

## DYNAMIC TRAINING SOLUTION TO ENHANCE RELATIONAL AND CROSS-CULTURAL ENGAGEMENT SKILLS

### CONTEXT

This challenge is part of the **innovPlus Challenge 2023 Run 2**, organised by the Institute for Adult Learning's inlab. As part of the iN.LEARN 2.0 initiative, innovPlus facilitates 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. the Institute for Adult Learning's inlab. As part of the iN.LEARN 2.0 initiative, innovPlus facilitates 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.

innovPlus is organised as a competition for training providers, organisations with 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. Please refer to [Annex A](#) for more background on innovPlus.

### CHALLENGE OWNER

The Challenge Owner is a social enterprise in Singapore that exists to help build a trust-driven and collaborative society. It regularly conducts training on topics such as partnership / engagement and human-centered leadership concepts (such as dignity<sup>1</sup>, empathy, collaborative power etc.) through in-person classes that offer experiential learning. In today's interconnected and dynamic landscape, Singapore's public service officers must engage with individuals from increasingly diverse backgrounds, and it is important that officers are trained to treat every individual with dignity, regardless of their background or identity. The Challenge Owner works closely with public service agencies to equip officers with the necessary knowledge and relational engagement skills relating to dignity, helping them navigate diverse cultural nuances and interactions and ensure they continue to be inclusive and respectful as part of their duties.

### CURRENT SITUATION

Trainers typically deliver the learning experience using facilitated experiential activities, such as real-time role plays, case dissections, participatory theatre, peer discussions, and group feedback. Whilst effective, the scale of the learning impact is constrained by the facilitator(s)' experience and availability, the need for a physical venue, and the synchronisation of learners' schedules. Not all learners can actively participate due to personal discomfort and time constraints, leading to varied learning outcomes. Furthermore, accurately measuring participants' progress is challenging, relying mainly on self-reporting through pre- and post-session surveys.

To overcome these challenges, the Challenge Owner is seeking a new training modality that gives learners a way to master critical skills related to dignity, in a flexible and accessible way that is not bound by time, space and the physical presence of a facilitator. It must combine experiential learning with real-time feedback and measurement while providing learners with the comfort, privacy, and flexibility to learn at their own pace and convenience.

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<sup>1</sup> The concept of dignity refers to the inherent value of every person being worthy of esteem or respect, regardless of who they are, what they do, where they are born, or the color of their skin, etc.

## PAST AND CURRENT SOLUTIONING EFFORTS

- Self-paced online courses. The Challenge Owner explored developing self-paced learning courses, which would consist of video content led by a facilitator, providing conceptual information, self-directed practice and reflection prompts. However, it was assessed that there may be limited learning outcomes due to the unidirectional and monologue nature of videos, which lacks interactive elements (such as role plays or hands-on learning) that are crucial for effective learning. Additionally, the dynamic conversation and real-time feedback between participants and facilitators, essential for developing partnership and stakeholder engagement skills related to dignity, would be absent in this format.
- Gamification as a mode of learning. The Challenge Owner was inspired by a game designed by a youth with autism to provide insight into the experience of being a child with autism, mainly through visuals and sounds. The game aimed to foster greater empathy among players, enabling them to develop a deeper understanding of the challenges faced by individuals on the autism spectrum. Inspired by this concept, the Challenge Owner envisions a similar approach for the solution, incorporating training elements around body language so that individuals can understand the nuances of empathetic responses and the multi-layered expressions of dignity promotion, such as through tone of voice, posture, eye-contact, words used, intentional listening and more.

## CHALLENGE / GAP / UNREALISED POTENTIAL

Conventional office hours and classroom settings may not suit everyone's learning preferences, leading to potential boredom and disengagement. Moreover, some individuals may desire to learn hands-on but feel hindered by self-consciousness, shyness, or a fear of public participation. This limits their ability to benefit from the insights and practical exercises offered during in-person training.

## CHALLENGE STATEMENT

How might we help learners develop relational and cross-cultural engagement skills, underpinned by treating individuals with dignity, through the use of technology?

