

ORGANISATION TRANSFORMATION GRANT (OTG)

Thank you for your interest in the Organisation Transformation Grant. Please read this document carefully before applying and we wish you success with your application.

This document was last updated on 31 Jan 2023. NHB reserves the right to make changes to the guidelines to the Organisation Transformation Grant at any time, without prior notice.

1. Organisation Transformation Grant

1.1 The Organisation Transformation Grant (OTG) scheme aims to support transformation efforts by heritage businesses and organisations and enhance their long-term sustainable growth beyond the grant funding period.

1.3 All projects supported by OTG must adhere to NHB's funding guidelines and IMDA's Internet Code of Practice and be appropriate for General Audience viewing.

2. Grant Details

2.1 The OTG can support up to 80% of supportable costs, and the grant quantum is capped at \$40,000 per project. The supported projects should be completed by 31 March 2024.

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

2.3 Examples of heritage businesses and organisation include those involved in (one of) the following categories:

- i.) The creation, production and/or retail of traditional craft products and provision of related services;
- ii.) The creation, production and/or retail of traditional food items and provision of related services;
- iii.) The creation, production and/or retail of products, experiences or services linked to cultural heritage practices listed on [Singapore's Inventory of Intangible Cultural Heritage](#);
- iv.) Businesses and organisations that have a proven track record in contributing to the cultural identity of a neighbourhood or cultural precinct that they are located in;
- v.) Businesses and organisations that aim to revive or re-introduce heritage products and services that were historically found in neighbourhoods or cultural precincts; or
- vi.) Private museums.

3. Proposal Requirements

3.1 Proposals should be new project or initiatives that bring value to the heritage component of their business. Proposals should also display innovation, business improvements or transformation efforts, or initiatives that address current challenges, and how it could be sustained and have a positive impact on the organisation beyond the grant funding period.

3.2 Proposals for ongoing, recurring, or existing initiatives and operations will not be supported.

3.3 An overview of the categories and types of projects that NHB will prioritise include:

Products & Services	Developing new market opportunities and revenue streams such as i.) Introduction of new or rebranded line of products ii.) Transformation of product offerings and services iii.) Innovative showcase of new and improved business strategies
People	Enhancing the business or organisation performance through the initiatives that include i.) Redesign of job roles and upskilling of personnel to embark on new business opportunities ii.) Improvement to manpower productivity and efficiency iii.) Transmission of skills related to the heritage aspects of the trade
Process & Systems	Developing processes and systems to enhance productivity and introduce innovative methods to improve the business that includes i.) Adoption of technology to improve product and service efficiency ii.) Automation of manual processes of the business to improve manpower efficiency iii.) Introduction of digital tools and platforms to improve business opportunities and visitor experience

4. Supportable Costs

4.1 Supportable costs refer to cost components that are directly associated with the proposed transformation project and incurred over the duration of the proposed project. Examples of supportable costs include but are not limited to the following:

Manpower Cost	<ul style="list-style-type: none">• New hire of manpower dedicated to executing transformation plans for the duration of the transformation project (e.g. project manager, consultant, researcher, web developer, etc).
Research, prototyping, training and testing costs	<ul style="list-style-type: none">• Research costs required to conduct focus group discussions, stakeholder engagement, etc.• Prototyping (e.g. production costs for prototype products) and user testing costs for technology-related outputs.• Transformation project related training costs for staff, e.g. to train in design thinking processes, business process re-engineering, management skills for the purpose of executing the transformation project, to learn how to use a newly developed solution, etc.

Development and maintenance costs	<ul style="list-style-type: none"> • Costs to develop systems, platforms, dashboards and technology solutions. • Costs to implement backend corporate systems that are part of the transformation efforts.
Hardware and software (for technology-related projects) that can be attributed to the implementation of transformation efforts	<ul style="list-style-type: none"> • Leasing of hardware up till the project's completion date and not beyond 31 March 2024, whichever is earlier. • Subscription¹ for service or software (e.g. hosting, license subscriptions) that can be attributed to the transformation efforts. Support will be up till the project's completion date and not beyond 31 March 2024, whichever is earlier.
Event Material Costs	<ul style="list-style-type: none"> • Venue rental, artist fee, production, filming, editing and material costs required for scope of the transformation project.
Marketing costs that can be attributed to the implementation of transformation efforts	<ul style="list-style-type: none"> • Publicity costs required to amass a group of users to seek 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. <p>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.</p>
Documentation costs	<ul style="list-style-type: none"> • 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.

Note: If any of these costs are supported by other government grants², NHB will not double fund the same cost items that have been supported by other grants.

