



An initiative by



innovPlus

INFORMATION KIT

Please **email** all queries with the subject header
"innovPlus query - XXXX"

to:

zach_chew@ial.edu.sg, jeaniechamyc@ial.edu.sg and inlab@ial.edu.sg

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1. This document covers key areas on how interested organisations can participate in innovPlus and what participation entails. It includes the following sections:
 - Introduction to innovPlus
 - innovPlus Process Flow
 - Eligibility and Guidelines for Participation
 - Evaluation Criteria
 - innovPlus Award
 - Annex A – Official Terms and Conditions of the innovPlus Challenge and Grant

Introduction to innovPlus under iN.LEARN 2.0

2. iN.LEARN 2.0 is an initiative launched by SkillsFuture Singapore to drive innovation in the Training and Adult Education (“TAE”) sector from ideation to commercialisation through its three key programmes – the innovPlus, innovSpur and Sandbox. It will focus on four key areas:
 - i. increasing the uptake of online and blended learning by individuals;
 - ii. amplifying enterprises’ adoption of innovative learning technology;
 - iii. developing effective remote assessment and proctoring solutions for individual and enterprise-led training; and
 - iv. developing effective placement solutions that tighten the industry-training nexus.
3. As part of iN.LEARN 2.0, innovPlus contributes to the initiative by facilitating the rapid development and pilot deployment of prototypes that can address learning challenges and exploit opportunities for better Learning and Development (“L&D”) and Continuing Education and Training (“CET”) outcomes, including design, delivery and assessment. It is organised as a competition for training providers, organisations with Learning and Development (“L&D”) departments, learning experts, solutionists and technology partners to collaborate and present a holistic solution to real learning challenges faced by the training provider, organisation and/or groups of learners. innovPlus could cover any/all of the following:

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Table 1 - Areas of Innovation

Categories	AE	TMP	HRD
Pedagogy / Learning Design and Delivery	○		
Learning technology	○		○
Training management		○	
Application of skills and workplace performance	○		○
Assessment and credentialing	○	○	○
Remote assessment and proctoring	○	○	○
Hybrid Mode	○	○	○
Adaptive Learning	○	○	○
Blended Learning	○	○	○
Workplace Learning	○		○

AE = Adult Educators, TMP = Training Management Professional, HRD = Human Resource Developer

4. innovPlus comprises three rounds of evaluation:
 - i. inlab will assess if the stated Challenge Statement meets the eligibility criteria and competition guidelines stated in the Terms and Conditions under Annex A.
 - ii. Participating organisations as Challenge Owners (“CO”), who are seeking solutions to their learning challenges, will hear pitches from prospective Solution Partners (“SP”) on how their challenges can be overcome and select the partners whose ideas they assess to best meet their needs. The Challenge Owners and their selected Solution Partner(s) will then form a Challenge Team (“CT”) to co-develop the ideas into a potential solution.
 - iii. The Challenge Teams pitch their solutions in the final round of the competition, known as the innovPlus Presentation Day. On that day, the teams will present how the envisaged solution could deliver the stated learning outcomes with a presentation and demonstration to the innovPlus Panel (“IPP”).
5. innovPlus is conducted once every six months. In each round, up to 3 prototyping grants, each up to **S\$200,000**, could be awarded to the winning concepts to

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develop a prototype¹ for pilot testing with actual learners/users² within a maximum duration of 9 months³. In addition, the winners must co-fund 10% of the project's eligible cost, in cash or in kind (referring to contributions, other than monetary, that defray a portion of the project's cost). Additional costs incurred during the project duration will be fully borne by the winners themselves. In return, they will share their experiences and prototypes at IAL showcases and sharing sessions with the wider CET community.

innovPlus Process Flow

6. innovPlus Challenge consists of 3 broad phases:
 - a. competition phase of about 6 months leading to the innovPlus Presentation Day;
 - b. actual prototyping and pilot testing period of up to 9 months; and
 - c. scaling up and further engagement in showcasing for 3 to 6 months at any appropriate platforms.
7. Diagram 1 illustrates how the innovPlus works in the competition phase and the requirements for active involvement of organisations who submit their challenges for solutioning. The Challenge Owners are deemed the subject matter experts on the learning and development challenge and heavily involved in clarifying the challenge, the outcomes sought, as well as implementing and evaluating the accepted solution.

