

# TERMS OF REFERENCE

## CENDANA ARTS ORGANISATION RESILIENCE FUNDING PROGRAMME

### OVERVIEW

Applications Open	Applications Close	Shortlisting & Evaluations	Applicants Notified By	Programmes to Start
1 March 2021	31 March 2021	1 – 30 April 2021	12 May 2021	July 2021 onwards

### **What is the Arts Organisation Resilience Funding Programme?**

CENDANA’s Arts Organisation Resilience Funding Programme aims to develop a pool of professional arts organisations that contributes to:

- Shaping Malaysia’s cultural diversity, identity, values and aspirations;
- Producing quality arts content and experiences that can be appreciated by both Malaysian and international audiences;
- Enriching the lives of audiences and different segments of the Malaysia community through arts and culture outreach programmes;
- Contributing substantially to the development of Malaysia’s cultural landscape, artistic practices, professional expertise and talent; and
- Achieving sound management of resources and better financial sustainability.

The programme **provides funding up to RM150,000 per application, supporting organisations and its activities from July 2021 until June 2022.**

### **What is the aim of the Arts Organisation Resilience Funding Programme?**

The Arts Organisation Resilience Funding Programme provides support to arts organisations nationwide to deliver artistic programmes or services for the arts, to plan with certainty, and increase their capacity to leverage other support and collaborations.

The programme will cover expenses that consists of two components – funding to cover **baseline operating expenditure** and **programme expenditure** to support longer term planning and empowering organisational development as articulated below:

<b>Section A – To cover baseline operating expenditure which may include:</b>	
Sustainability	To build resilience and enhance sustainability of operations for duration of twelve (12)-months.
Management	To administer, manage and promote public and/or community-based artistic projects, services and programmes which may include showcase, exhibitions, publication, outreach/ educational programmes, training and other relevant arts specialist services to the industry.
<b>Section B – To cover programme expenditure which may include:</b>	
Creation	To create, develop and deliver innovative artistic work and programming.



## TERMS OF REFERENCE

Research	To undertake research, documentation, archiving or work on development of artistic practice and other aspects of focused study that would contribute to development of the arts industry.
Accessibility	To support initiatives and programmes that encourage public participation, create greater visibility and audience building to experience the arts.
Capacity	To support programmes and training with focus on capacity development for staff, practitioners, new and emerging artists and cultural workers, creating opportunities for the sector and building wider networks within the country, regionally or internationally.

Overall ratio between company baseline operating expenditure to programming expenditure may be taken into consideration depending on the nature of business, type of organisational focus and applicant's company profile which will be reviewed on a case-by-case basis as part of the evaluation process.

### **Who can apply to the Arts Organisation Resilience Funding Programme?**

Arts organisations registered under Malaysian law whose core business focuses on artistic practice, presentation of programmes and intermediary services for the performing arts, visual arts, independent music and craft sectors (as defined in the table below) of Malaysia are encouraged to apply.

Arts organisations registered under Malaysian law:

- Registration of Business (ROB) under Companies Commission of Malaysia (SSM) *i.e. Partnership or Enterprise*
- Registrar of Companies (ROC) *i.e. Sdn. Bhd. or*
- Registrar of Societies (ROS) *i.e. Association*

Definition of arts organisations who make art, bridge art and provide intermediary services to the arts:

<b>Making Art</b>	<b>Bridging</b>	<b>Intermediary</b>
a) Creating original works which add to Malaysia's arts and cultural landscape and which may earn recognition locally or/ and abroad; <b>AND/ OR</b> b) Presenting/ adapting works of the highest quality, which Malaysians take pride in and are enriched by. In best instances, these companies create and/ or present work which reflects our Malaysia narrative and multi-ethnic identities.	a) Creating presentations/ programmes that reach out to specific demographics (e.g. youths, children, senior citizens) or underserved segments (e.g. the disabled, youths-at-risk, people from low-income backgrounds); <b>AND</b> b) Expanding/ advocating access to the arts for all, developing new audiences, build and raise appreciation of the arts.	a) Supporting the development of practitioners/ artists and/ or the sector. They do so by: - advocating the arts; - providing administrative services; - providing opportunities for capability development (e.g. residencies, mentorships); engaging in research and documentation; <b>AND</b> b) facilitating domestic and international networks, amongst other services.



