

**TERMS OF REFERENCE**

**CENDANA ARTS ORGANISATION FUNDING PROGRAMME**

**OVERVIEW**

Call for Applications	Application Deadline	Due Diligence Review	Shortlisting Interview	Notification to Applicants	Programme to Start
19 August – 29 September 2019	29 September 2019	30 September – 29 November 2019	November 2019	2 December 2019	January 2020

**1. What is the CENDANA Arts Organisation Funding Programme?**

CENDANA’s Arts Organisation Funding Programme (“Programme”) is a twelve (12)-months funding programme that aims to aid the expansion and development of registered artistic organisations, associations and/or registered societies involved in the performing arts, visual arts and independent music sectors with a minimum history of three (3) years in the industry. To kick-off the pilot programme, the funding is only open to organisations based within Klang Valley.

The Programme will assist registered arts organisations across different art forms and organisational types, including contemporary and traditional arts organisations, hubs, intermediaries and arts advocacy organisations.

For the inaugural cycle, CENDANA is prioritising organisations that focus on **Making Art**, **Bridging** and **Intermediary** work, in order to grow quality works that engages Malaysians, build a bigger audience base for the arts, as well as raise the professionalism of the arts sector. In tandem, these different categories of organisations complement each other, and contribute to the sustainability of the sector. More details on the three categories are listed below:

Categories of Organisations	<b>Making Art</b>	<b>Bridging</b>	<b>Intermediary</b>
	<p>a) Creating original works which add to Malaysia’s arts and cultural landscape and which may earn recognition locally and abroad;</p> <p>AND/ OR</p> <p>b) Presenting/ adapting works of the highest quality, which Malaysians take pride in and are enriched by.</p> <p>In best instances, these companies</p>	<p>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);</p> <p>AND</p> <p>b) Expanding/ advocating access to the arts for all,</p>	<p>a) Supporting the development of practitioners/ artists and/ or the sector.</p> <p>They do so by:</p> <ul style="list-style-type: none"> <li>- advocating the arts;</li> <li>- providing administrative services;</li> <li>- providing opportunities for capability</li> </ul>

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	create and/ or present work which reflects our Malaysia narrative and multi-ethnic identities.	developing new audiences, build and raise appreciation of the arts.	development (e.g. residencies, mentorships); engaging in research and documentation;  and  - facilitating domestic and international networks, amongst other services.
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While we recognise that your company may produce content, programmes or services that fulfil more than one of the categories described, you should select only one of the above definition based on your main focus, in your application form. This will determine the assessment criteria to be applied to your case. If successfully admitted to the **Arts Organisation Funding Programme**, the selected category will also determine the types of key performance indicators you will need to deliver.

The aim of the funding programme is to:

- i. Deliver innovative and new programming including Malaysian work;
- ii. Stabilise, develop and vitalise Klang Valley's arts and cultural organisations by galvanising growth and professional development;
- iii. Creating visibility, awareness, appreciation and accessibility of the arts for a broader audience;
- iv. Mobilise activities or programmes that have elements contributing to the shaping of Malaysia's arts and cultural diversity, identity, values, heritage and aspirations, in addition to the positioning of Kuala Lumpur as a vibrant arts and cultural destination;
- v. Contribute to the development of Malaysia's arts and cultural landscape, artistic practices, professional expertise and young talent;
- vi. Produce quality arts content and experiences that can be appreciated by both local and international audiences; and
- vii. Achieve sound management of resources and better financial sustainability.

## **2. What does the CENDANA Arts Organisation Funding Programme support?**

### **Activities**

The **Arts Organisation Funding Programme** provides funding **up to RM150,000 per application** (based on a reasonable and realistic estimate of total qualifying costs) and covers a range of activities that may include:

- Organisational development costs;
- Market development initiatives;

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- Administrative support for activities related to audience development and/ or community engagement;
- Marketing and promotions for publicly accessible and/ or community-based arts programmes;
- Curatorial, programming and/ or productions costs for programmes open to public including but not limited to art exhibitions, performances, festivals, conferences, and workshops;
- Development programmes for new and emerging artists;
- Arts management training and/ or professional skills development for staff; and
- Research on arts related topics.

In general, the programme does not cover the below:

- Capital expenditure including refurbishment of buildings and offices
- Purchase of equipment (e.g. laptop, printer, musical instrument, etc.)