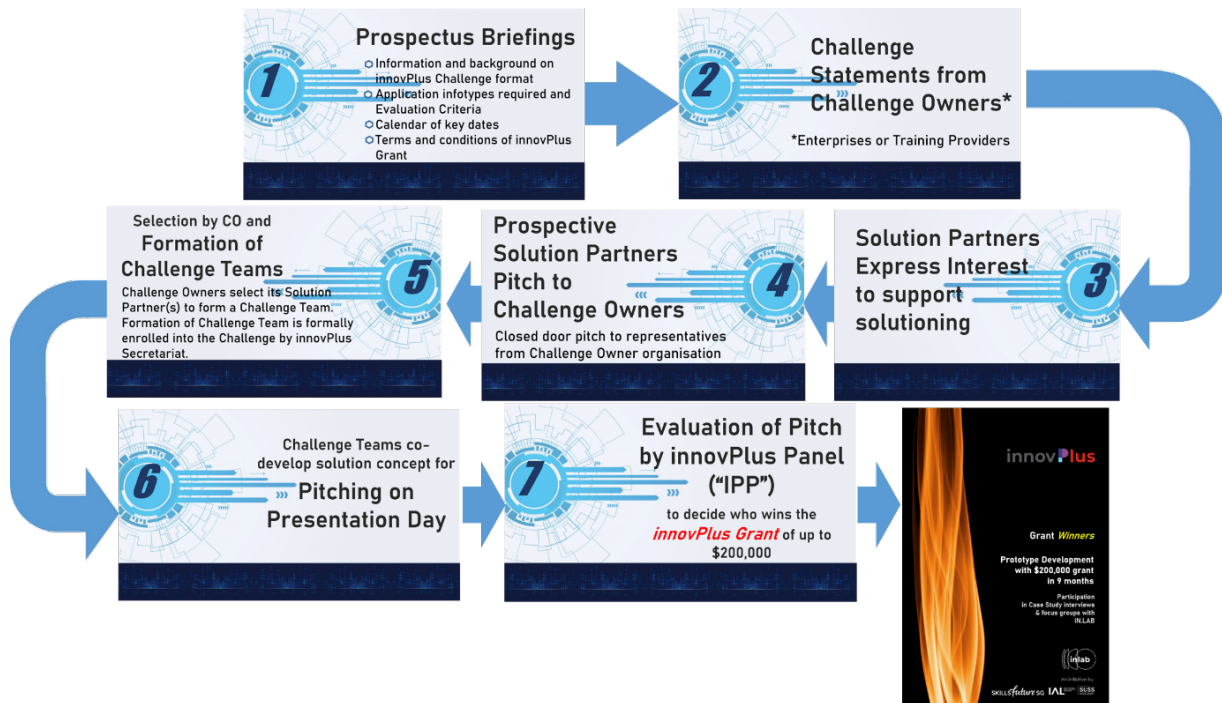
¹ A *prototype* is defined as an original and novel model, form or solution, with its primary utility being to advance more effective learning. The key operators in this definition, 'original', 'novel', and 'more effective learning', must be clearly conveyable and verifiable.

² *Actual learners/users*, is defined as the persons, intended by the learning challenge, who would benefit from, either by way of learning enabled by or by use of the outputs of, the developed prototype. Pilot testing shall encompass minimally 30% of the **targeted learner/user population**, or 100 learners/users, whichever is lower.

³ 6 months to complete a workable Proof of Concept with User Acceptance Test, and an additional 3 months to show scaling up of prototype (where applicable) and usability to 30% of targeted learner/user population or 100 learners/users (whichever is lower).

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Diagram 1 - innovPlus Competition Phase Process Flow



- Upon conferment of the innovPlus Award, innovPlus will enter the Prototyping and Pilot Testing phase. The process flow is as depicted in Diagram 2. The Challenge Team will sign the Letter of Award ("LOA") with IAL if it accepts the award and agrees to develop and trial the prototype solution presented to the IPP. This phase will see the translation of the prototype solution proposal to a working prototype that will pass the User Acceptance Tests ("UAT") and pilot testing and evaluated by Expert Reviewers.

