

INTELLIGENT CURRICULUM DEVELOPMENT FOR INDUSTRY-ALIGNED COURSES

CHALLENGE OWNER

This challenge is part of the **innovPlus Challenge 2025 Run 1 – Pathway 1**, 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.

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.

The Challenge Owner is a registered training provider established in 2008, offering over 100 Workforce Skills Qualifications (WSQ) courses annually across various sectors, including food services, retail, cleaning, security, and digital literacy. Each year, the organisation trains approximately 20,000 adult learners, comprising both self-sponsored individuals and employer-sponsored staff. Its training programmes focus on practical, job-relevant skills for professionals, managers, executives and technicians as well as rank-and-file workers. In response to evolving industry and regulatory needs, the organisation is now exploring smarter, more scalable ways to design and update learning content, ensuring it remains relevant and responsive to workforce demands.

CONTEXT

CURRENT SITUATION

The Challenge Owner delivers over 100 WSQ-accredited courses annually, each subjected to a formal review every two years to ensure regulatory compliance and industry relevance. This review includes content updates, pedagogical validation, and audit documentation. However, the process remains largely manual and labour-intensive, placing a heavy burden on a lean team that also oversees day-to-day training operations.

The Challenge Owner is expanding its course offerings into new domains such as baking, drone operations, environmental, social, and governance reporting, and digital literacy to meet emerging market demands. This involves co-developing content with external subject matter experts (SMEs), especially in areas lacking in-house capabilities, supporting both innovation and curriculum agility. Corporate clients are increasingly seeking customised training aligned with real-world workplace scenarios. However, the current manual review process hampers the Challenge Owner's ability to respond swiftly and tailor programmes to meet client needs.

PAST AND CURRENT SOLUTIONING EFFORTS

The course review process is currently triggered by either the two-year review cycle or regulatory updates. Each review involves forming a workgroup of curriculum designers, instructional designers, and SMEs to update course content, integrate experiential learning components, and ensure alignment with the Singapore Skills Framework (SFw). Although course materials and feedback are stored in a central repository, collaboration remains largely manual. SMEs provide inputs via documents or email, which must be manually consolidated and reviewed by instructional designers. The review outcomes are documented in meeting minutes to meet SkillsFuture Singapore's (SSG) compliance requirements.

With limited manpower, many team members are doubling up as trainers and developers. The manual and fragmented workflow leads to inefficiencies, making it challenging to maintain course quality and keep pace with expanding programme demands.

CHALLENGE / GAP / UNREALISED POTENTIAL

- Heavy workload. The internal team responsible for course updates is small, and many of its members also serve as trainers. This makes it challenging to manage the large number of courses that need regular review. Each update requires multiple steps, including gathering feedback, rewriting content, and ensuring compliance, all of which require significant time and coordination. The team is stretched thin, and the process frequently results in delays and staff fatigue.
- Outdated and irrelevant course content. Training content frequently lags behind regulatory updates and evolving industry practices, resulting in misalignment with current job role requirements. As new national skills frameworks are introduced, existing courses may no longer reflect the updated competencies essential for workplace relevance. Additionally, the rapid adoption of new technologies and changing operational practices across sectors necessitate more frequent and responsive curriculum updates. Failure to address these shifts in a timely manner risks delivering outdated training that does not meet learner or employer needs.
- Decrease in learners' satisfaction. Post-course evaluations often highlight consistent learners' struggle with specific topics, pointing to potential gaps in curriculum effectiveness. In many cases, course materials include outdated examples or scenarios that lack relevance in today's context. Without timely content updates, these issues persist, adversely affecting learners' engagement, performance, and satisfaction.
- Limited personalisation and scalability. The curriculum development team currently relies on static templates and basic keyword tagging to manage training content. While these methods provide baseline functionality, they lack the flexibility needed to support diverse learner profiles or role-specific competencies. Consequently, the team faces challenges in rapidly customising content or fulfilling client requests for tailored training solutions. This limitation hampers the organisation's ability to scale its offerings and deliver more personalised and responsive learning experiences to learners.

CHALLENGE STATEMENT

How might we develop an intelligent solution to streamline the review and updating of training curricula, ensure continued relevance and regulatory compliance, and deliver customised learning experiences that enhance learners' satisfaction and learning effectiveness?