## Sectors

The Programme supports the mentioned projects from the performing arts, visual arts and independent music sector defined as below:

Performing arts	Visual arts	Independent music
<ul style="list-style-type: none"> <li>• Traditional and contemporary arts that may include:               <ol style="list-style-type: none"> <li>i. theatre</li> <li>ii. dance</li> <li>iii. music (e.g. choir, percussion, multi-disciplinary etc.)</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Ceramics</li> <li>• Drawings</li> <li>• Paintings</li> <li>• Sculptures</li> <li>• Printmaking</li> <li>• Design</li> <li>• Photography</li> <li>• Installation art</li> <li>• Multimedia art</li> </ul>	<ul style="list-style-type: none"> <li>• Music produced independently – not by any major commercial record labels or their subsidiaries</li> </ul>

### **3. What is the level of funding provided under the CENDANA Arts Organisation Funding Programme?**

The **Arts Organisation Funding Programme** provides funding **up to RM150,000 per application**. The funding will help meet no more than up to 70% of a reasonable and realistic estimate of total qualifying costs, for organisations focusing on making art, bridging and intermediary work respectively.

The level of funding will be based on:

- The strength of the proposed programmes and outcomes for the period of funding, in achieving your company's vision;

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- The demonstrated capability to realise ideas, make good use of and account for public funds;
- 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; and
- The availability of funds.

Please note that significant variances between estimates and actual expenditure may warrant a review of the grant quantum.

Supported organisations may be able to re-apply at the end of each funding cycle, subject to available funding.

### **4. How will the CENDANA Arts Organisation Funding Programme support you?**

The support to successful arts organisations is intended to help you strengthen your capabilities in two dimensions – Artistic/ Programme Excellence and Organisational Capacity.

#### **ARTISTIC/ PROGRAMME EXCELLENCE**

##### 1. Quality Content or Programmes and Services

You must have a clear vision that you are committed to achieving. In striving towards your vision, the support of the Arts Organisation Funding Programme is intended to help you:

- (For organisations that **Make Art**) Create content/ productions/ exhibitions/ shows that are innovative, of high artistic merit, contribute to achieving your vision and recognise Malaysia's arts and cultural context (e.g. in local or international settings).
- (For **Bridging** organisations) Present content/ productions/ exhibitions/ shows that reach out to specific demographics, and are innovative, of high artistic merit, contribute to achieving your vision and recognise Malaysia's arts and cultural context (e.g. in local or international settings).
- (For **Intermediaries**) Create platforms and programmes or provide services that contribute to the development of artform/ sector and are aligned to your vision.

##### 2. Active Engagement of Stakeholders and/ or the Malaysia Public

- (For **Bridging** organisations) Grow the public's access to the arts by adopting an inclusive approach via:
  - i. Offering programmes/ platforms/ opportunities which extend the reach of the arts to specific demographic audiences or underserved communities;
  - ii. Expanding/ advocating access to the arts for all, developing new audiences so that everyone has the opportunity to experience, appreciate and be inspired by a vibrant arts scene in Malaysia; and

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- iii. Building and raising appreciation of the arts among Malaysia public.
  - (For **Intermediaries**) To advocate value of the arts and culture; and create opportunities in the industry through access to local/ international networks and partnerships.

### 3. Contribution to the Development of the Artform and/ or Industry

The Arts Organisation Funding Programme contributes beyond the development of organisations. The programme support is for you to help advance the various artforms and other aspects of your professional practice or industry. This can be through:

- assuming a leadership role in the industry, e.g. setting professional standards and best practices or adopting innovative approaches that contribute to the sector.
- (For organisations that **Make Art**) nurturing local talents and grooming the next generation of arts and cultural professionals.
- (For **Intermediaries**) proactively addressing gaps and creating opportunities in the art-form/ sector/ industry.

## ORGANISATIONAL CAPACITY

### 4. Sound Management Capabilities and Governance and Improved Financial Sustainability

#### Sound Management Capabilities and Governance

An organisation is as strong as its people, from its Board to its artistic and management teams. The support is for you to have in place a clear organisation structure, invest effort in developing the skills of your artistic and administrative staff, and where relevant, consider succession plans.

As you will be receiving public funds, you are expected to put in place:

- Sound management of financial resources. This includes proper record keeping in accordance with accounting standards, and sound financial processes;
- Strong corporate governance practices. There should be active involvement from Board members to ensure effective checks and balances.