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Diagram 2 - innovPlus Prototyping and Pilot Testing Phase Process Flow



- Depending on the prevailing implementation challenges and needs, innovPlus Secretariat reserves the right to amend and change the processes with approval from Director of Innovation Centre, that complies with the intent and spirit of innovPlus.

Eligibility and Guidelines for Participation

- innovPlus is open to Singapore registered companies, excluding Government Agencies and Statutory Boards. Companies submitting their projects to innovPlus with their partners agree that they intend to develop and trial the proposed solutions locally, with the commitment to achieve actual implementation. Submissions should be made formally via the innovPlus "Challenge Statement Application Form" which will be provided to the Challenge Owners. In submitting the application, the entrants (or applicants), together with any individual or organisation involved, agree to be bound by the terms and conditions that governs innovPlus, including those as amended from time to time.
- Participants are required to allow all information provided in the application form and attendant documents, such as participants' names and details relating to the

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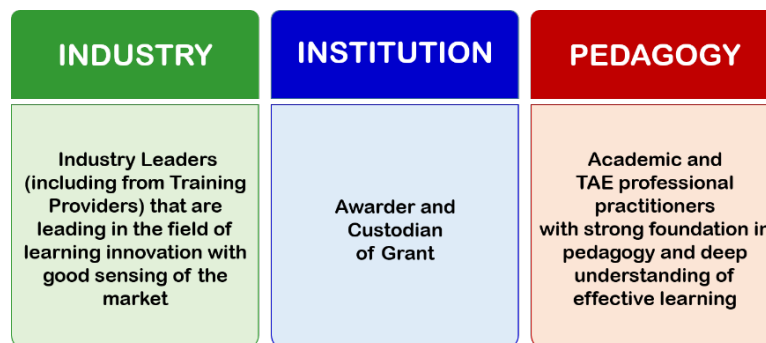
challenge and potential solutions / ideas of solutions, to be used to publicise and promote innovPlus, in print, at events and/or online.

12. Participants are required to attend the activities organised by the innovPlus Secretariat to improve the capability of the Challenge Teams in identifying the root cause to their challenge and developing the appropriate solutioning. These include the innovPlus Prospectus Briefing, workshops and coaching sessions, and any other sessions deemed relevant to innovPlus participation.
13. Please refer to Annex A for the specific terms and conditions of the innovPlus Challenge.

Evaluation Criteria

14. Evaluation during Presentation Day will be carried out by the innovPlus Panel (“IPP”). As depicted in Diagram 3, the IPP comprises selected members from the Training and Adult Education (“TAE”) community who may be professionals, practitioners and/or academic faculty, representing perspectives and considerations of Institution, Industry and Pedagogy.

Diagram 3: Representation of IPP



15. The Panel will use the five broad areas listed under “Evaluation of Submission” in the Terms and Conditions in Annex A to evaluate all submissions.

innovPlus Grant Award

16. The disbursement of the innovPlus Grant will be based on the disbursement schedule in the Terms and Conditions under Annex A.

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17. Grant awardees will need to submit original or certified true copies of receipts as proof of expenditure for qualifying expenses.

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Annex A

innovPlus Challenge and Grant Official Terms and Conditions

As part of participating in innovPlus and submitting the innovPlus application form, all participating organisations and individuals agree to accept the following terms and conditions governing the innovPlus Challenge (and all its associated processes) and the innovPlus Grant offer (if applicable):

DESCRIPTION OF THE GRANT

1. The innovPlus Challenge (“innovPlus”) is a competitive learning innovation grant challenge that awards a prototyping grant of up to S\$200,000 to winning organisations to develop and trial an innovative, feasible and scalable prototype that advances CET practice and learning outcomes. The innovPlus Challenge is organised by inlab of the Institute for Adult Learning (“IAL”), and is organised twice a year. Winning submissions will be as determined by the innovPlus Panel (“IPP”) (defined below) in accordance with the prevailing Evaluation Criteria and Terms and Conditions as administered by the innovPlus Secretariat. The innovPlus Grant is funded by SkillsFuture Singapore (“SSG”) and is administered by IAL / SUSS, by appointment of SSG. IAL is an autonomous institute of Singapore University of Social Sciences (“SUSS”).

