NATIONAL ARTS COUNCIL
SINGAPORE

Market and Audience Development Grant

Contents

Section 1: Overview **2**
Section 2: Eligibility **4**
Section 3: Application and Assessment process **6**
Section 4: If you are awarded the Market and Audience Development Grant **9**
Annex A: **11**

Document last updated: 28 October 2026
Revisions made to the guidelines are marked as [Updated] for reference.

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[1];
- Development and production of resource materials or collateral[2] for sponsor or audience engagement;

International Activities:

- International touring;
- Participation in international arts platforms (e.g. festivals, trade fairs, biennales, etc.[3]);
- 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 subtitling, close-captioning and sign language services to cater to diverse audiences.

[1] If not already supported by a Presentation & Participation Grant.

[2] Examples include, but not limited to, flyers, brochures, posters, press kits with a single, etc.

[3] 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:

<table>
<tr><th rowspan="2">Applicant Type</th><th rowspan="2">Funding caps for all projects (excluding travel)</th><th colspan="2">Funding caps for travel-related projects</th></tr>
<tr><th>Airfare and Freight</th><th>Associated travel costs[4]</th></tr>
<tr><td>Individuals and Non-Profit Organisations</td><td>Up to 70% of a realistic budget</td><td>Up to 100%</td><td>Up to 70%</td></tr>
<tr><td>For-Profit Organisations</td><td>Up to *50% of a realistic budget</td><td>Up to 100%</td><td>Up to 50%</td></tr>
<tr><td rowspan="2">Capped at:</td><td rowspan="1"></td><td colspan="2">3 travel-related grants per financial year</td></tr>
<tr><td colspan="3">$70,000[5] per financial year for each applicant</td></tr>
</table>

*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[6]

[4] 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.

[5] 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.

[6] 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[7], performers, writers, presenters, curators, producers, impresarios, dramaturges and other people working in the arts)

   Priority will be given to applications by Self-employed Persons (SEPs)[8], who are Singapore Citizens of Permanent Residents, residing in Singapore and work in the local arts scene.

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.

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[9] 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)

[7] 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.

[8] Arts Freelancers who do not concurrently hold full-time employment and are able to produce proof of SEP status. Please refer to Page 7 for the types of supporting documents required.

[9] The project's start date refers to the earliest date of the first event, performance, exhibition, etc. for both local and international activities.

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).

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.

Explanatory notes on provisions of NAC Funding

NAC reserves the right to review, withdraw, recover or withhold any Funding in full or in part in the event the total qualifying cost of the Project indicated in the final budget template submitted to NAC is below the cumulative amount of funding received for the Project from all NAC-administered grants, including the Tote Board Arts Fund and the stART Fund.

If there are international travel components in your application, please note that NAC only supports economy airfare for flights that are directly related to the completion of the project. Any travel or add- on charges not specifically linked to the project will not be supported. Please only indicate the cost for economy airfare in your budget proposal at the point of application. you are opting or had opted for a higher class of travel, please indicate in the remarks column of the budget proposal template submitted to NAC at point of application and in the final budget template. Any top up for a higher class of travel is at your own expense.

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 & Audience Development Grant?

You will need to submit an application for the Market & Audience Development Grant via the OurSG Grants Portal (OSG). The OSG can be accessed via the NAC website [Updated] Market & Audience Development Grant | National Arts Council or via https://oursggrants.gov.sg. To aid in your application, you may also wish to refer to the OSG Grant Application and Claims Submission User Guide on the NAC website.

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
- ☐ Working samples of proposed work
- ☐ [Updated] Letter of Invite or other similar documentation (For International Activity)

Please note that if any of the documents listed above are missing from your submission, your application will be considered incomplete and therefore unsuccessful.