#### Improved Financial Sustainability

There is a finite amount of public funding for the arts. As the arts scene grows, there will be new demands on this limited pool of public funds. It is thus important for your organisation to also develop diverse sources of income from ticket sales, programme fees, donations, sponsorships etc.

We would like to see you improve your financial viability and achieve greater financial sustainability. This means having good cashflow management, building up income sources, and being proactive in growing your base of patrons (e.g. supporters, donors, sponsors and

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volunteers). The Arts Organisation Funding Programme would therefore support your organisation's marketing and audience development initiatives.

### NOTE:

As leading organisations of the sector, successfully awarded arts organisations are expected to undertake capability-building (that may include work in research) as part of their overall plans. In particular, the development of your staff members is an important indication of how your organisation intends to build up your capabilities, and should be included in your overall proposal.

In this light, please include your organisation's plans for capability development and research into your overall Company plans.

### 5. Assistance to Strengthen Management Capabilities and Governance

The management of your organisation will be required to attend a Leadership Programme, Sharing Sessions and be attached to our Mentorship Programme for six (6) months with assigned Mentors in specific areas that will assist on the below:

- Developing action plans;
- Delivering organisation's goals and objectives; and
- Improving financial sustainability.

The cost of participating in this programme will be borne by CENDANA.

### **5. Who can apply for the CENDANA Arts Organisation Funding Programme?**

Applications are open to active Malaysian arts organisations that:

- Have a minimum history of three (3) years and are actively engaged in the Malaysian arts and culture sector;
- Are registered under the Registrar of Companies or Registrar of Societies and must be able to provide audited accounts for the most recent 2-years and current year management accounts;
- Take a leadership role in developing the artform, bridging or taking on an intermediary position;
- Are based in Klang Valley and of which their core work is first focused within Klang Valley;
- Are critical in the development of performing arts, visual arts and/ or independent music sectors;
- Demonstrate high degree of artistic achievement, along with a compelling one (1)-year vision for the period of the funding programme;
- Demonstrate they are well governed, effectively managed, and have potential to generate other income streams;
- Have an organisational structure to support on-going activities, with at least one salaried and/ or fixed-term contract personnel.

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Your programmes and projects can involve any of these activities: artistic creation (e.g. performances/ productions, publications, exhibitions), promotion, public education and outreach, training or other services that **must benefit new and emerging artists, professional artists and cultural workers.**

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.

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.

### **6. Who is not eligible to apply for the CENDANA Arts Organisation Funding Programme?**

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

- i) Are a group/ organisation
  - constituted for non-secular purposes;
  - currently receiving grants or sponsorship under CENDANA funding programmes;
  - that have pending/ outstanding evaluation reports on the use of previous funding programmes from CENDANA or its holding company MyCreative Ventures Sdn Bhd;
  - if there are any adverse findings on the organisations during the due diligence process.
  
- ii) Are proposing a series of efforts/ programmes that
  - have already commenced prior to the time of application or prior to completion of CENDANA's application evaluation process;
  - programmes that do not have a clearly defined arts component, including projects primarily aimed at promoting religious causes;
  - programmes that are not able to demonstrate efforts to benefit practicing artists or cultural workers;
  - activities that do not fall under the types of artforms/ sectors of CENDANA's mandate;
  - programmes that are intended specifically for academic purposes or presented under the auspices of a school or tertiary institution and is part of its curriculum;
  - programmes primarily aimed to generate profits which will be distributed to company owners/ shareholders;
  - programmes that are held at a religious venue;
  - programmes that is not intended for public consumption;
  - programmes that are intended for fundraising purposes;
  - (where relevant) is unable to obtain relevant in-market licenses (For e.g. local council or PUSPAL approvals).

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### **7. A Note on Sponsorship Guidelines**

While we promote and develop the arts for the future of Malaysia, as an agency disbursing public funds in line with Government policies, CENDANA has to prioritise proposals which do not:

- 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;
- Threaten the nation's security or stability.

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.