WHAT ARE WE LOOKING FOR?

The Challenge Owner seeks an intelligent curriculum development solution to transform the traditional curriculum review and update process. The solution should improve operational efficiency, ensure regulatory compliance, support scalable customisation across various WSQ courses, and increase learners' satisfaction.

The solution should meet the following criteria:

Content Input, Updates and Recommendations

- Smart curriculum recommendations. Enable curriculum developers to input new job descriptions, regulatory updates, or industry guidelines, pedagogical frameworks, and meeting minutes documenting review outcomes and then analyse these inputs against

existing course materials. It should generate a summary of proposed changes, highlight specific content that needs revision, and provide a rationale to guide decision-making.

- Customised content for emerging job roles. Enable curriculum developers to upload industry skills frameworks and efficiently tailor course content for new sectors and job roles. It should automatically map existing content to new competency requirements, identify gaps, and suggest relevant modifications.
- Adaptive learning content alignment. Be able to propose updates to learning assets, including trainer guides, lesson plans, assessment plans, and activity materials to align with defined learning outcomes and the SFw. It should ensure training activities are linked to assessment criteria and maintain consistency across all components.
- Automated learning video generation (optional). Leverage on existing library of video resources to generate new videos. These videos should enhance experiential learning by demonstrating complex procedures, workplace scenarios, and role-play situations, while ensuring alignment with course objectives and industry practices.
- Multi-lingual content support. Must support English and Chinese content during the pilot phase and be designed with the scalability to incorporate Malay and Tamil in future iterations.

Course Management and Learner Experience

- Centralised course repository. Include a centralised hub for storing and retrieving course information, such as objectives, duration, pricing, assessment methods, learning outcomes, and required materials. This repository should support instructional design workflows and allow sales teams to easily access accurate and updated course information.
- Course dashboard. Dashboard displays summary of course key performance information and suggestions for improvements.
- Learners' dashboard (optional). Provide learners with access to post-course materials such as additional industry training recommendations, curated online resources, and personalised follow-ups. It should also enable communication with learners to reinforce learning and gather feedback post course completion.

Analytics for Continuous Improvement

- Feedback-driven curriculum optimisation. Be able to gather learners' feedback via surveys and analyse it to suggest curriculum improvements. It should identify high- and low-performing courses, allowing curriculum developers to prioritise updates and helping the sales team refine marketing strategies.
- Insights to address evolving learning needs. Be able to equip the sales team with analytics derived from course feedback and learners' demand trends. This insight allows for the creation of tailored marketing content, identification of in-demand training offerings, and delivery of customised proposals that better meet client needs.

OVERALL PERFORMANCE REQUIREMENTS

- System integration and compatibility. Seamlessly integrate with the current learning management system and utilise existing learning asset repositories without needing major restructuring.
- Compliance with PDPA. Comply with the PDPA and ensure high data security. Learners' data, curriculum materials, and user interactions should be safeguarded with access controls, encryption, and strong data management protocols.
- Alignment with SSG guidelines. Comply with SSG guidelines for e-learning development, ensuring proper course and assessment structures while maintaining clear learning pathways that validate module completion before final assessments.

- Accessibility and user experience. Provide an intuitive interface accessible across various devices and platforms, enabling learners and curriculum designers to engage with content effectively from any location.
- Cost-effective and sustainable. Provide a sustainable cost model for long-term adoption and maintenance, enabling the Challenge Owner to scale across its WSQ courses and adapt to future training needs without prohibitive costs.

TARGETED LEARNERS /USERS

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

- Estimated 100-200 learners from the food service industry.
- Potential secondary users include around 10 internal curriculum developers.

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.

MEASURES OF SUCCESS

The proposed solution should aim to achieve measurable improvements in curriculum review efficiency, learner satisfaction, and training effectiveness. These improvements can be evaluated using both internal tracking and relevant Training Quality and Outcomes Measurement (TRAQOM)* survey indicators:

- Reduced time taken for course review and updates. The time required to review and update course content should be reduced by at least 70%, as measured through completion time tracking and staff feedback and drawing reference from SSG TRAQOM survey questions related to content coverage and applicability.
- Increased learners' satisfaction level. At least 15% increase in course satisfaction ratings should be achieved by improving content relevance and alignment with job roles, as measured through post-course evaluations and learners feedback surveys. This is directly measurable via learners' ratings on key SSG TRAQOM survey items such as course recommendation, content relevance, learning needs met, teaching methods, and overall positive course experience.
- Learning effectiveness. Positive learners' responses should increase by at least 15% on key SSG TRAQOM questions related to course recommendation, course content, learning needs met, and career progression. These outcomes correspond with SSG TRAQOM questions evaluating perceived skill acquisition and career progression benefits, providing a robust indicator of how well the training translates into workplace performance.

