

Organisation Transformation Grant Frequently Asked Questions (FAQs)

1. When must OTG projects end by?

All projects must complete by 31 March 2022 as this is the stipulated timeframe for the enhanced Arts and Culture Resilience Package announced on 8 March 2021. All funds have to be committed before 31 March 2022, of which projects must achieve a state of completion by then. Grant recipients should use the 2 months from the project's completion date to consolidate their reporting documents and submit them to NAC before the final disbursement of funds is released.

Given the time-limited support, proposals may focus on one phase of a longer-tail transformation plan. Milestones and deliverables for the phase for which OTG funding is sought should be clearly defined. NAC is open to supporting transformation projects with good outcomes after the OTG ends on 31 March 2022.

2. How are the grant quantum caps of \$30,000 and \$200,000 derived?

These grant quantum caps are developed to maintain parity with other similar funding schemes from other government agencies. Given limited funding, the \$30,000 funding cap is sized so that NAC can support more arts and culture organisations that are important to the overall arts ecosystem. The intent of the higher tier of funding is to support and allocate more resources for the exploration of larger-scale co-solutions that works for the wider sector.

3. The grant covers up to 80% of supportable costs. Why is co-funding necessary?

The co-funding requirement is necessary to maintain parity with other similar funding schemes from other government agencies. With NAC's funding of up to 80% of supportable costs, we hope to support arts organisations in undertaking transformation projects, which art organisations should co-own.

4. What does a co-solutioning project refer to i.e Track B? What constitutes a collaboration?

A co-solutioning project refers to a group of **two or more organisations or collaborators coming together** to propose a transformation project that addresses common challenges and/or that has **potential impact on more than a single organisation**. A co-solutioning project may take different forms, e.g.:

- Two organisations may choose to work together to develop solutions that address common challenges in the sector
- A lead organisation may apply with a group of fellow collaborators who take direction from the lead organisation who drives the project.
- A co-opt or steering committee may be set up between a group of organisations, with each organisation playing a distinct role in the transformation project.

Regardless of the approach taken, each participating organisation must play an active role in the project, e.g. as a co-developer of the solution or lead users of the solution who will help give inputs to the development of the solution. All co-solutioning projects will need to nominate a lead applicant whom NAC will liaise with for all grant administration, legal and grant disbursement matters.

5. Can Major Companies and Seed Grant (MCSG) recipients tap on the OTG?

Yes, The OTG is open to arts and culture organisations that are NAC Major Companies and Seed Grant recipients as of 1 April 2021.

MCSG recipients can tap onto the OTG for new transformation projects that are above and beyond the agreed programmes in their MCSG funding contract, or if they would like to explore new elements of transformation on existing agreed programmes that were not previously planned for.

6. I am a MCSG recipient and have transformation ideas that are new programmes that were not planned nor agreed upon under the MCSG support, how can this grant support these new ideas?

MCSG recipients with new transformation projects that do not overlap with existing agreed programmes are able to apply for the OTG.

7. I am a for-profit arts organisation, do I qualify for the grant?

All arts and culture organisations registered with the Accounting and Corporate Regulatory Authority (ACRA) or with the Registry of Societies are eligible for the grant. Organisations must also have organised at least one public arts event or programme in the last 12 months (e.g. performance, exhibition, festival, conference, workshop, including publishing an NAC-supported title).

8. Are MCCY/NAC-owned organisations eligible for the grant?

No, institutions owned by MCCY or NAC are not eligible for the grant. However, applicants can choose to work with them as partners, participants of prototypes or fellow collaborators in their transformation projects, and these projects can be considered for support. NAC will need to review the budget costs that go to the MCCY/NAC-owned organisations to ensure that there is no double funding.

9. I am not registered as an arts and culture organisation, do I qualify for the grant?

You may apply if you can articulate which arts and culture organisations that you are/will be working with and are able to articulate clear transformation outcomes for the arts and culture sector.

10. Can I apply for multiple transformation projects?

Yes, you may submit multiple applications across both tracks. Should you submit more than one application, NAC will assess your ability and resources to deliver multiple projects across the funding period.

11. I am currently funded by NAC for an existing project through one of NAC's grant schemes, can I apply to the OTG to get additional funds for my project?

