Frequently Asked Questions for Industry Alignment Fund – Industry Collaboration Projects (IAF–ICP)

S/N	Question	Response
OVERVIEW		
1.	What is the objective of the RIE2030 IAF-ICP scheme?	IAF-ICP is a research grant that supports industry-relevant public sector R&D collaborations, with the objective of encouraging public-private R&D partnerships, with a line of sight to drive economic outcomes in Singapore, including commercialisation, revenue generation, and capability uplift.
2.	Who awards/administers IAF-ICP funding?	In RIE2030, the IAF-ICP is governed by the Singapore Economic Development Board (EDB) and Enterprise Singapore (EnterpriseSG) as the Implementing Agencies (IAs). The grant administration for IAF-ICP is supported by A*STAR's Office of Grants Administration (OGA) as the Grant Intermediary (GI).
3.	When does the IAF-ICP grant process start, and when will we be notified of the outcome? I need to manage the expectations of my Industry Partner.	IAF-ICP is an open scheme whereby applications are accepted **on a rolling basis throughout the year**. It is **not** an academic or manpower grant. For projects requesting budget quantum of less than S$30M, the project evaluation timeline may take up to 4 months, depending on: • Completeness and clarity of the proposal • Complexity and scale of the project • Responsiveness to queries and any request for deviations
4.	Are there any guidelines that performers should follow for their awarded project?	The performers should adhere to the Grant Rules 2026 and Grant Terms & Conditions 2026 (T&Cs) included in their LOA. The latest version of these documents may be found on our website. Any updates to the IAF-ICP funding scheme will be communicated to the Performers through A*STAR OGA.
SCOPE OF PROJECT		
5.	Is there any restriction to the type of research I can do for IAF-ICP funding?	No, the IAF-ICP grant is pan-domain, and proposals are assessed on their own technical and economic merits. Projects should be industry-relevant, have a technology readiness level (TRL) between medium to high (TRL 4 to 9), and demonstrate strong industry demand, innovation potential, committed industry participation and lead to actual economic outcomes (e.g. licensing income, sales revenue etc.). Projects with low TRL (i.e. TRL 1-4) are not supported by IAF-ICP.
6.	Who should define the IAF-ICP project work scopes (i.e. Performer or Industry Partner(s)?	The IAF-ICP problem statement should be defined by the industry partner, and the work scope and intended outcomes should be jointly agreed upon between the Performer and the industry partner. For IAF-ICP projects involving more than 1 industry partner, industry partners must agree on a common key problem statement, and are willing to collaborate with one another and the public research

		performer to contribute to the research objective of the project. Where relevant, applicants may reach out to A*STAR OGA to facilitate engagements with the relevant teams in EDB and/or EnterpriseSG. The economic agencies can help provide guidance on relevant sectoral priorities, industry trends and market opportunities, and share relevant considerations to help applicants strengthen the industry and economic relevance of their proposed project.
7.	What outcomes are expected from IAF-ICP projects?	Expected outcomes include: • Product or process innovations introduced • Licensing income or revenue generation • Job creation and R&D activities • Strengthening of local innovation ecosystem
INDUSTRY COLLABORATION		
8.	How can I explain about IAF-ICP to prospective industry partner(s) e.g. defining of project scope etc?	Public research performers should adopt the "**project first, grant scheme second**" approach for all grant applications. This means the industry partner and public research institution should agree on a specific R&D objective and key problem statements, and on the contributions by each party for the project. The determination of suitable schemes, e.g. Gap funding, institutional core funding or IAF-ICP, should be an internal decision by the public research performers. Where industry partners are already requesting for incentives from economic agencies such as EDB or EnterpriseSG, these must be declared in the IAF-ICP application, and will be factored into the assessment of the application. It should be noted that grants awarded by the economic agencies to industry partners are not allowed to be counted as qualifying TRIE contributions by the industry partners.
9.	My industry partner is a foreign company. Can I collaborate with them for IAF-ICP?	Foreign companies must clearly articulate their innovation mandate in Singapore in the proposal and should ideally have or aim to have a local presence in Singapore. The industry partner is expected to work with the Performer to build their local innovation capabilities in Singapore through the IAF-ICP project. Refer to Q7 for other "expected outcomes".
10.	What is Innovation Mandate (IM)?	IM refers to the **extent to which the industry partner's innovation activities are anchored in Singapore**, including decision-making authority, economic value capture, and long-term R&D commitments. IM is assessed based on the following six indicators (6Rs): • Roadmap – Ownership of product development direction • Responsibilities – Profitability and P&L ownership • Representation – Decision-makers based in Singapore • Roots – Spillovers to local ecosystem • Revenue – Economic value captured in Singapore • Reference Site – Role as global/regional innovation hub Proposals that demonstrate **strong and credible IM** across multiple indicators will be assessed more favourably.