**The TRAQOM initiative, developed by SSG, is designed to enhance the quality and effectiveness of SSG-funded and SkillsFuture credit-eligible courses. It comprises two standardised surveys that gather trainees' feedback on course quality and the impact on their work and careers. The collected data is aggregated into quality and outcomes indicators, which are published on the MySkillsFuture portal. This transparency aids learners in making informed decisions and enables training providers to identify areas for improvement.*

Key Features of TRAQOM:

Course Quality Survey: Administered at the end of the course, this survey captures learners' perceptions of the training quality, including aspects like content relevance and instructor effectiveness.

List of TRAQOM survey questions to be measured:

- Q1. The course content covered the knowledge / skills as outlined in the course synopsis
- Q2. The course content is relevant for application in my work
- Q3. The course materials supported my learning (e.g. references, presentation slides, etc.)
- Q4. The teaching methods used were innovative (e.g. teaching strategies and activities, technological tools, etc.)
- Q5. The teaching methods used were effective in helping me learn and acquire skills
- Q6. The course duration was just right
- Q7. The course met my learning needs

Jobs/Careers Impact Survey (optional): Conducted three months post-course, this survey assesses how the training has influenced learners' job performance and career progression.

POSSIBLE USE CASES

1. Intelligent curriculum updates. Sarah, a curriculum developer, is reviewing a WSQ Food Hygiene course. Previously, updating course content was a time-consuming process that took weeks of manual effort, comparing multiple documents, gathering inputs from subject matter experts (SMEs), and ensuring compliance with audit requirements. With the new intelligent content management solution, Sarah uploads the latest food safety regulations and industry guidelines into the platform. The system automatically analyses the existing course content against the new inputs, identifies outdated sections, and recommends targeted updates. As a result, Sarah is able to complete the course revision in a matter of days, with full confidence that the content is both regulatory-compliant and aligned with current industry standards.
2. Personalised and relevant learning content. Marcus, a team leader at a quick-service restaurant, is enrolled in a WSQ course on workplace safety. In the past, he found the content overly generic and difficult to relate to his work environment. With the updated course built using the new solution, Marcus engages with realistic, contextualised case scenarios, such as responding to a kitchen fire under timed conditions. The examples are tailored to food service settings, making the content more practical and easier to apply on the job. After completing the course, Marcus submits in-platform feedback, which the system analyses alongside responses from other learners to identify areas for ongoing curriculum refinement.
3. Streamlining client training solutions. Clarissa, a corporate sales executive, works with SME clients looking for staff training solutions. Previously, course customisation involved lengthy coordination with the curriculum development team, leading to delays. With the new solution, Clarissa can input specific client training needs and instantly receive intelligent recommendations such as bundling relevant WSQ modules into a tailored learning pathway. She is able to generate structured, standards-aligned proposals promptly, helping to accelerate the sales process and enhance the organisation's responsiveness to client demands.

WHAT IS IN IT FOR YOU?