### **8. When can you apply for the CENDANA Arts Organisation Funding Programme?**

Call for Applications	Application Deadline	Due Diligence Review	Shortlisting Interview	Notification to Applicants	Programme to Start
19 August – 29 September 2019	29 September 2019	30 September – 29 November 2019	November 2019	2 December 2019	January 2020

### **9. How can you apply for the CENDANA Arts Organisation Funding Programme?**

- You can submit your funding application through CENDANA's online grant management system on [www.cendana.com.my](http://www.cendana.com.my) . Submissions via other means, e.g. email and hardcopies will not be accepted.

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- Application and templates for relevant submission documents are provided for within the system.

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

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

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

- Once application deadline closes, all applications will be vetted through to ensure projects meet the eligibility criteria and relevant supporting documents have been submitted.
- All applications must also include consent from the applicant to allow CENDANA and MyCreative Ventures Sdn. Bhd. to conduct a background check on your company as part of the due diligence process.
- All applications are jointly assessed and approved through a highly-competitive evaluation process.
- Applications that meet all requirements will then go into evaluation process to be assessed by the CENDANA **Industry Advisory Panel** comprise of industry advisors, experts and practitioners, determined by a weighted scoring system against the published assessment criteria.
- The highly weighted applicants will also be jointly interviewed by the CENDANA Industry Advisory Panel.
- The recommended applicants will be reviewed and subsequently approved by the **Board of Directors**.
- All proposals submitted to CENDANA will be treated in the strictest confidence. Likewise, CENDANA's panels are bound by non-disclosure agreements and are required to declare non-conflict before reviewing any proposals.
- Notification of application outcome will be sent via email confirmation no longer than ten (10)-weeks after the application closing deadline.

### **12. How will your application be assessed?**

Applicants will be evaluated against the following criteria as well as the strength of relevant supporting materials submitted. This includes the below:

- Submitted application and proposal;
- Budget breakdown;
- Implementation Plan;
- Details of past project history;
- Recent two (2)-years audited accounts report;

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- Current year management accounts;
- Articles / reviews (if applicable);
- An interview with the applicant.

The assessment is based on a few areas as below:

### **For Organisations that Make Art**

#### **A. Quality Artistic Content or Programmes**

- Create and present productions/ exhibitions/ shows or programmes which are innovative and contribute to the development of the art form, demonstrate artistic excellence and are aligned with the organisation's vision;
- Create and present content which appeals to and is relevant to arts audiences at home and have the potential to tour or be exported internationally;
- Receive domestic and international recognition.

#### **B. Contribution to Growth of Malaysia's Arts Scene**

Able to assume a leadership role in sector by:

- Setting the professional standards and best practices;
- Adopting innovative approaches to contribute to the sector;
- Able to nurture new artists and groom the next generation of arts and cultural professionals;
- Able to contribute to the diverse arts and cultural expression of the Malaysian arts and culture community;
- Exposes different artistic perspectives or fosters increased understanding of the arts.

### **For Bridging Organisations**

#### **A. Quality Artistic Content or Programmes and Services**

- Present content/ productions/ exhibitions/ shows or programmes that are innovative and contribute to the development of the art form/sector, demonstrate artistic excellence and are aligned with the organisation's vision;
- Present quality content which recognises Malaysia's arts and cultural context and helps shape the Malaysia narrative.

#### **B. Active Engagement of Stakeholders and/ or Malaysian public**

Grow the public's access to the arts by adopting an inclusive programming approach via:

- Offering programmes/ platforms/ opportunities which extend the reach of the arts to specific demographic audiences or underserved communities (e.g. the disabled, low-income sector, youths-at-risk);
- Expanding/ advocating access to the arts for all, developing new audiences;
- Building and raising appreciation of the arts among Malaysians.

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### **C. Contribution to Growth of Malaysia's Arts Scene**

Able to assume a leadership role in sector by:

- Setting professional standards and best practices;
- Adopting innovative approaches to contribute to the sector.

### **For Intermediary Organisations**

#### **A. Quality Programmes and Services**

- Create platforms and programmes that contribute to the development of the arts and culture sector and are aligned with the organisation's vision.

#### **B. Active Engagement of Stakeholders and/ or Malaysian public**

- Advocate value of the arts;
- Create opportunities in the sector through access to local/ international networks and partnerships.

### **C. Contribution to Growth of Malaysia's Arts Scene**

Able to assume a leadership role in sector by:

- Setting professional standards and best practices;
- Providing resources and services for the sector;
- Proactively addressing gaps and creating opportunities in the sector.