ELIGIBILITY

2. The innovPlus Challenge is open to organisations that are a registered business entity in Singapore (a valid ACRA or UEN identifier will be required for application), to participate as prospective Challenge Owners. Government Agencies and Statutory Boards are not eligible to participate¹. Only Singapore-registered business entities may apply to participate as a prospective Solution Partner.
3. Challenge Owner organisation and its choice of Solution Partner(s) shall form a Challenge Team.
4. Challenge Owner organisation² can be granted the innovPlus Grant for up to a maximum of two grants at any time within three years from date of the first award. The clock will reset after sitting out of two innovPlus Challenge runs.
5. Solution Partner organisation can be granted the innovPlus Grant for up to a maximum of three grants at any time within three years from date of first award. The clock will reset after sitting out of two innovPlus Challenge runs. Additionally, each Solution Partner is allowed to enrol in a maximum of two Challenge Teams in each eligible run.

HOW TO PARTICIPATE

6. To participate in the innovPlus Challenge, applicants may apply as either a Challenge Owner or as a Solution Partner. Application must be made using only the following official innovPlus application forms:
 - a. innovPlus Challenge Statement Application Form (for prospective Challenge Owner);

¹ Govt Agencies list: gov.sg | Ministries (sqdi.gov.sg)

Statutory Board list: gov.sg | Statutory Boards (sqdi.gov.sg)

² Second Grant Award must be to another Department/Division/Business Unit of the awarded organisation.

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- b. innovPlus Expression of Interest (“EOI”) Form (for prospective Solution Partner, with respect to the specific Challenge Statement published);
- c. Part 1 of innovPlus Challenge Team Formation Submission Form (for enrolment of team formation);
- d. All parts of innovPlus Challenge Team Formation Submission Form; and
- e. Projected budget and project schedule using prescribed innovPlus templates.

Only application forms downloaded from the official innovPlus webpage on IAL’s website will be accepted into the innovPlus Challenge. Completed forms must be submitted by email to the innovPlus Secretariat and inlab at the email addresses specified in the header section of all application forms. Only fully completed application forms received by the stipulated respective deadlines for each stage of the innovPlus will be considered for acceptance and enrolment into the innovPlus Challenge.

A submission may, in Secretariat’s sole and absolute discretion, be rejected if it fails to follow the technical, creative, and legal requirements specified on the innovPlus webpage, the official innovPlus Infokit and in these Official Terms and Conditions. Applications that do not follow all of the instructions, provide the required information in their application form, or abide by these Official Terms and Conditions or other instructions of Secretariat may be disqualified at Secretariat’s sole and absolute discretion. All entries that are late, illegible, incomplete, damaged, destroyed, forged or otherwise not in compliance with the Official Terms and Conditions may be disqualified from the innovPlus at Secretariat’s sole and absolute discretion. Applications generated by script, macro or other automated means and entries by any means which subvert the entry process are void. All entries become the physical property of IAL / SUSS and Secretariat and will not be acknowledged or returned. Assurance of delivery of entries is the sole responsibility of the Applicant.

Additionally, applicants shall attend the activities organised by the innovPlus Secretariat to improve the capability of the Challenge Teams in identifying the root cause to their challenge and developing the appropriate solutioning. These include the innovPlus Prospectus Briefing, workshops and coaching sessions, and any other sessions deemed relevant to innovPlus participation. Failure to do so could lead to disqualification from the competition.

SUBMISSION GUIDELINES

7. Submission for evaluation by IPP pursuant to the award of the innovPlus Grant, will be in the following three parts:
 - a. Paper submission via the official innovPlus Challenge Team Formation Submission Form and the projected budget and project schedule, by the stipulated deadline, of no less than 21 calendar days before Presentation Day. The paper submission is to be in English. The paper submission must answer the prompting guides as set out in the innovPlus Challenge Team Formation Submission Form;
 - b. Presentation, in English, by (up to) five members of the Challenge Team to the IPP on Presentation Day (as informed by Secretariat) of no more than 25 minutes. This will be a closed-door pitch to only the IPP in the Pitching Room; and
 - c. Demonstration of any concept mockup/wireframe (where applicable) and engagement with IPP at the Challenge Team booth (in the public area) for up to 15 minutes. Challenge Teams may opt to engage with IPP in the private Pitching Room instead. Teams choosing this option must notify Secretariat during the Final Event Briefing before commencement of Presentation Day.