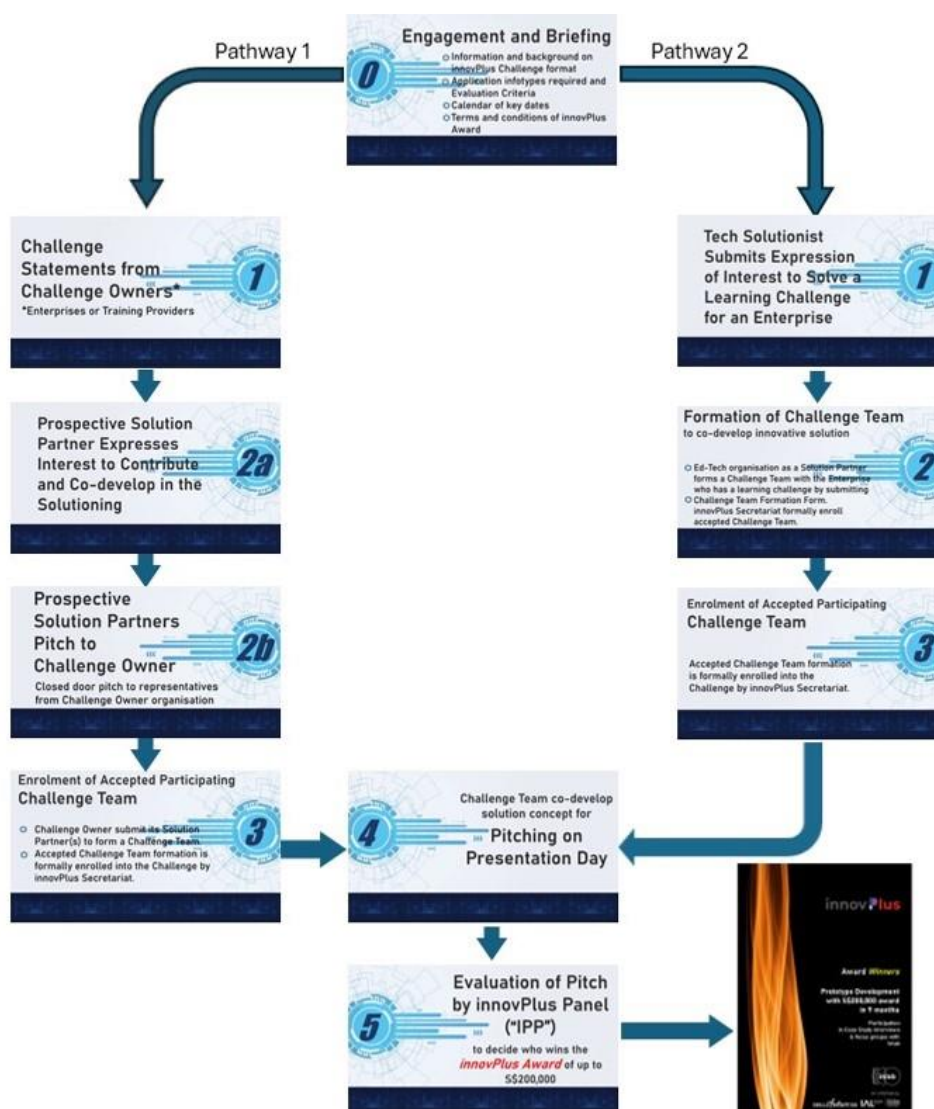
- Up to S\$200,000 of prototyping grant (innovPlus Grant) for each winning Challenge Team of the innovPlus Challenge 2025 Run 1 (see Award Model) to develop and trial an innovative, feasible and scalable prototype that advances CET practice and learning outcomes.
- Access to IMDA'S PIXEL corporate innovation hub and complimentary innovation consultancies (e.g. Design Thinking, Digital Storytelling) for prototype development, where applicable.

- 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 2a of Pathway 1 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 2b of Pathway 1 in Diagram 1).

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

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 3 of Pathway 1 in [Diagram 1](#)). The Challenge Team will pitch their solution in the final round of the competition, known as the innovPlus Presentation Day. On Presentation Day, the Challenge Teams from both Pathways 1 and 2 will present how the envisaged solution could deliver the stated learning outcomes with a presentation and demonstration to the innovPlus Panel (Stage 4 in [Diagram 1](#)). The innovPlus Panel shall have the final decision on whom the eventual Grant awardees shall be (Stage 5 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 2025 Run 1 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.

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 (2025 or most recent) with certificate confirming registration of business
- Corporate Compliance and Financial Profile from BizFile (2025 or most recent)
- Track record of the company (including financial capability to complete the project) / CV of the team

All submissions must be made by **1 Aug 2025, 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 prototype¹ for pilot testing with actual learners/users² within a maximum duration of 9 months³.

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 who will benefit from resolving the learning challenge, who you can commit to (primary target), e.g. within your organisation. Pilot testing shall encompass minimally 30% of the targeted primary learner/user population, which cannot be less than 15 users per pilot run.