The remaining criteria of assessments for all organisations, are as follows:

#### **Relevance to CENDANA's Goals**

- Able to articulate potential return on investment to CENDANA's economic multiplier of 2.5x which contributes to the sustainability of the arts and culture sector and/ or the country's economy. This may be demonstrated in a form of sales of tickets, merchandises, etc.;
- In certain cases, where the applicant may not be able to illustrate the economic output, consideration may be given to media value and reach, qualitative response from the audience (e.g. reviews or dipstick survey);
- Provides up-skilling of talents and capacity building to the job hires, networks, industry and/or those interested in the arts;
- Provide opportunities for employment;
- Articulate how applicants works may contribute towards exposing the wider society to the arts.

### **13. What would affect your application?**

Applications that do not have sufficient documentation upon submission will result as an incomplete application and will not be advanced for evaluation. List of documents required:

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### Applying as Organisation

- Copy of MyKad or MyPR Identity Card (IC)\* – clear copy of both back and front image on same-sided A4 page; (*\*owner of the organisation*)
- Copy of company registration forms – e.g. Form 9 (SSM Form), Form 24 or 49, authorisation letter (if applicable);

### Supporting documents

- Programme proposal;
- Budget breakdown;
- Implementation Plan;
- Recent two (2)-years audited accounts;
- Current year management accounts;
- CTOS Consent Form;
- Any other relevant supporting materials in digital format (if applicable) e.g. visual images, video, articles, web link etc.

### **14. How will you receive funding?**

- Depending on your approved funding quantum, your funding will be disbursed in four (4) instalments 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 or provided in a cheque form.
- You will be required to be present at a one-on-one meeting with the CENDANA team physically or virtually (depending on your location of residence).

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

- A mobilisation of (20% of the approved amount) will be given up-front upon execution of Funding Agreement for Successful Applicant(s) to kick-start the project.
- Subsequent disbursements in tranches of (30%) on a quarterly basis will be disbursed upon submission of Progressive Milestone Report(s) and other form of validation – supporting documents to substantiate the claims such as purchase orders, receipts etc.
- The final balance of (20%) will be disbursed upon completion of the project and submission of the below:
  - I. Project Final Post Mortem Report;
  - II. CENDANA Monitoring Economic Survey;
  - III. Final Statement of accounts – proof of expenditure (receipts, invoices, payment vouchers, etc);
  - IV. Other form of validation – supplementary materials of activity such as videos, photos and collaterals created (if applicable);
  - V. Satisfactory response to any queries or requests for further particulars and

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information in a format requested by CENDANA.

Upon signing of Agreement	Progress Part 1	Progress Part 2	Final Report and Economic Survey Report
First disbursement to kick-start programme (20% of the awarded amount) upon signing of the Agreement within twenty-one (21) working days.	Subsequent disbursement in tranches of (30% of the awarded amount) on a quarterly basis within twenty-one (21) working days upon submission of Progressive Milestone Report and supporting documents to substantiate the claims.	Subsequent disbursement in tranches of (30% of the awarded amount) on a quarterly basis within twenty-one (21) working days upon submission of Progressive Milestone Report and supporting documents to substantiate the claims.	Final disbursement (remaining 20% of the awarded amount) within twenty-one (21) working days upon submission of Final/ Post Mortem Report and completion of CENDANA's Monitoring Survey.

### **15. 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 Funding Programme amount;
- Terms & Conditions of the Arts Organisation Funding Programme;
- Performance goals and deliverables.

The Arts Organisation 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.

### **16. What is expected from successful applicants?**

- To deliver project as outlined in approved proposal;
- Keep in regular contact with CENDANA to update on project progress or should there be any changes in the proposed scope of works;

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- To apply CENDANA brand guidelines onto all communication platforms e.g. to include logo on all publicity and marketing collaterals<sup>1</sup> for supported projects;
- 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.

### **17. What is required after the programme is completed?**

- To complete Project Final Post-Mortem Report and CENDANA's Monitoring Survey to be submitted within fourteen (14) working days from completion notification date (template/form provided by CENDANA);
- To provide summary of project expenditure along with the – proof of expenditure (receipts, invoices, payment vouchers, etc);
- To submit any other form of validation – supplementary materials of activity such as videos, photos and collaterals created (if applicable).

## 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 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

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<sup>1</sup> Details outlined in Agreement.