## TERMS OF REFERENCE

For application purposes, select **only one** of the above definition that best fits your main focus of work. This will determine the assessment criteria to be applied to your application. If successfully admitted to the **Arts Organisation Resilience Funding Programme**, the selected category will also determine the types of key performance indicators you will need to deliver.

Below are some examples of arts organisations that may benefit from this programme in relation to the above Making Art, Bridging and Intermediary work categories. This list is not exhaustive:

Types of Arts Organisations			
Performing Arts	Visual Arts	Independent Music	Crafts
<ul style="list-style-type: none"> <li>Independent venues/ spaces;</li> <li>Theatre production companies;</li> <li>Artistic companies (i.e. dance, theatre, music etc);</li> <li>Artistic services to the sector (i.e. technical theatre/ staged production companies, intermediary work, arts administration services etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Alternative/ independent art exhibition venues;</li> <li>Artist-run/ collective spaces;</li> <li>Artistic services to the sector (i.e. conservation/ restoration, fabrication services, intermediary work etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Independent recording/ sound studios;</li> <li>Music equipment/ tech supply companies (with core business in mainly small-scale events)</li> </ul>	<ul style="list-style-type: none"> <li>Independent artisans, craft-makers, producers; collectives and organisations;</li> <li>Artistic services to the sector (i.e. heritage preservation, innovation, etc.)</li> </ul>
<ul style="list-style-type: none"> <li>Organisations that are dedicated towards curating and programming the arts in their festivals/platforms and more.</li> </ul>			

### **What else should you consider when applying for the Arts Organisation Resilience Funding Programme?**

- Registered organisations that meet the criteria stipulated with a **minimum history of three (3) years** and are actively engaged in the Malaysian arts and culture sector;
- Demonstrate tangible track record of past programmes and/or delivery of services for the arts sector;
- Must be able to provide **audited accounts** prepared by external auditor for the most **recent two (2)-years** and current year management accounts (i.e. summary of accounts, profit and loss, balance sheet etc.);
- Have an **organisational structure** to support on-going activities, with at least one salaried and/ or fixed-term contract personnel;
- Demonstrate they are well governed, effectively managed, and have potential to generate other income streams.

Lead applicant from the Arts Organisation must assume full administrative responsibility as well as be actively involved in the whole application, monitoring and evaluation process.

## TERMS OF REFERENCE

Existing Arts Organisation beneficiaries may be able to re-apply at the end of each funding cycle, up to maximum of three (3) years consecutively, subject to available funding and satisfactory performance.

Projects proposed by for-profit entities must have significant developmental benefits for Malaysian artists, bring high quality arts to audiences and should ideally achieve financial sustainability with time. In addition, CENDANA may prioritise funding to organisations whose core business is in the arts.

### **Who is not eligible to apply for the Arts Organisation Resilience Funding Programme?**

CENDANA will not be able to support your application if you:

- i) Are a group/ organisation:
  - whose core business is not within CENDANA's mandated sectors i.e. performing arts, visual arts, independent music and crafts;
  - whose organisation does not meet the eligible criteria as stipulated;
  - constituted for non-secular purposes;
  - that have been declared bankrupt or undergoing bankruptcy proceedings;
  - currently facing an action, claim, process or investigation against the applicant;
  - being charged and/ or convicted in a criminal process or named as accused in a pending court case process;
  - (where relevant) do not have the necessary business license to operate;
  - currently receiving grants or sponsorship under CENDANA or its holding company MyCreative Ventures Sdn Bhd funding programmes;
  - that have pending/ outstanding reports or due monies to CENDANA or its holding company MyCreative Ventures Sdn Bhd;
  - if there are any adverse findings on the organisations during the due diligence process; and
  - that has been funded consecutively by CENDANA within three (3) calendar years.
- ii) Are proposing a series of efforts/ programmes/activities that:
  - have already commenced prior to the time of application or prior to completion of CENDANA's application evaluation process;
  - do not fall under the types of artforms/ sectors of CENDANA's mandate;
  - do not have a clearly defined arts component that fall under the criteria as stipulated, including projects primarily aimed at promoting religious causes;
  - are held at a religious venue;
  - are not able to demonstrate efforts to benefit practicing artists or cultural workers;
  - are intended specifically for academic purposes or presented under the auspices of a school or tertiary institution and is part of its curriculum;
  - are primarily aimed to generate profits which will be distributed to company owners/ shareholders;
  - are not intended for public consumption;
  - are intended for fundraising purposes; and
  - (where relevant) is unable to obtain relevant in-market licenses (for e.g. local council or PUSPAL approvals).