## WHAT ARE WE LOOKING FOR?

The Challenge Owner is open to new interactive innovations to help learners relate to and engage others with dignity. The solution should enable experiential learning (e.g. through role plays and verbal, postural responses) with dynamic and adaptive system feedback, in the comfort and security of their personal space and time, without the need for a live facilitator.

The solution should meet the following criteria:

- Facial expression and body language visualisation and recognition. The solution should help learners recognise and adapt to differences in facial expression and body language to help learners understand and interpret non-verbal cues accurately, minimising misunderstandings and promoting better cross-cultural communication.
- Adaptive and dynamic engagement. Leveraging technologies such as eye tracking, voice or sentiment / tone analysis, the outcomes unfold according to how learners respond / react to the learning scenario. This presents adaptive changes to the scenarios based on users' responses, creating a personalised and immersive learning experience.
- Problem / case-based learning. Learners can dissect a case cognitively using the solution and will have to craft a response before demonstrating / acting their responses out. As appropriate and if there is more than one learner – e.g., when learners sign up and participate in a group learning session, there can be cross-sharing of peer feedback and observations.
- Interactive scenarios with real-time feedback. The tool should offer interactive scenarios, simulations and role-play that allow public officers to practise in real-life situations. These

scenarios can involve diverse cultural contexts, enabling learners to navigate potentially sensitive encounters and make appropriate decisions that uphold dignity. It is able to provide immediate feedback to the learners, both quantitative and qualitative, facilitating real-time assessment and allowing for prompt adjustments and improvements.

- Ease of content update. The solution allows easy scalability by accommodating additional case information or content, enabling continuous updates and expanding learning materials to meet evolving needs.
- Feedback and assessment. The tool should provide personalised feedback and reviews to help public officers understand their strengths and areas for improvement - communication styles, tone of voice and body language to provide tailored feedback, guidance, and recommendations for further development.
- Interactive elements. The solution incorporates various interactive features such as games, quizzes, and simple question-and-answer sessions.

### OVERALL PERFORMANCE REQUIREMENTS

- Operating system agnostic. The remote digital training solution is deployable from any space and time, and compatible with various operating systems, ensuring accessibility and flexibility for learners. The solution will likely be used indoors but can also be blended with outdoor learning through augmented reality.
- Simultaneous user support. The solution can simultaneously support any number of users while still effectively measuring and tracking individual learning progress.
- Secure and individualised access. The solution ensures secure access for individual users, preventing unauthorised replication or functionality, and safeguarding the integrity and exclusivity of the training content behind a paywall.
- Ease of use. The solution is easy for both the learner and the administering organisation.
- Cost-effectiveness. It is cost-effective to add additional content / modules and to scale.

### TARGETED LEARNERS / USERS

**Primary and Secondary targeted learners / users of the envisaged solution (including estimated numerical figures)**

Primary Target Audience:

- ~50,000 to 100,000 officers and professionals from the public service and social sector, in partnership management, stakeholder facing and communications roles

Secondary Target Audience:

- Corporate professionals whose roles are in Corporate Social Responsibility / communications / stakeholder engagement roles

### MEASURES OF SUCCESS

- 100% increase in learners' ability to spot dignity violations in action.
- 100% increase in the number of observable actions, including verbal responses, taken by learners to promote dignity before and after completing the learning module, assessed through self-reporting or external observations.
- 50% increase in learners' confidence level in responding to others / situations where the need to promote dignity is needed.
- 100% increase in learners' ability to communicate and demonstrate to others: (a) What a dignity violation is and (b) At least three ways one can promote dignity evaluated through self-assessments or scenarios.

Prospective Solution Partners who choose to apply for this challenge must be registered and operating in Singapore. The prototype needs to be demonstrated in Singapore. The Solution Partner should allow the solution to be tested for at least 9 months with at least 100 users before further refinement and potential deployment.