Additional Documents for Proof of Self-Employed status

- ☐ SEP applicants would need to submit these additional three documents:
  - ☐ IRAS Notice of Assessment or Consolidated Statement of Income (for the most recent financial year)
  - ☐ CPF Contribution (Employment and Self-Employed) or Transaction History (for the last 6 months)
  - ☐ Self-Declaration that the applicant does not concurrently hold full-time employment (form available for download within the OSG)

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 keep in mind as you are preparing your application:

Apply by	Notified by	For projects taking place on or after
15 Dec 2026	26 Feb 2027	15 Apr 2027
15 Apr 2027	25 June 2027	15 Aug 2027
13 Aug 2027	29 Oct 2027	15 Dec 2027
15 Dec 2027	25 Feb 2028	15 Apr 2028

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 contact if you have questions?

If you have any questions, or wish to discuss your applications in detail, please contact NAC at [Updated] **NAC Feedback Form | FormSG**.

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
Impact of the activity on developing new audiences and markets • 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? For company-wide market and audience development initiatives: • 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. • Does the applicant have a plan to use the results of the project to shape their market and audience development approach? • Does the project help the applicant establish a stronger branding and identity to help build a loyal fan base?	80%

<u>For project-specific market and audience development initiatives:</u> • Does the applicant understand their target audience? Does the proposed project best reach this target audience? • How innovative and cost-effective are the applicant's marketing strategies? • 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? <u>For international activities, including visit programmes:</u> • Is the applicant presenting at an event/festival/venue of good artistic standing? • Does the project help increase the applicant's international market reach and deepen appreciation for your art / group? • Does the project help raise the profile of Singapore works and artists? • Does the applicant have a plan to continue growing this market after this project? Note: Priority will be given to: • Applicants touring or working in major art capitals and cities din Asia-Pacific, Europe, North & South America • Qualifying applications involving Singapore artists/works being featured for the first time at arts events of high international regard.	
<u>Capacity and commitment to execute your project</u> **a. Artistic calibre:** • Does the applicant and/or the team have a strong track record of artistic achievement and production? • Has the work been critically recognised in the Singapore and/or international arts scene? • Does the applicant have the capacity and commitment to develop and advance your art form in Singapore? **b. Project management skills:** <u>*Execution*</u>*:* • Is the proposal well-planned, demonstrating deep and careful thought about the resources and partners needed to execute the marketing plan? • Does the applicant have the ability and expertise to see the project through? <u>*Finances*</u>*:* • 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? • Does the applicant have access to the appropriate knowledge and skills to ensure that the project's finances are managed effectively?	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 Award via the OurSG Grants portal** with the following information:

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	1st tranche	2nd tranche	3rd tranche
Less than $20,000	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.[10]	-
Equal to or more than $20,000	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[11].

[10] 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.

[11] 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 three months of project completion**, to help you take stock of what you have accomplished and the challenges you faced, if any and a **Financial Report** or **Certified Statement of Accounts**.

The Financial Report is for grants below $10,000 and it is the budget form submitted as part of the grant application, with actual income and expenditure reflected.

The Certified Statement of Accounts is for grants of $10,000 and above, where you will 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. For Chartered Accountants registered with an international body, documentary proof (e.g. certificate, screenshot of membership ID on the registry) must be provided. Certification is to be done on the original budget form submitted at point of application.

Please log onto the OurSG Grants Portal to submit the above reports. To help you navigate the portal, you may refer to the OSG Grant Application and Claims Submission User Guide on the NAC website.

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:

NATIONAL ARTS COUNCIL
SINGAPORE

Market and Audience Development Self-Evaluation Report

Date of Submission	
Applicant Name	**Project Title** **Application Ref ID**
Venue/ Cities (if applicable)	**Event Dates Start** (if applicable) **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 of your project, if available

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	
Number of SEPs involved	
Total Physical Attendance	
Number of Tickets Sold	
Percentage House	
Total Digital Attendance* (A or B + C)	

Total Digital Consumption* (D) i. Total sum of reactions on Social Media Platforms (including likes, shares, comments) ii. Engagement Rate on Social Media Platforms (Total sum of reactions divided by Total Digital Attendance)	

** For projects with digital elements, please refer to Annex A1 for guidance on digital indicators.*

- 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	
Number of SEPs involved	
Total Physical attendance	
Number of tickets sold	
Percentage House	
[Updated] Total Digital Attendance* (A or B + C)	

** For projects with digital elements, please refer to Annex A1 for guidance on digital indicators*

- 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)?

