



## ORGANISATION TRANSFORMATION GRANT (OTG)

The Organisation Transformation Grant (OTG) is a time-limited scheme that aims to support grounds-up transformation efforts by heritage organisations to support both the digital and non-digital aspects of business transformation.

Given the ever-changing environment and circumstances that the pandemic presents, transformation is an ongoing journey on which each heritage organisation may find themselves. With changing consumer behaviours and increasing diversity of offerings available to local, regional and international audiences, transformation is critical to ensure that heritage 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 digital or non-digital in nature.

Transformation is a long-term process that requires interdisciplinary expertise. Through the grant, NHB aims to jumpstart transformation efforts so that the heritage industry can emerge more resilient in the longer term. We welcome proposals that demonstrate plans for transformation of the organisation, **in ways that set heritage organisations up for long-term sustainable growth 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 per project.

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## Section 1: Overview

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

The grant aims to support ground-up transformation efforts by heritage organisations.

Projects should be able to articulate the **heritage organisation-related transformation problem statement** that they hope to address, and **how the proposed project will help address the issue**. Applicants should also articulate the **intended transformation outcomes and how it could be sustained to have an impact on the organisation beyond the grant funding 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 heritage related core services</li> <li>- Monetisation of heritage 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, up to \$30,000 per project.

The final grant quantum will be determined after an assessment of the project proposals, based on the assessment criteria in Part F (p5).

## **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 dedicated 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, such that existing staff is able to take on the transformation work laid out in your proposal

For both new hires and backfill costs, applicants are required to show documentation of their job responsibilities and pay structure and submit proof of documents on the purpose and details of hiring such manpower.

### **ii. Research, prototyping, training 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

Note: If these costs are supported by other government grants<sup>1</sup>, NHB will not double fund the same cost items that have been supported by other 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
- One-time purchase of hardware<sup>2</sup> and software that can be attributed to the implementation of transformation efforts. 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

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<sup>1</sup> Other government grants that support similar ICT solutions include [NCSS's Tech-and-Go!](#), [NCSS's VWO-Charities Capability Fund \(VCF\)](#), [Enterprise Singapore's Productivity Solutions Grant \(PSG\)](#) and [Singapore Tourism Boards Business Improvement Fund \(BIF\)](#)

<sup>2</sup> 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.

- Subscription<sup>3</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, rebranding exercises, purchase of media buys for programmes without articulation of a larger strategic transformation plans 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 need to share with the wider heritage community as a project deliverable.

**For all supportable costs, cost items not already supported by other government grants will be considered for support through the OTG, with total support across all government grants not exceeding 80% of supportable costs.**

**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 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. [NCSS's Tech-and-Go!](#), [NCSS's VWO-Charities Capability Development Fund \(VCF\)](#), [Enterprise Singapore's Productivity Solutions Grant \(PSG\)](#), [Singapore Tourism Board's Business Improvement Fund \(BIF\)](#)

**D. Multiple Applications**

Applicants may submit multiple applications. Should you decide to submit more than one application, NHB will assess your ability and resources to deliver multiple projects across the funding period.

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<sup>3</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, NHB will support the full one-time costs.

## E. What will NHB prioritise for support?

NHB will prioritise projects that have potential to support the organisation'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 heritage and encourage heritage consumption through new modes of presenting heritage
- Productivity – solutions that improve productivity and efficiency in the delivery of heritage services, including job redesign
- Monetisation – piloting innovative approaches to monetise heritage 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 heritage to break into new frontiers in other sectors in a sustainable manner
- Transmission of knowledge and skills – training and apprenticeship programmes that nurture and develop new practitioners or staff

## F. Assessment Criteria

Our assessment will be guided by the following criteria.

Criteria	Weighting
<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 that seek to address long term sustainability?	
iv) Does the project budget <sup>4</sup> demonstrate soundness and reasonableness of costs required for the scope of transformation?	
<b>2. Impact of Project</b>	<b>30%</b>

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<sup>4</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.

<ul style="list-style-type: none"> <li>i) Does the proposal demonstrate potential for positive impact or improvement towards the organisation?</li> <li>ii) Does the proposal demonstrate potential impact that can be sustained in the longer term beyond the funding period of this time-limited scheme?</li> </ul>	
<b>3. Capacity and commitment to execute intended transformation scope</b>	<b>30%</b>
<ul style="list-style-type: none"> <li>i) Does the applicant have a clear and sound plan to execute the project? (e.g. resources, partners, timeline)</li> <li>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?</li> <li>iii) Does the project team and key collaborators/stakeholders have the vision and commitment to follow through the project?</li> </ul>	

## Section 2: Eligibility

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

The OTG is open to heritage organisations and businesses (profit or non-profit) registered with Accounting and Corporate Regulatory Authority (ACRA) or with the Registry of Societies.

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

NHB 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>5</sup> prior to the timeline of application;
- Does not have a clearly defined heritage component, including projects primarily aimed at promoting religious causes;
- Is held at a religious venue; or
- Is intended for fundraising purposes<sup>6</sup>.

**3) Have pending/outstanding**

- Evaluation reports on the use of previous grants from NHB; or
- Debts with NHB or other government agencies (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, as a statutory body disbursing public funds in line with Government policies, NHB 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; or
- undermine the authority or legitimacy of the government and public institutions or threaten the nation's security and stability.

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<sup>5</sup> Planning or ideation can begin before application, however, NHB will not be able to support nor 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>6</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.

## ***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 (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 NHB webpage.

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

Important: FormSG has a 7MB 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 7MB 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**. 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. Late applications will not be accepted.

<b>Assessment windows</b>	<b>Submissions received by</b>	<b>Notified of application outcome by</b>	<b>Time Frame to complete transformation project</b>
1 <sup>st</sup> application window	1 Jul 2021, 5pm	2 Aug 2021	8 months
2 <sup>nd</sup> application window	1 Aug 2021, 5pm	31 Aug 2021	7 months
3 <sup>rd</sup> application window	1 Sep 2021, 5pm	29 Sep 2021	6 months

Please allow **approximately five weeks** for NHB to process your application and make its funding decision. Should NHB assess that applications require further clarification and planning, applicants may wish to review and revise your applications accordingly and re-submit when ready.

***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 [nhb\\_otg@nhb.gov.sg](mailto:nhb_otg@nhb.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	-
\$20,000 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 certified by an accountant registered with the Institute of Chartered Accountants (ISCA) 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 NHB)**

***What is required after the programme is complete?***

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

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