## TERMS OF REFERENCE

### **What does the Arts Organisation Resilience Funding Programme support?**

The Arts Organisation Resilience Funding Programme covers a range of activities and expenses<sup>1</sup> which may include:

Eligible Expenses	Non-Eligible Expenses
<b>Section A – Baseline Operations</b>	
<ul style="list-style-type: none"> <li>• Rental of venue/ space for operations of organisation for 12-months (will require copy of tenancy agreement)</li> <li>• Staff salaries/ hires for 12-months (full-time/ contract)</li> <li>• Utilities/ bills (e.g. water, electricity, telephone, internet, web hosting etc.)</li> <li>• Training/ professional development (cost to organise or participate)</li> <li>• Fees for services to support operations (e.g. accounting/ auditing, financial reporting, company secretary services, marketing, expansion or upgrade of online platforms<sup>2</sup> etc.)</li> <li>• Other operating costs (e.g. bills, fees for specialist consultation/ advisory, services and maintenance etc.)</li> </ul> <p>Note: Fees must be relevant and based on the average market rate. Roles of staff to be supported with submission of organisation chart and profiles.</p> <p>Please note that the Funding may be partial support and is not intended to be the sole income for duration of the funding period.</p>	<ul style="list-style-type: none"> <li>• Purchase of equipment (e.g. laptop, tablet, printer, office furniture, etc.)</li> <li>• Capital expenditure (e.g. renovation and refurbishment costs of buildings, offices, studios etc.)</li> <li>• Business related licenses, permits, visa</li> </ul>
<b>Section B – Programmes Expenditure</b>	
<b>Professional Fee</b>	
<ul style="list-style-type: none"> <li>• Professional fee/ collaborators (i.e. producer, project managers, choreographers, director, performers, composer, stage manager, lyricist, script writer, dramaturg, masters of traditional</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase of equipment (e.g. laptop, tablet, printer, camera etc.)</li> <li>• Catering costs (e.g. food and beverage expenditure)</li> </ul>

<sup>1</sup> This list may not be exhaustive. Please contact CENDANA Team should you require clarification.

<sup>2</sup> An extension of premium package for wider public reach on virtual platform. i.e.: Zoom, Canva, GoToMeeting etc.



## TERMS OF REFERENCE

<p>arts, indigenous communities, workshop facilitator/ instructor/ speaker etc.)</p> <ul style="list-style-type: none"> <li>• Cost for translator/ transcriber (Languages: English, Bahasa Malaysia, Mandarin and Tamil only)</li> <li>• Videographer/ photographer fees</li> <li>• Cost to enable your creation of work to be presented via digital platform (i.e. production/ technical team, editing services, technical support, video editing, copywriter, illustrator etc.)</li> </ul> <p>Note: Fees must be relevant and based on the average market rate. Request of professional rate needs to be supported by their industry experience and background. All fees requested will require the submission relevant profiles and supporting work.</p>	<ul style="list-style-type: none"> <li>• Business/ event related licenses, permits, visa</li> </ul>
<p><b>Production and Technical Support</b></p>	
<ul style="list-style-type: none"> <li>• Cost involved for production/ showcase (e.g. rental of sound system/ technical equipment/ backline, technical staff, crew/ support staff, aspects of set design and set creation, creation of props, rental of traditional costume etc.)</li> <li>• Venue/ space rental</li> <li>• Cost for materials (related to creation of work and/or delivery of programme/ project/ presentation/ showcase where relevant)</li> </ul>	<ul style="list-style-type: none"> <li>• Capital expenditure including refurbishment/ renovation of buildings, offices, studio etc.)</li> <li>• Purchase of equipment (i.e. laptop, printer, musical instrument, machines etc.)</li> <li>• Events related permits and licenses</li> <li>• Catering costs (e.g. food and beverage expenditure)</li> </ul>
<p><b>Mobility and Touring</b></p>	
<ul style="list-style-type: none"> <li>• Return flight tickets</li> <li>• Return airport transfers</li> <li>• Travel expenses by train, bus, or car<sup>3</sup> to rehearsal and event venue only</li> <li>• Cargo freight cost for touring (i.e. equipment, instruments etc.)</li> <li>• Accommodation (for travelling participants only)</li> <li>• Instruments logistics (domestic and international shipping)</li> </ul>	<ul style="list-style-type: none"> <li>• Visa and passport fees</li> <li>• Medical/ insurance coverage and vaccines</li> <li>• Customs tax for international shipping</li> <li>• Meals/ catering costs (e.g. food and beverage expenditure)</li> </ul>
<p><b>Additional Notes for Mobility and Touring</b></p>	

<sup>3</sup> Mileage is claimable at RM0.80 per kilometre from current residence to destination upon review.