The Challenge Team must have all rights, clearances, permissions, approvals and/or consents necessary for their Submission, including, but not limited to, music rights, releases from all persons listed in the submission, location releases for all recognisable locations, and releases from all and any person who participated in the production of the Submission. In the event that the Challenge Team does not have the appropriate rights, the Submission may be disqualified at the Secretariat’s sole discretion. IAL / SUSS reserves the right to disqualify any entries if it views their materials to contain contents (e.g. text, sound or images) that in IAL and/or SUSS’s opinion to be offensive, inappropriate, or that will cast innovPlus, IC, IAL or SUSS in a negative light.

The above specified three parts shall collectively form the Submission of each enrolled Challenge Team, and shall be the basis by which each Challenge Team is evaluated for the Grant. Challenge Teams awarded the

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Grant, shall be held accountable to the Submission, and be funded to deliver, complete or report on all parts of this Submission, to qualify for a claim on the Grant. Should the Challenge Team be unable to deliver on the Submission, the Team agrees for SUSS, acting through IAL, to recover any grant already disbursed, and any liquidated damages resulting from the disbursement, so decided at the absolute discretion of SUSS and/or IAL.

EVALUATION OF SUBMISSIONS

8. On Presentation Day, all Submissions will be evaluated by the innovPlus Panel (“IPP”), which consists of a panel of institutional/industry/pedagogy experts based on the following evaluation criteria:
 - a. Concept
 - Why the challenge should be addressed or taken on;
 - How the proposed solution addresses the challenge / opens up opportunity for better quality CET outcomes and delivery; and
 - What objectives, goals and desired outcomes could be achieved.
 - b. Innovation
 - How it goes beyond known / existing solutions with (a) clear innovative value and (b) absolute value added;
 - What spin-offs may be generated e.g. in user / learning experiences for **other** CET professionals, learners and / or organisations; and
 - What sound pedagogical design approaches underpinned the proposed solution to enhance effectiveness of learning or desired learning outcomes.
 - c. Impact and Scalability
 - Includes evaluation processes, success indicators and impact measurements;
 - Demonstrates feasibility of implementation organisation-wide, sector-wide or sizeable segments of the workforce; and
 - Offers potential to also help other enterprises facing similar challenges (i.e. broader application, adaptation and transferability)
 - d. Project and Implementation Team
 - Consists of members from different disciplines
 - Demonstrates commitment to develop the prototype as envisioned
 - Has a credible and realistic plan, budget and schedule to complete project in specified duration (maximum of 9 months)
 - Has a clear identification of all stakeholders involved in the project, with the relevant and necessary competencies and track records to ensure successful project delivery
 - Presence of a dedicated project manager to oversee implementation and manage the project, including progress reporting, budget management, resource management, etc
 - e. Implementation Sustainability
 - Extent of thinking and/or planning for roll-out of solution to rest of organisation, including possible costs and resources required
 - Indication of project team’s continued involvement in the roll-out plan
9. IPP shall have the final decision on whom the eventual Grant awardees shall be. The IPP may declare void any entry should they consider that there are no entries reaching the required standard, whereupon they can award

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prizes or not as they deem fit. No correspondence will be entered into or comment issued on any matters concerning the evaluation of entries, and no reasons be given for any decision made by the IPP.

10. Awards conferred are not transferable under any circumstances. In the event a winning team is unable and/or unwilling to accept the award or withdraw for whatever reason, IAL / SUSS reserves the right to award it to the next highest scoring team that meets the qualifying criteria.

OTHER REQUIREMENTS ON PRESENTATION DAY

11. In addition to the closed-door pitch to IPP, all Challenge Teams are to deliver a presentation of their proposed solution concept and prototype trial plan to the public audience attending the Presentation Day event. This presentation should be no more than 25 minutes long.
12. All Challenge Teams are also to set up and man a booth on-site during Presentation Day, to share their proposed solution with the public attendees, who may have missed the Team's presentation and/or wish to engage with the Team to hear or discuss the proposed solution in greater detail. Secretariat will share information on the logistical provisions for the booth with Challenge Teams after they are enrolled into the Challenge.