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

Reflections Please share with us your experiences in putting together this project: • Did your project go as planned? Highlight key changes to your project (if any). • How do you think your project has contributed to your development as an artist and to the larger arts scene? • What was your audience / participant profile like, and how was their response to your work? • What challenges did you meet along the way, and how did you overcome them? • What would you have done differently with this project on hindsight?
Feedback on the Grant • Are there any areas in which NAC can do better to support your project?

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 OSG Grant Application and Claims Submission User Guide on our website.

Digital Indicators

Please track and report the total digital attendance of online arts activities/programmes available to you. The platforms listed are commonly used platforms and are non-exhaustive examples. Should you have used other platforms to present and publish your projects, please report the equivalent indicators.

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

Total Digital Attendance		
Digital Platforms of online arts activities/programmes	**Acceptable indicators**	**Unacceptable Indicators**
A. Websites/Mobile Applications/social media (including video conferencing platforms e.g. Zoom attendees)	- Unique views[12] where the online arts activities/programmes are natively hosted - Extracted from reliable data analytics such as Google Analytics, or analytics from the respective platform such as Facebook/Youtube - Bigo Live livestream viewers, note: user must note down viewership at the end of each livestream (unique) - Content must be minimally 30sec duration	- Total visitors/traffic across overall website, beyond the microsite where the activity is hosted - Social media followers or membership count - Views from publicity related and/or marketing purposes content (e.g. Facebook views for post promoting the online programme) - Social media engagement such as “likes”, reshares, reaction, comments etc
Where unique metrics are unavailable, the following non-unique metrics are acceptable		
B. Websites/Mobile Applications/social media (including video conferencing platforms e.g. Zoom attendees)	- Non-unique views where the online arts activities/programmes are natively hosted	- Total visitors/traffic across overall website, beyond the microsite where the activity is hosted

[12] [Updated] Unique views represent the number of distinct individuals who have viewed content, counting each person only once regardless of how many times they interact with it.

	- Extracted from reliable data analytics such as Google Analytics, or analytics from the respective platform such as Facebook/Youtube - Bigo Live livestream viewers, note: user must note down viewership at the end of each livestream (non-unique) - Content must be minimally 30 sec duration	- Social media followers or membership count - Views from publicity related and/or marketing purposes content (e.g. Facebook views for post promoting the online programme) - Social media engagement such as "likes", reshares, reaction, comments etc
C. Audio platforms	- Spotify Plays/Streams – min. 30 sec (non-unique) - Apple Music Plays – min. 30 sec (non-unique) - Google Play Plays – min. 20 sec (non-unique)	
Total Digital Consumption		
D. Engagement on Social Media Platforms [extract from analytics or insights of the respective platforms]	**Total no. of Engagements is the sum of reactions (including likes), shares, comments** (to measure resonance with content) and **Engagement Rate is Total Engagements divided by Total Digital Attendance**	
Total Digital Attendance	**A (or B) + C**	
Total Digital Consumption	**D**	

Guiding principles for reporting digital indicators

1. At which point should you extract the digital indicators for reporting?	
a. Online content with an expiry date 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. All other online content that will be posted/published online for eternity	From publish date to reporting point/reporting deadline
2. Other Important guidelines to note when counting digital indicators	
a. Report for applicable platforms	**Reporting should be done for the applicable platforms only**, 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. Embedded content	**For audio-video content embedded in websites**, **digital indicators to be tracked from the original source where the content is hosted**, 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.
c. Content on multiple platforms	**If the same piece of content is hosted on multiple platforms (e.g. on FB, IG & YT), digital indicators should be counted across all platforms where content is hosted**, but note point 2d about embedded content.

Other examples of digital platforms include:

- SoundCloud
- Zoom
- Tik Tok