## TERMS OF REFERENCE

### For invited platforms, you must fulfil the following:

- Receive a confirmed invitation from an international/ a local partner, venue presenter, producer or festival director.
- Receive an appropriate remuneration (i.e. honorarium or professional fee) for the performance and is hosted as well as provided accommodation amongst others.

### For self-effort projects, you must fulfil the following:

- Provide a copy of the venue booking receipt or confirmation letter from the respective venue where your performance/ work will be presented.
- All relevant permits/ licenses/ visas are secured.

### What if you can't secure the host/ organiser's letter in time?

In the event that you are awaiting confirmation from partners/collaborators, you are advised to provide as much information possible and state clearly any information which is still outstanding/unconfirmed. The outstanding information should be submitted to CENDANA once available and in accordance to reporting timelines.

### Marketing and Promotional

<ul style="list-style-type: none"> <li>• Marketing/ promotional activities (i.e. advertising fee, printing of marketing collaterals, designer fees, social media/ digital ads, printing of programme booklets, etc)</li> <li>• Translator/transcriber and proofreading costs (Languages: English, BM, Chinese and Tamil only)</li> </ul>	<ul style="list-style-type: none"> <li>• Search Engine Optimisation fees</li> <li>• Computer softwares (Microsoft Office, Adobe Creative Cloud i.e. Photoshop, Illustrator, InDesign, Dreamweaver)</li> <li>• Cloud storage fees (i.e. iCloud, Dropbox)</li> <li>• Any kind of storage devise (i.e. USB flash drive)</li> <li>• E-commerce payment gateway</li> </ul>
--	---

### Participation Fee

<ul style="list-style-type: none"> <li>• Registration fees to participate in any identified programmes to encourage participation in a wide range of development opportunities.</li> </ul> <p>Note: To provide details of programme fees during application process.</p>	<ul style="list-style-type: none"> <li>• Academic course fees for e.g. degree, diploma etc.</li> </ul>
--	--

### A note on the payment transaction guideline

Please note that a successful beneficiary shall not enter into any transaction with related parties which will be deemed not claimable. For purposes of this provision, the expression "related parties" means but not limited to any related companies/ organisations that is wholly owned and/or related to the beneficiary.

## TERMS OF REFERENCE

### **What do we look for in applications for the Arts Organisation Resilience Funding Programme?**

<p><b>Proposal</b></p> <ul style="list-style-type: none"> <li>• The strength of the proposed programmes and outcomes for the period of funding, in achieving your organisation's vision.</li> <li>• The demonstrated capability to realise ideas/ programmes/ delivery of services based on track record.</li> <li>• A reasonable estimate of the budget, which demonstrates that your organisation has reviewed its past years' operating trends, and has a realistic grasp of its future operating requirements and limitations, and an understanding of its revenue potential.</li> </ul>	<p><b>Engagement of Stakeholders and Public</b></p> <ul style="list-style-type: none"> <li>• Potential to create greater accessibility to the arts.</li> <li>• Reaching out to different demographic of audiences (i.e. underserved communities, youth at risk, senior citizen etc.)</li> <li>• Create opportunities in the industry through access to local/ regional/ international networks and partnerships.</li> </ul>
<p><b>Development of Art Industry</b></p> <ul style="list-style-type: none"> <li>• Demonstrate leadership role in the industry (i.e. setting professional standards and best practices that contribute to the sector)</li> <li>• Nurture local talents and groom the next generation of arts and cultural professionals.</li> <li>• Proactive in addressing gaps and creating opportunities in the industry.</li> </ul>	<p><b>Accountability</b></p> <ul style="list-style-type: none"> <li>• Sound management of financial resources (this includes proper record keeping in accordance with accounting standards and sound financial processes).</li> <li>• Strong corporate governance practices (if applicable, there should be active involvement from Board members to ensure effective checks and balances).</li> </ul>