QUANTUM AND ADMINISTRATION OF THE GRANT

13. Winners of the innovPlus Challenge shall qualify to draw down on a pre-approved innovPlus Grant ("Grant") of up to S\$200,000, with a mandatory co-contribution of at least 10% of total prototype development cost, which can be in monetary form or in-kind³.
14. The maximum grant amount of each award shall be exercised through a Letter of Award ("LOA") between Singapore University of Social Sciences ("SUSS") and the Challenge Owner organisation. Secretariat will consult the winning Challenge Team in working out and finalising the maximum grant amount and detailed budget for approval by IAL / SUSS, to constitute the LOA.
15. The Grant shall be disbursed in 4 tranches, strictly adhering to the stipulated milestone and timeline in the table below:

Tranche & Grant Quantum	Milestone	Milestone Timeline	Typical Grant amount
1 st : 30% of maximum grant amount	Effect of LOA by signature of IAL / SUSS and Challenge Owner organisation	Start of prototype development	up to S\$60,000
2 nd : 20% of maximum grant amount	Mid-Term Progress Report, Presentation and required claim documents	3 months after start of prototype development	up to S\$40,000
3 rd : 20% of maximum grant amount	1 st part of Final Summative Report, Prototype completion, Presentation and required claim documents	Not more than 6 months after start of prototype development	up to S\$40,000
4 th : 30% of maximum grant amount	2 nd part of Final Summative Report, Pilot completion and Evaluation, Final	6 to 9 months after start of prototype development	up to S\$60,000

³ To be supported with evidence for actual hourly rate charged (either with the payslip or a salary statement from HR)

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	Presentation and required claim documents		
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Besides the first advance disbursement of 30%, subsequent funds will only be disbursed on the submission and approval of the required reports and expenses incurred according to the approved budget. Proof of payment needs to be furnished before the claim can be approved.

CONDITIONS AND REQUIREMENTS OF AWARDED CHALLENGE TEAM AND PROTOTYPE

16. The innovPlus Grant is awarded on the basis of the presented prototype solution (and its proposed functionalities, features, capabilities, outputs and deliverables) and the envisioned scalability and roll out of the prototype to its intended users. As the implementation team as submitted in the application is evaluated as a criterion, any change to the composition of the Challenge Team after award of Grant must be submitted in writing, through Secretariat, for IAL / SUSS's prior approval. Failure to do so could lead to automatic disqualification.
17. The awardees of the innovPlus Grant accepts the grant by signing a Letter of Award ("LOA") within 8 weeks from Presentation Day, comprising the terms and conditions governing the grant, including piloting the prototype with learners, submitting a pre- and post-evaluation report of the prototype's strengths and weaknesses and conferring non-exclusive, irrevocable, free right and license to the use of the prototype and all intellectual property and information generated resulting from the performance of the Project to IAL / SUSS for non-commercial, academic, research and development purposes, including, but not limited to, the purposes of proliferating the knowledge gained therefrom to the training and adult education (TAE) community. For the avoidance of doubt, the terms of the National IP Protocol⁴ shall apply. For the avoidance of any doubt, the terms and conditions in the LOA are strictly non-negotiable.
18. In general, the prototype development grant offered in the innovPlus Grant will support the following cost items:
 - Fees of expert services from entities (organisation or individual) outside the composition of the Challenge Team, that are required in the areas of technical and development work, or for purposes such as research or advice, shall be limited to a cap of 10% of the approved grant amount;
 - Professional services as charged to the Challenge Owner organisation by the Solution Partner(s) of the Challenge Team;
 - Supplies that are necessary for the overall operation, development and pilot of the awarded solution;
 - Equipment that have direct contribution to the overall operation, development and pilot of the awarded solution;
 - Software and / or other licensing that are essential for the project and for the duration of the project; and
 - Others – items not in the above list but necessary for the conduct and successful delivery of the project could be included in the funding request, subject to the approval of IAL.
19. The grant will not support cost items that do not contribute directly to prototype development such as marketing, networking and publicity. It will also not support capital equipment not essential to the project, maintenance cost for software licensing, GST, and travel (local and overseas).
20. The Challenge Team is required to prove cost transparency and reasonableness on request by IAL / SUSS on all cost items it is claiming for funding.

