewers, note: user must note down viewership at the end of each livestream (unique)</li> </ul>	
Bii. Video platforms	<b>Non-unique metrics</b> <ul style="list-style-type: none"> <li>- Facebook views (non-unique)</li> <li>- YouTube views (non-unique)</li> <li>- Vimeo Views/Plays (non-unique)</li> </ul>	

	- Instagram views (non-unique)					
Biii. Audio platforms	<b>Non-unique metrics</b> Spotify Plays/Streams – min. 30 sec (non-unique)      Apple Music Plays – min. 30 sec (non-unique)      Google Play Plays – min. 20 sec (non-unique)					
<b>C. Engagement on Social Media Platforms</b> [extract from analytics or insights of the respective platforms]						
Ci. Social Media Engagement	<b>Total no. engagements is the sum of reactions (incl likes), shares, comments</b> (to measure resonance with content)					
Cii. Social Media Engagement Rate	<b>Total Engagements divide by Total Reach</b>					
<b>D. Total no. of pieces of content published / posted (D + Dii)</b>						
Di. Unique content	E.g. a series of 4 videos or 4 songs = 4 unique content pieces E.g. 1 video, 2 versions (Eng & Mandarin) = 2 unique content pieces					
Dii. E-publications (published)						
Diii. E-pubications (sold/loaned/downloaded)						
Div. # of pieces of content by language	<input type="checkbox"/> English _____	<input type="checkbox"/> Mandarin _____	<input type="checkbox"/> Malay _____	<input type="checkbox"/> Tamil _____	<input type="checkbox"/> Multi-lingual _____	<input type="checkbox"/> NA
<b>E. Total Reach (Unique)</b>	<b>A + Bi</b>					
<b>F. Total Consumption (Non-unique)</b>	<b>A + Bii + Biii + Diii</b>					

**Guiding principles for reporting digital indicators**

<b>1. At which point should you extract the digital indicators for reporting?</b>	
<b>a. Online content with an expiry date</b> e.g. pre-recorded performance online from 1-10 May, taken down/deleted after 10 May	From publish date to programme’s end point or reporting deadline, whichever is earlier
<b>b. All other online content that will be posted/published online for eternity</b>	From publish date to reporting point/reporting deadline
<b>2. Other Important guidelines to note when counting digital indicators</b>	
<b>a. Report for applicable platforms</b>	<b>Reporting should be done for the applicable platforms only</b> , and as long as the digital indicators are available to the grant recipient / partner.  NAC notes that free/personal vs business/premium accounts on various online platforms will offer varying access to digital indicators.
<b>b. Paid &amp; Organic posts</b>	For all social media platforms, to track <b>both paid &amp; organic posts. There is no need to differentiate between both types of posts for reporting purposes.</b>
<b>c. Embedded content</b>	<b>For audio-video content embedded in websites, digital indicators to be tracked from the original source where the content is hosted</b> , and not double counted to include website visitor/unique page views e.g. if a YouTube video is embedded on website, track digital indicators from YouTube only.
<b>d. Content on multiple platforms</b>	<b>If the same piece of content is hosted on multiple platforms (e.g. on FB, IG &amp; YT), digital indicators should be counted across all platforms where content is hosted</b> , but note point 2d about embedded content.

Other examples of digital platforms include:

- SoundCloud
- Zoom
- Tik Tok