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 minimally 30% of **primary** targeted learner/user population, which cannot be less than 15 users per pilot run.

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 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 (“SUSS-IAL”). Winning submissions will be as determined by the innovPlus Panel (“IPP”) (defined below) in accordance with the prevailing Evaluation Criteria and Terms and Conditions. The innovPlus Grant is funded by SkillsFuture Singapore (“SSG”) and is administered by SUSS-IAL, by appointment of SSG. SUSS-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 participate⁴. Prospective Challenge Owners will be subjected to financial review. 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 organisation⁵ 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 participating via Pathway 1);
 - b. innovPlus Expression of Interest (“EOI”) Form (for prospective Solution Partner);
 - c. Part 1 of innovPlus Challenge Team Formation Submission Form (for enrolment of team formation);

⁴ [Govt Agencies list: gov.sg](https://gov.sg) | [Ministries \(sgdi.gov.sg\)](https://sgdi.gov.sg)

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

⁵ Second Grant Award must be to another Department/Division/Business Unit of the awarded organisation.

- 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 and demonstration of any concept mockup/wireframe (where applicable), 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 15 minutes. This will be followed by engagement with IPP for up to 15 minutes. The session will be conducted in closed-door to only the IPP in the Pitching Room.

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, Centre for Workplace and Learning Innovation, 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 SUSS-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

- Extent that the concept is clear and well-defined;
- Extent that the concept is distinctive from other similar ideas;
- Extent the concept aligns or is consistent with existing knowledge and evidence about the challenge being addressed; and
- Extent the concept fit the context of the learning challenge being addressed, including addressing the key aspects of the learning challenge.

b. Innovation

- Extent proposed innovation goes beyond known / existing solutions with (a) clear innovative value and (b) absolute valued add in terms of raising the quality and ROI of the learning and learning outcomes;
- Extent the proposed solution offers a competitive advantage vis-à-vis existing solutions in the market;
- Evidence of sound pedagogical design being effectively harnessed to the proposed solution; and
- Extent of user friendliness and adaptability.

c. Impact and Scalability

- Demonstrates feasibility of implementation organisation-wide, sector-wide or sizeable segments of the workforce. Solutions includes an evaluation process, success indicators and impact measurement; and
- Offers potential to also help other enterprises facing similar challenges (i.e. broader application, adaptation and transferability)

d. Project and Implementation Team

- Team consists of members from different disciplines
- 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
- Demonstrates commitment to develop the prototype as envisioned. 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.

QUANTUM AND ADMINISTRATION OF THE GRANT

11. 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 approved budget, which can be in monetary form or in-kind⁶.
12. 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.
13. The Grant shall be disbursed in 4 tranches, strictly adhering to the stipulated milestone and timeline in the table below:

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

Besides the first advance disbursement of 30%, subsequent funds will only be reimbursed 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

14. 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

⁶ To be supported with evidence for actual hourly rate charged (either with the payslip or a salary statement from HR)

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.

15. 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 Protocol⁴ shall apply. For the avoidance of any doubt, the terms and conditions in the LOA are strictly non-negotiable.
16. 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 SUSS-IAL.
17. 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).
18. 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.
19. 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.
20. 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 payments 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.

21. The Challenge Team shall be solely responsible for its own partnership management and teamwork, including Intellectual Property ("IP") arrangements and development / implementation plan.
22. 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.
23. 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.
24. 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.
25. 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.
26. 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

27. 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 trial-ing/pilot that ensued. No confidential or private information will be revealed through this effort;
28. 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;
29. The Challenge Team shall undertake to collaborate with SUSS-IAL to allow and facilitate the use of its prototype or solution within sandbox environments to individuals or organisations designated by SUSS-IAL to trial the prototype or solution during and/or after the project; and
30. 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 18 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.
31. 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.
32. Secretariat of the innovPlus Challenge and innovPlus Grant is the inlab, acting on behalf of the Institute for Adult Learning ("SUSS-IAL"), of 11 Eunos Road 8, #05-03, Singapore 408601, wherein SUSS-IAL is an autonomous institute of the Singapore University of Social Sciences.

GENERAL

33. 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 Centre for Workplace and Learning Innovation, that complies with the intent and spirit of innovPlus.
34. 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.