⁴ <https://www.ipos.gov.sg/resources/for-public-agencies/national-ip-protocol>

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21. No claims can be made on any items that are not in the budget submitted together with the proposal made in the Challenge Team Formation form.
22. IAL / SUSS shall not be under any obligation to make any payment to the Challenge Team on claims of:
 - unsupported cost items listed in the approved budget;
 - qualified expenses but which no adequate proof of expenditure and proof of payment has been furnished;
 - qualified manpower costs but which no adequate proof of cost reasonableness provided upon request;
 - any amount that exceeds the cost items listed in the approved budget; or
 - any amount that is based on expenditure / payment not in compliance with prevailing procurement practices in terms of not being value for money.
23. The Challenge Team shall be solely responsible for its own partnership management and team work, including Intellectual Property ("IP") arrangements and development / implementation plan.
24. The Challenge Team shall undertake that it will not infringe the intellectual property rights or any other rights of any person, and will comply with all applicable laws at all times.
25. The winning Challenge Team shall grant consent to IAL / SUSS disclosing, in such manner as IAL / SUSS deems appropriate, in its (IAL / SUSS's) publicity materials of the team's participation, and setting out and publishing in its publicity materials, in such manner as IAL / SUSS deems appropriate, information regarding the participation, including:
 - a. the materials submitted for the innovPlus Challenge and any other information pertaining to its proposal;
 - b. the contents of the findings or results, report(s) or any part thereof of the awarded project; and
 - c. information arising from or pertaining to the reports or any presentation, seminar, conference, or symposium conducted by the team.
26. The Challenge Team agrees to indemnify and hold harmless IAL / SUSS against any and all actions, claims, demands, and proceedings in any way arising out of or connected with IAL / SUSS's use, reproduction, publication or dissemination in the manner mentioned above, and all costs, expenses, losses and liabilities, howsoever arising.
27. The Challenge Team shall ensure that all information about the team or proposal provided to IAL / SUSS pursuant to its participation and for the subsequent purposes of or connected with making claims, are true, accurate and complete to the best of the team's knowledge. In the event that it comes to the knowledge of the team that any information already provided is or has become inaccurate, untrue, incomplete or misleading, the team shall immediately notify IAL / SUSS of such inaccuracy, incompleteness, misleading nature, or untruthfulness, and provide such information in connection therewith as IAL / SUSS may request.
28. The innovPlus Grant will be withdrawn if:
 - a. the Challenge Team is unable to perform the obligations set out in the LOA; or
 - b. the Challenge Team commits a breach of any of the provisions of the LOA.

SHOWCASING OF INNOVATION DEVELOPMENT

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29. The Challenge Team shall undertake to collaborate with IAL in the development of case studies and/or research papers detailing the experience and insights gleaned from the prototype development and any trialing/pilot that ensued. No confidential or private information will be revealed through this effort.
30. The Challenge Team shall undertake to allow IAL / SUSS to disseminate the case studies and/or research papers in various formats including printed materials, online articles, video, audio, and other digital recordings to any individuals or organisations that it deems will benefit from the learning and sharing; and
31. The Challenge Team shall undertake to agree for IAL to profile the companies and individuals involved, as well as the solution and/or prototype on the following platforms:
 - a. IAL professional development seminars and workshops;
 - b. IAL partner showcase for a period of 3 to 6 months;
 - c. IAL conferences and events, e.g. the Adult Learning Symposium and Learning Roadshows; and
 - d. Conferences and events IAL is participating in and where the themes / areas covered are aligned and of interest to the participants.
32. The full and prevailing terms and conditions of the innovPlus Challenge and innovPlus Grant can be found in the Challenge Statement application form, Expression of Interest and Challenge Team Formation submission form, and all applications submitted to the Challenge will be deemed to have accepted these terms and conditions.
33. SECRETARIAT of the innovPlus Challenge and innovPlus Grant is the inlab, acting on behalf of the Institute for Adult Learning (“IAL”), of 11 Eunos Road 8, #05-03, Singapore 408601, wherein IAL is an autonomous institute of the Singapore University of Social Sciences.

GENERAL

34. Depending on the prevailing implementation challenges and needs, innovPlus Secretariat reserves the right to amend and change the terms and conditions with approval from the Director of Innovation Centre, that complies with the intent and spirit of innovPlus.
35. IAL reserves the right to disqualify any participant at any point in time during the innovPlus Challenge.

IAL reserves the right to change these terms and conditions at any time without prior notice. In the event that any changes are made, the revised terms and conditions shall be posted on the innovPlus website immediately. Please check the latest information posted herein to inform yourself of any changes.