### **What documents should be submitted with your application?**

- Submitted application and proposal (*to include details of proposed plan, outlined programmes, organisation profile, past project history, articles/ reviews if available and any other supporting details*);
- Budget breakdown (*template provided within application form*);
- Implementation Plan (*template provided within application form*);
- Recent two (2)-years audited accounts report prepared by external auditor;
- Current year management accounts report (i.e. summary of accounts, profit and loss, balance sheet etc.);
- CTOS<sup>4</sup> Consent Form (*template provided within application form*) – applicable to Registration of Business under Company Commissions of Malaysia – SSM and Registrar of Companies;

<sup>4</sup> CTOS is Malaysia's leading Credit Reporting Agency (CRA) under the purview of the Registrar Office of Credit Reporting Agencies, Ministry of Finance and regulated under the Credit Reporting Agencies Act 2010.

## TERMS OF REFERENCE

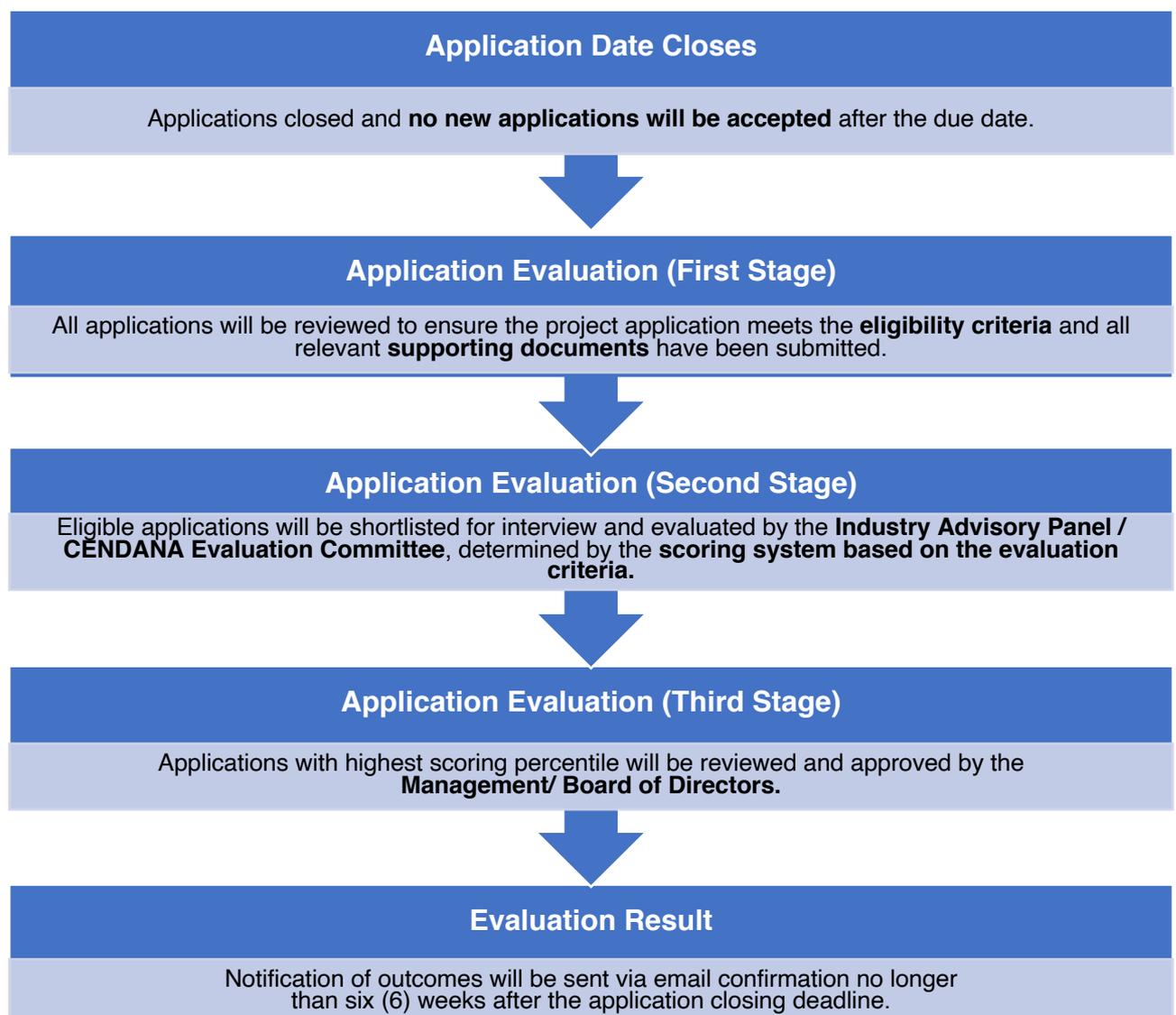
- Copy of MyKad Identity Card\* – clear copy of both back and front image on same-sided A4 page; (*\*lead applicant and director(s)/ shareholder(s) of organisation*); and
- Copy of company registration forms – e.g. Form 9 (SSM Form), Form 24 or 49, authorisation letter (if applicable), list of committee members (for societies).