4.2 The OTG does not cover the following items:

- I. Operational overheads (e.g. rental costs, office equipment) and manpower costs for existing staff (e.g. staff salaries) or new staff that do not contribute to the transformation efforts of the business (e.g. admin staff).
- II. Online marketing costs that are not essential to the project (e.g. buying of advertisements on social media or print media).
- III. Projects of pure artistic and presentation nature, with no clear transformation elements.
- IV. Academic research projects or papers not paired with implementable transformation elements.
- V. Any renovation or refurbishment to an existing or new commercial space owned or rented by the applicant.
- VI. Recurring projects that do not display any transformative efforts.
- VII. Cost items funded by other government grants including but not limited to the following: [NCSS's Tech-and-Go!](#), [Enterprise Singapore's Productivity Solutions Grant \(PSG\)](#), [Enterprise](#)

¹ 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.

² Other government grants that support similar ICT solutions include [NCSS's Tech-and-Go!](#), [Enterprise Singapore's Productivity Solutions Grant \(PSG\)](#) and [Singapore Tourism Boards Business Improvement Fund \(BIF\)](#)

[Singapore's Productivity Solutions Grant \(PSG\)](#), [IMDA's SMEs-Go-Digital Fund](#), [Singapore Tourism Board's Kickstarter Fund](#), [Singapore Tourism Board's Leisure Events Fund](#), [Singapore Tourism Board's Experience Step-up Fund](#)

VIII. Cost items funded by other NHB grants. If your proposal is already or has been committed to receive funding under NHB's other grant schemes, you may apply to the OTG if your project addresses additional transformation outcomes that your previously awarded NHB grant did not address.

4.3 NHB will not be able to support your applications if you:

- a) Are a group/organisation constituted for non-secular purpose.
- b) Are proposing a project that
 - Has already commenced³ 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 purposes⁴.
- c) Have pending/outstanding
 - Legal or court cases pertaining to the operations of your business or organisation;
 - Debts with NHB or other government agencies (you are eligible to apply once you have cleared your outstanding debts).
- d) Advocate or lobby for lifestyles seen as objectionable by the general public;
- e) 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
- f) Undermine the authority or legitimacy of the government and public institutions or threaten the nation's security and stability

4.4 Please note that the Organisation Transformation Grant is taxable and hence **not eligible for tax exemption**. Successful applicants shall check with the tax authority on taxability of the grant received.

4.5 Goods and Services Tax (GST) incurred by the grant recipient for qualifying cost will not be supported by the OTG

5. Application Details

5.1 The OTG is open for application across two application windows each year. The first cycle open from 4 May and close on 15 June (5.00pm SGT), while the second cycle will open 5 Nov and close on 14 Dec (5.00pm SGT). Late applications will not be accepted. Details of the two grant cycles are in the table below.

³ 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 award of the project. 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.

Assessment windows	Submissions received by	Notified of application outcome by	Estimated Time Frame to complete transformation project
1 st application window	15 June, 5pm	August/September	18 months
2 nd application window	14 Dec, 5pm	January/February	14 months

5.3 For unsuccessful applications, a Letter of Notification will be sent out within the same notification period. All results are final. NHB reserves the right not to disclose reasons for approving or not approving an application.

5.4 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.

6. Assessment Criteria

6.1 Applicants will be assessed based on the following Evaluation Criteria:

Evaluation Criteria

1. Transformation and innovation
<ul style="list-style-type: none"> a.) Displays a clearly identified problem statement alongside strong articulation of transformation goals and plan. b.) Project is well-thought through and displays good understanding of the applicant's gaps or industry gaps. c.) Clear transformation outcomes that support the long-term sustainability of the business. d.) Strong emphasis on the transmission and/or innovation of heritage skills.
2. Ability & Commitment to Realise Project
<ul style="list-style-type: none"> a) Comprehensive account of the project with well-defined deliverables and a realistic implementation schedule. b) Detailed strategy of how the project will be managed and implemented to actualise the stated deliverables.
3. Realistic budget estimates for proposed project
<ul style="list-style-type: none"> a) Clear and detailed itemised breakdown of projected manpower, operating, and other miscellaneous costs. b) Estimated costs cited are realistic, and broadly consistent with market rates.

6.2 The OTG is administered through a competitive grant call. Proposals submitted for each grant cycle will be evaluated based on their ability to meet the above criteria. Proposals that are better able to demonstrate the proposed improvement, transformation and enhancement will be prioritised over other proposals submitted in the same grant cycle.

7. Application Process

7.1 Applicants will have to submit their grant application through an online application form via [FormSG](#) within the application window.

7.2 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 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 submit the online application.