NAC will not be able to fund the same project under the OTG if you are already receiving another NAC grant. As ACRP funding is intended to provide relief funding for the arts sector, NAC hopes that the limited funding under the OTG can be used to support as many organisations as possible in their transformation efforts. Please review the objectives of your project to determine which grant best aligns with your project objectives and outcome and apply for the grant that is most relevant.

12. What other support schemes are available from other government agencies to support my transformation plans?

There are other government grants that could support your transformation goals. Here are some possible grants that you could also tap on:

- i. [NCSS's Tech-and-Go!](#)
- ii. [NCSS's VWO-Charities Capability Development Fund \(VCF\)](#)

13. Can I apply for other government grant schemes (e.g. NCSS's Tech-and-GO!, NCSS's VCF) while also applying for OTG?

Different government grant schemes have different objectives and different supportable costs. Should you apply for the OTG and one or more of the abovementioned grants for the same project and are successful, only cost items not supported by other government grants will be considered for funding through the OTG to ensure no double funding.

14. Is the purchase of hardware supported through OTG?

Yes, a one-time purchase of hardware and software that can be attributed to the implementation of transformation efforts will be supported. For purchases exceeding S\$6,000, you are required to attach three quotations of comparable scope and justify the final quotation that you will be budgeting for.

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.

Purchases of 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 or system commission unless approval is granted by NAC.

15. Are marketing costs supported?

Marketing costs that can be attributed to the implementation of transformation efforts will be supported.

Please note that marketing costs to refresh creative assets, revamp websites, for the conducting of rebranding exercises, purchasing of media buys without articulation of a strategic transformation plan and outcomes will not be supported.

16. I would like to send my staff for training in a series of courses (e.g. data analytics, design thinking, digital marketing courses) to upskill the whole team, can I apply for OTG for the training costs?

If you wish to include training costs in your OTG application, you should articulate how the training contributes and will be applied to your proposed transformation project, and the transformation-related problem statement, goals, plans and outcomes in your application. You should show proof of how the skills gained are applied in your transformation project by the end of the grant funding period on 31 Mar 2022.

For non-transformation related continuous professional development and upskilling, please consider applying for NAC's Capability Development Grant instead.

17. Is it compulsory to work with the NAC-appointed consultants during the pre-application-cum-ideation phase? Can I work with my own consultant?

The consultancy support is optional and for those who are keen to work with external consultants prior to application. We acknowledge that not all transformation projects or arts organisations require the guidance of a consultant.

NAC will pay the appointed consultants for the 1 to 2 ideation workshops that they conduct with the applicant prior to application, and this serves as additional support for the applicant in defining their transformation goals, plans and outcomes. Beyond that, the applicant is not obliged to work with the NAC-appointed consultant again but can also choose to do so if they wish to as well.

Should you wish to work with your own consultant, please proceed to pursue those consultancies independently. NAC will pay for the NAC-appointed consultants only.

18. How will NAC select applicants and pair them up with the NAC-appointed consultants?

Applicants who are keen to tap on the panel of consultants will be required to submit an Expression of Interest (EOI). NAC will review the expressions of interest and match one consultant to the relevant applicant(s) for suitable projects that need consultancy. NAC will try our best to facilitate a match with consultants to ensure best fit between applicant and consultant. In consideration of limited time and resources, not all who express interest to work with a consultant will be matched with one.

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 involves off-the-shelf solutions that are readily available and therefore may not need consultancy will be deprioritised.

19. Can I apply for the OTG if I already am in the midst of a transformation project and need additional funding?

NAC will not be able to support or back-pay transformation costs that have already been incurred prior to point of application.

However, you may apply for the OTG for new phases/milestones of a larger transformation project that may have already commenced.

20. What other support will NAC have for transformation besides the OTG?

Recognising that transformation is a long-term process that requires inter-disciplinary expertise, NAC will promote sharing and collaboration within the industry, as well as with others outside the industry, by setting up contact circles for collaborations and to exchange ideas. We will also explore continued support for transformation under NAC's general grant schemes, after 31 March 2022.

21. How can I get access to the networks that NAC is building with different industries and experts?

NAC will set up a shared resource with the list of networks and resources that might be useful to your transformation journey. The resource will be a living document that will expand and grow as more resources are included by both NAC and the arts community. Please sign up for the mailing list via [this form](#) and we will share the shared resource with you once it is ready.