### **Notes Related to Arts Organisation Resilience Funding Programme Selection Guidelines**

In addition to promoting and developing the arts for the future of Malaysia, as an agency that distributes public funds in line with Government policy, CENDANA prioritises proposals that do not:

- Insult or demean an individual, group or class based on race or religion, or implemented to create conflict or misunderstanding in a multicultural and religious society;
- Disrupts national security or stability.

### ***What happens after you submit an application?***



## TERMS OF REFERENCE

### What happens after the applications are assessed?

#### Successful Applications

Successful applicants will receive an official email notification with the Letter of Offer stating:

- Approved Arts Organisation Resilience Funding Programme amount;
- Terms & Conditions of the Arts Organisation Resilience Funding Programme;
- Performance goals and deliverables.

The Arts Organisation Resilience Funding Programme will be **valid for thirty (30)-days** from the time the email of notification is sent out. If you do not accept the offer within this period of the time, the offer will lapse.

#### Unsuccessful Applications

Unsuccessful applicants will receive an official email within the same notification period.

#### Appeals

CENDANA will not be able to accept appeals. All decisions are final.

### How will you receive funding?

- Should you be successful, you will be required to be present at a meeting with the CENDANA team physically or virtually (depending on your location of residence) to confirm the terms and conditions of the conditional grant.
- The approved funding amount will be disbursed in four (4) tranches across a twelve (12)-month period, subject to the monitoring process and reporting requirements during the period of funding, and will be credited into your organisation's recognised bank account.

Structure of the Arts Organisation Resilience Funding disbursement is to be determined as follow:

<b>STAGE 1: Upon signing of Agreement</b>	<b>STAGE 2: Progress Part 1</b>	<b>STAGE 3: Progress Part 2</b>	<b>STAGE 4: Final Report and Monitoring Survey</b>
First disbursement to kick-start programme (20% of the approved amount) upon signing of the Agreement by both parties within twenty-one (21) working days.	Subsequent disbursement in tranches of (30% of the approved amount) on a quarterly basis within twenty-one (21) working days after receiving submission of documents that meet CENDANA's reporting* requirements as below: <ul style="list-style-type: none"> <li>• <b>Progressive Milestone Report;</b></li> </ul>	Subsequent disbursement in tranches of (30% of the approved amount) on a quarterly basis within twenty-one (21) working days after receiving submission of documents that meet CENDANA's reporting* requirements as below: <ul style="list-style-type: none"> <li>• <b>Progressive Milestone Report;</b></li> <li>• Supporting documents to</li> </ul>	Final disbursement (remaining 20% of the approved amount) within twenty-one (21) working days after receiving submission of documents that meet CENDANA's reporting* requirements as below: <ul style="list-style-type: none"> <li>• <b>Final Report;</b></li> <li>• CENDANA's <b>Monitoring Survey;</b></li> <li>• Management accounts for duration of 12 months (<i>if</i></li> </ul>