### POSSIBLE USE CASES

1. Reflections and learning. Mike, a new manager in a public sector agency, participates in an experimental digital training course to prepare him for stakeholder engagement. Instead of attending a traditional course, he can access the solution anytime using his laptop. The programme presents scenarios where Mike responds and receives real-time feedback, highlighting areas where he performed well and areas for improvement and prompts him to consider alternative approaches or reactions. Focusing on cultural awareness and self-reflection, the programme guides Mike to treat stakeholders with dignity and adapt his approach to different situations.
2. Putting self in others' shoes. The solution gives Mike immersive scenarios where he encounters cultural biases, giving Mike first-hand experience of what it feels like to be on the receiving end. It helps Mike appreciate the value of conducting himself respectfully and openly, seeking to understand the unique perspectives, challenges, and experiences of the people he engages.
3. Enhanced service delivery. The programme teaches Mike how to interpret reactions and guides him on appropriate ways to respond. It analyses Mike's facial expression and tone of voice and suggests areas of improvement. Mike develops a deeper understanding of the impact his words and actions have on others, empowering him to adjust his communication skills for better delivery.

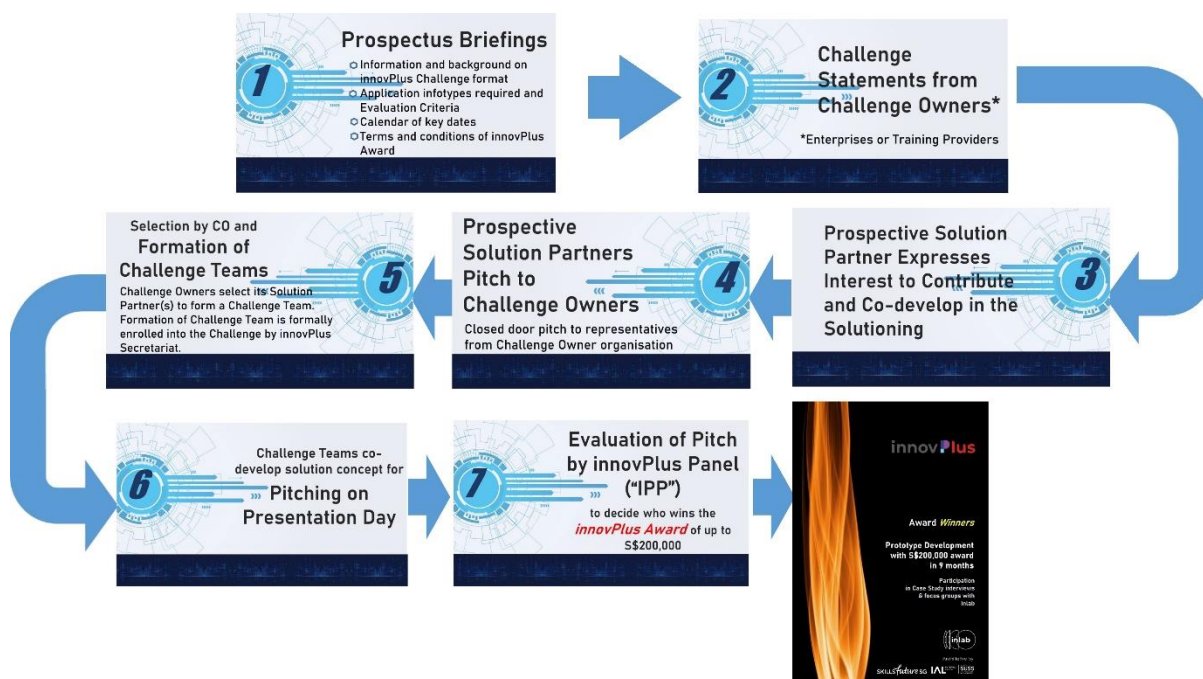
### WHAT'S IN IT FOR YOU

- Up to S\$200,000 of prototyping grant (innovPlus Grant) for each winning Challenge Team of the innovPlus Challenge 2023 Run 2 (see Award Model) to develop and trial an innovative, feasible and scalable prototype that advances CET practice and learning outcomes
- Access to mentors, domain experts, co-working space and innovation lab from IAL inlab
- Access to IMDA's innovation consultancies (e.g., Design Thinking, Digital Storytelling, UI/UX) and PIXEL corporate innovation hub (e.g. hot-desking, project studios, ARVR, usability, 5G test labs) for prototyping and commercialisation
- Co-innovate with the Challenge Owner with access to their expertise, facilities, and human resources in developing the solution, and potential to scale the successful solution for commercialisation

### INNOVPLUS COMPETITION PHASE PROCESS FLOW

Diagram 1 illustrates the innovPlus process flow in the competition phase and the requirements for active involvement of each party. Stage 3 indicates the current stage of the competition, where Prospective Solution Partners are to express interest to contribute and co-develop solutions with the Challenge Owner through IMDA's Open Innovation Platform.