7.3 For the budget form, please be sure to include a realistic and complete projected budget, clearly delineating per item spending and how the quotations are obtained

7.4 If you have any questions, or wish to discuss your applications with us, please contact us at nhb_otg@nhb.gov.sg.

7.5 If your application is successful, you will receive a Letter of Offer that includes the Terms and Conditions of the Grant, which you have to acknowledge and submit to NHB. 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.

7.6 Unsuccessful applicants will receive a notification via email upon completion of the evaluation process by NHB. All results are final. NHB reserves the right not to disclose reasons for approving or not approving an application.

8. Funding Details & Requirements for Successful Applicants

8.1 Successful applicants will have the grant disbursed as summarised in the table below. The grant will be credited to your organisation's bank account.

Grant Quantum	1 st instalment	2 nd instalment	3 rd instalment
Up to \$20,000	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.
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8.2 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, etc. (Applicants may suggest other examples of deliverables in the OTG proposal template).

II. **Mid Project Check-in** (to be submitted 6 months after start of project)

- a) Mid Project Report with information on the progress of the project;
- b) Schedule of project milestones completed to date, and upcoming milestones or activities;
- c) Mid-term deliverables related to the project type (e.g. prototype designs, market testing of new products or services, etc)

III. **Post-Project Report, Financial and Audit Reports**

- a) Post-project report, containing information about the project, evidence or measurable results of the transformation, summary of the project milestones, evaluation of the project's effectiveness, etc.
- b) Financial report (i.e. statement of accounts)
- c) Receipts of all supportable costs will be requested by NHB

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

IV. Sharing of transformation learning and insights with wider industry (to be organised by NHB)

8.3 In the event that additional funding is required (beyond what was originally approved and agreed in the Letter of Offer), the applicant may submit an OTG Budget Revision Request Form to NHB for additional funding and provide justifications for the request. NHB will evaluate the request for additional funding based on the justifications provided and inform the applicant of the assessment within fourteen (14) days of the relevant request. NHB's decision is final and NHB reserves the right not to disclose reasons for approving (in full or in part) or not approving such a request.

8.4 Applicants are to ensure that all purchases made using OTG funding are obtained at reasonable/market rate(s) and through transparent procurement processes.

8.5 Whenever required, NHB may request for the submission of quotes and/or receipts as part of the documentary verification for the disbursement of the OTG funding or otherwise conduct audits.

9. Variations to Project

9.1 Prior agreement must be sought from NHB if there are to be any variations from the initial approved project. Pls shall submit a written request to NHB to seek approval before any changes to the approved project are made.⁵

⁵ Variations to the approved project include changes in the use of funding, research methodology, milestones, schedule, deliverables, etc.

- 9.2 Retrospective variation requests will not be allowed.
- 9.3 For all variation requests, NHB's decision (which may be provided with or without reasons) is final and appeals will not be entertained.

10. Review, Withdrawal, Suspension or Termination of Grant

- 10.1 NHB reserves the right to review, withdraw or suspend the funding in full or in part if any of these Guidelines or the Terms and Conditions applicable to the OTG is not met, or if the project is not of a satisfactory level. Whether the conditions are met or whether the project is of a satisfactory level shall be determined by NHB in its sole discretion, and NHB's decision shall be final and absolute.
- 10.2 NHB also reserves the right to terminate the grant, discontinue any further disbursement and/or recover any disbursed funds, should any of the following occur:
- (a) The project is changed significantly without prior written approval from NHB;
 - (b) If at any time it becomes evident to NHB that the applicant will not be able to deliver the project;
 - (c) The applicant leaves the employment of the business and/or organisation;
 - (d) Wrong and/or misleading information is provided in the OTG Application Form, either deliberately or otherwise;
 - (e) Illegal or negligent acts that occur during any point of the approved project which will adversely affect the reputation of NHB, any government bodies and agencies, public institutions or your person/organisation;
 - (f) The applicant is under investigation by the police and/or convicted of a criminal offence under the Penal Code (Cap. 224) or any statutory provision in Singapore and/or outside Singapore;
 - (g) The applicant becomes bankrupt or enters into a voluntary arrangement with his/her creditors; and/or
 - (h) Legal proceedings whether in or outside Singapore have been commenced against the applicant.
- (i) The project either denigrates or debases 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

11. Miscellaneous

- 11.1 The grant is not transferable and must not be used for any purpose other than the approved project. All concerned costs must be factored into the application submission.

- 11.2 NHB reserves the right to revise these Guidelines at any time. Successful applicants will be informed accordingly. In the event of any inconsistency between these Guidelines or any other document and the Terms and Conditions, the Terms and Conditions shall prevail.
- 10.3 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).

12. Enquiries

- 12.1 For enquiries, please contact:
Email: nhb_otg@nhb.gov.sg