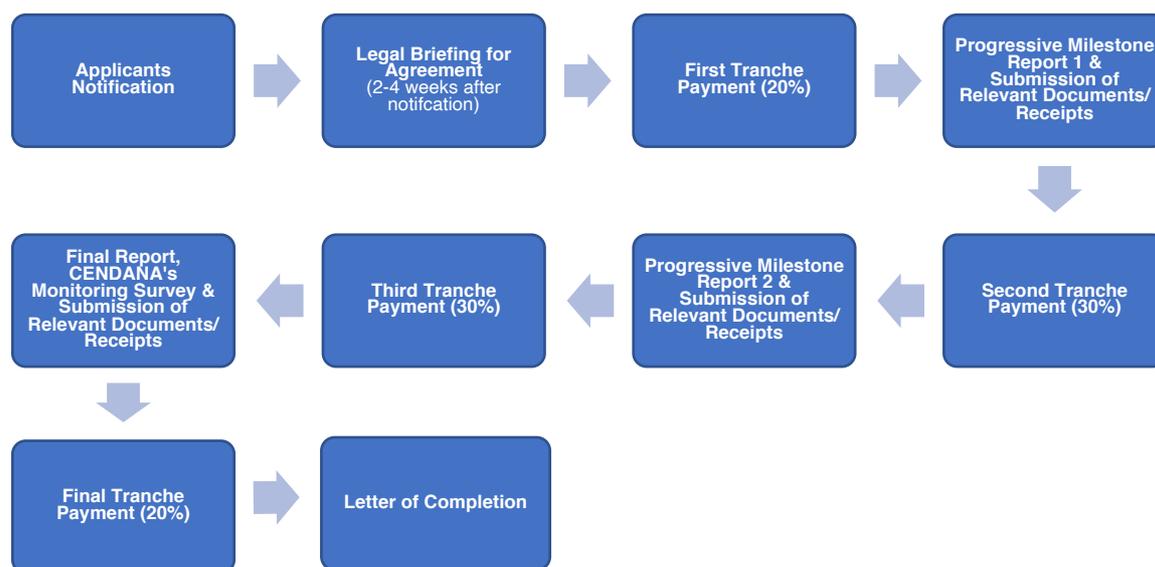


## TERMS OF REFERENCE

	<ul style="list-style-type: none"> <li>Supporting documents to substantiate the claims (i.e. receipts, payment vouchers, invoices etc).</li> </ul>	substantiate the claims (i.e. receipts, payment vouchers, invoices etc).	<i>applicable according to programme</i> ; <ul style="list-style-type: none"> <li>Final statement of accounts (proof of expenditures i.e. receipts);</li> <li>Supplementary materials (photos, videos, collaterals create if applicable).</li> </ul>
--	--	--	--

\*The data and outcomes reporting provides CENDANA with valuable information to monitor the performance and activity of each organisation, and ensures accountability of public funds. It also informs the research and communication by CENDANA, allowing us to demonstrate the impact of our funded organisations.

### Disbursement Process for Funding



### What is expected from successful applicants?

- To deliver project as outlined in approved proposal and adhere to reporting requirements as agreed;
- Keep in regular contact with CENDANA to update on project progress or should there be any changes in the proposed scope of works;
- To apply CENDANA brand guidelines onto all communication platforms e.g. to include logo on all publicity and marketing collaterals<sup>5</sup> for supported projects, platforms;
- To ensure all payment vouchers, invoices and receipts for project expenditure are kept as proof of payment to be submitted to CENDANA. Failure to provide the necessary supporting documents may affect the disbursement amount;

<sup>5</sup> Details outlined in Agreement.

## TERMS OF REFERENCE

- Key personnel of your organisation may be required to attend a Mentorship Programme. The cost of participating in this Mentorship Programme will be borne by CENDANA.

### **Who can you contact if you have questions?**

If you have any questions, or wish to discuss your application in detail, please email [grants@cendana.com.my](mailto:grants@cendana.com.my)

### **Additional notes**

CENDANA reserves the right to revoke any applications / approvals should there be:

- Changes in the scope of the project without notifying and getting approval from CENDANA;
- Indirect or direct degrade or tarnish of CENDANA's reputation;
- Unable to complete the project as per the submitted proposal (without valid justification);
- Breach of terms and conditions specified and agreed in the Funding Programme agreement.

However, if you have not carried out your proposal, severely underperform in meeting the mutually agreed targets, or spend significantly lower than what was originally projected, CENDANA reserves the right to review the approved funding, and/ or may cease funding altogether.

### **ABOUT CENDANA**

CENDANA (Cultural Economy Development Agency) is a government agency that was officially launched on 6 September 2017 to shape a vibrant, sustainable and ambitious cultural economy for Malaysia, further raising the profile of Malaysian arts and culture to help form the identity of Malaysia as an arts destination and strategically place Malaysia on the global stage. It is supported by the Malaysian Government through MyCreative Ventures Sdn Bhd. (a wholly owned company of Minister of Finance Incorporated) and reports to the Ministry of Communications and Multimedia. For more information, please log on to [www.cendana.com.my](http://www.cendana.com.my).

### **ACKNOWLEDGEMENT**

- National Arts Council Singapore