Diagram 1 - innovPlus Competition Phase Process Flow



The Challenge Owner will evaluate all proposals by Prospective Solution Partners received on the OIP based on the evaluation criteria below, and invite shortlisted partners to a second stage evaluation in the form of a pitch (Stage 4 of [Diagram 1](#)).

<b>Solution Fit (30%)</b>	<u>Relevance</u> : To what extent does the proposed solution address the problem statement effectively?
<b>Solution Readiness (20%)</b>	<u>Maturity</u> : How ready is the proposed solution to go to the market? <u>Scalability</u> : Is there any evidence to suggest capacity to scale? Does the proposed solution offer potential to also help other enterprises facing similar challenges (i.e. broader application, adaptation and transferability)?
<b>Solution Advantage (30%)</b>	<u>Pedagogical Design</u> : What sound pedagogical design approaches underpin the proposed solution to enhance effectiveness of learning or desired learning outcomes? <u>Cost Effectiveness and Innovativeness</u> : Is the solution cost effective and truly innovative? Does it make use of new technologies in the market, and can it potentially generate new IP? How sustainable and affordable is the estimated cost for pilot trial, deployment, software support and post-pilot rollout?
<b>Company Profile (20%)</b>	<u>Business Traction</u> : Does the product have user and revenue traction? Is the company able to demonstrate financial capability and resources to complete the prototype? <u>Team Experience</u> : Do the team members possess strong pedagogy and scientific/technical background?

Thereafter, the Challenge Owner will decide on the Solution Partner to form a Challenge Team to co-develop the idea into a potential solution (Stage 5 in [Diagram 1](#)). The Challenge Team will pitch their solution in the final round of the competition, known as the innovPlus Presentation Day. On that day, the Challenge Teams will present how the envisaged solution could deliver the stated learning outcomes with a presentation and demonstration to the innovPlus Panel (Stage 6 in [Diagram 1](#)). The

innovPlus Panel shall have the final decision on whom the eventual Grant awardees shall be (Stage 7 in [Diagram 1](#)). Please refer to the Terms and Conditions in [Annex B](#) for further details.

#### AWARD MODEL

Up to S\$200,000 of prototyping grant (innovPlus Grant) will be awarded to each winning Challenge Team of the innovPlus Challenge 2023 Run 2 for the development and pilot deployment of a prototype solution. The grant will NOT be inclusive of any applicable taxes and duties that any of the parties may incur. Guidelines on the grant disbursement quantum, milestones, timeline and supported cost items are stated in the Terms and Conditions under [Annex B](#).

\*Note that a finalist (prospective Solution Partner) who is selected to undertake the prototype will be required to enter into an agreement with Challenge Owner(s) that will include more detailed conditions pertaining to the POC/prototype.

Teams with public research performers are required to seek an endorsement from their respective Innovation and Enterprise Office (IEO) and submit the IEO form together with the proposal.

#### SUBMISSION GUIDELINES AND DEADLINE

The proposal must include the following:

- Completed and countersigned innovPlus Expression of Interest ("EOI") Form
- 1 deck of slides in PDF format explaining the proposed solution, how it addresses the challenge statement and meets the desired performance requirements. To include information such as the proposed data inputs, system that the proposed solution will run on, potential benefits, the envisaged learning innovation, and the team's implementation plan
- Video or pictures (300dpi) of any prototype or simulation, if applicable
- ACRA Business Profile (2022 or most recent) with certificate confirming registration of business
- Track record of the company (including financial capability to complete the project) / CV of the team

All submissions must be made by **11 August 2023, 1600 hours (SGT/GMT +8)**. inlab and IMDA may extend the deadline of the submission at their discretion. Late submissions on the OIP, or submissions via GeBIZ, will not be considered.

## Annex A – About innovPlus

1. 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.
2. 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 areas of innovation:
  - 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
3. innovPlus comprises three rounds of evaluation:
  - i. inlab of Institute for Adult Learning (IAL) will assess if the stated Challenge Statement meets the eligibility criteria and competition guidelines stated in the Terms and Conditions under [Annex B](#).
  - 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").

4. innovPlus is conducted once every six months. Prototyping grants, each up to **S\$200,000**, could be awarded to the winning concepts to develop a prototype<sup>2</sup> for pilot testing with actual learners/users<sup>3</sup> within a maximum duration of 9 months<sup>4</sup>.

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<sup>2</sup> 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.

<sup>3</sup> *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.

<sup>4</sup> 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).



## Annex B – innovPlus Challenge and Award 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 SUSS-IAL, 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 participate<sup>5</sup>. 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 organisation<sup>6</sup> 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);
  - b. innovPlus Expression of Interest (“EOI”) Form (for prospective Solution Partner, with respect to the specific Challenge Statement published);

<sup>5</sup> [Govt Agencies list: gov.sg](http://gov.sg) | [Ministries \(sgdi.gov.sg\)](http://sgdi.gov.sg)

[Statutory Board list: gov.sg](http://gov.sg) | [Statutory Boards \(sgdi.gov.sg\)](http://sgdi.gov.sg)

<sup>6</sup> Second Grant Award must be to another Department/Division/Business Unit of the awarded organisation.

- 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 SUSS-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 SUSS-IAL 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. SUSS-IAL reserves the right to disqualify any entries if it views their materials to contain contents (e.g. text, sound or images) that in SUSS-IAL's opinion to be offensive, inappropriate, or that will cast innovPlus, Innovation Centre, SUSS-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 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-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 valued 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 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, SUSS-IAL 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-kind<sup>7</sup>.

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 SUSS-IAL, 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
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<sup>7</sup> To be supported with evidence for actual hourly rate charged (either with the payslip or a salary statement from HR)

1 <sup>st</sup> : 30% of maximum grant amount	Effect of LOA by signature of SUSS-IAL and Challenge Owner organisation	Start of prototype development	up to S\$60,000
2 <sup>nd</sup> : 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 <sup>rd</sup> : 20% of maximum grant amount	1 <sup>st</sup> 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 <sup>th</sup> : 30% of maximum grant amount	2 <sup>nd</sup> part of Final Summative Report, Pilot completion and Evaluation, Final Presentation and required claim documents	6 to 9 months after start of prototype development	up to S\$60,000

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 SUSS-IAL’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 SUSS-IAL 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 Protocol<sup>4</sup> 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 SUSS-IAL on all cost items it is claiming for funding.

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. SUSS-IAL 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 SUSS-IAL disclosing, in such manner as SUSS-IAL deems appropriate, in its (SUSS-IAL’s) publicity materials of the team’s participation, and setting out and publishing in its publicity materials, in such manner as SUSS-IAL 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 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 SUSS-IAL against any and all actions, claims, demands, and proceedings in any way arising out of or connected with SUSS-IAL'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 SUSS-IAL 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 SUSS-IAL of such inaccuracy, incompleteness, misleading nature, or untruthfulness, and provide such information in connection therewith as SUSS-IAL 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**

29. The Challenge Team shall undertake to collaborate with SUSS-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 SUSS-IAL 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 SUSS-IAL to profile the companies and individuals involved, as well as the solution and/or prototype on the following platforms:
  - a. SUSS-IAL professional development seminars and workshops;
  - b. SUSS-IAL partner showcase for a period of 12 months;
  - c. SUSS-IAL conferences and events, e.g. the Adult Learning Symposium and Learning Roadshows; and
  - d. Conferences and events SUSS-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. SUSS-IAL reserves the right to disqualify any participant at any point in time during the innovPlus Challenge.

*SUSS-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.*