<table>
<tr><td>11.</td><td>Would the IAF-ICP scheme support companies that have not yet met Innovation Mandate (IM) criteria, but may demonstrate some potential to become an IM company?</td><td>Yes, the proposal should set out the company's intended commitments and explain how the IAF-ICP project is expected to strengthen the company's Innovation Mandate (IM). The proposed IM outcomes/ commitments should be credible, attributable to the project and supported by the Industry Partner.</td></tr>
<tr><td>12.</td><td>When should the Research Collaboration Agreement (RCA) with the Industry Partner(s) be signed and submitted?</td><td>Broadly, these are the stages of discussions between the public research performer(s) and the industry partner(s) involved:
Project scoping to define the problem statements and research objectives
Discussion on IP arrangements and contributions from all parties involved, e.g. research expertise, estimation of resources required, background IP
Development and submission of the Full Proposal
Issuance of In-Principle Approval (IPA)
Submission of RCA within two months from the IPA issuance.
Issuance of Letter of Award (LOA)
The RCA should document the agreement on the committed TRIE contribution and full Project Milestones as per the approved proposal and institution's procedures and requirements.

To facilitate smoother conversion of the IPA to LOA, performers are required to share the draft RCA with A*STAR OGA as soon as it is ready for signing. If more time is required to finalise the RCA, the performer should submit a written request for extension to the Grantor (through A*STAR OGA) at least 1 week before the RCA submission deadline. Otherwise, the IPA will be deemed to have lapsed, and the performer may need to re-apply for IAF-ICP funding.</td></tr>
<tr><td>13.</td><td>What is the minimum contribution that my Industry Partner needs to put in?</td><td>The recommended leverage ratio of ICP funding to Qualifying TRIE is 1:1.5 for MNCs and LLEs and 1:1 for only Singapore-based SMEs and startups. Proposals with at least 15% cash contribution (based on qualifying cash and in-kind TRIE) will be considered more favourably.

The table below shows how much qualifying TRIE is required from industry partner(s) for a S$10M ICP proposal. Please note that S$10M is not the minimum ICP budget amount required, but an example amount provided for the purpose of illustrating the minimum TRIE contribution based on the recommended leverage ratio as above. There is no prescribed minimum or maximum ICP funding amount, and the funding quantum will be assessed based on the scope and needs of the project.

<table>
<tr><th>Industry Partner(s)</th><th>ICP budget</th><th>Minimum Qualifying TRIE</th><th>Source of TRIE</th></tr>
<tr><td colspan="4">Proposal involves only one industry partner</td></tr>
<tr><td>Company is <u>not</u> a Singapore-based SME or startup</td><td>S$10M</td><td>S$15M</td><td rowspan="2">Solely contributed by single industry partner</td></tr>
<tr><td>Company is a Singapore-based SME or startup</td><td>S$10M</td><td>S$10M</td></tr>
<tr><td colspan="4">Proposal involves two or more industry partner</td></tr>
<tr><td>At least one</td><td>S$10M</td><td>S$15M</td><td>Contributed</td></tr>
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		company is a Singapore-based SME or startup			by all industry partners; need not be equal amounts as long as the total sum meets the minimum TRIE.
		All companies are Singapore-based SMEs or startups	S$10M	S$10M	
14.	Can the Industry Partner's past commitments (e.g. R&D funding / service agreements) with the public research performer prior to IAF-ICP project commencement be considered as TRIE to the project?	Deals and commitments made prior should not be factored into new proposals seeking funding from RIE2030 IAF-ICP. Service agreements cannot be considered towards TRIE, whether signed prior or after project commencement.			
15.	The company is not willing to provide details on its contributions (e.g. no breakdown of EOM) either during grant application. What should I do?	Performers should communicate the reporting requirements to their industry partner(s) during proposal scoping to ensure that the industry partner(s) is/are fully informed of these obligations before committing to the project. Failure to provide details of company contributions in the submitted proposal may result in longer evaluation time or even non-award of the proposal.			
16.	I am interested to apply for the IAF-ICP funding. Where can I seek support in developing my proposal and identifying suitable industry partners?	You may reach out to your institute's Research Office, Innovation & Enterprise Office (IEO) / Technology Transfer Office (TTO) and/or the relevant National Platforms as the first point of support in developing your proposal. They can provide guidance on the IAF-ICP requirements, relevant industry trends and market landscape, and help identify and connect research performers with potential industry partners/users of the technology. Research performers should work closely with their Industry Partner(s) to develop the project and its intended outcomes.			
17.	What is the purpose of the publicity disclosure clause for IAF-ICP projects?	This is part of the Grantor's due diligence checks for IAF-ICP, to protect the publicity disclosure rights of involved parties, due to the involvement of companies in the grant projects.			
APPLICATION & ASSESSMENT					
18.	Where can I download the application template?	All relevant documents and information can be found on: https://www.a-star.edu.sg/Research/funding-opportunities/grants-sponsorship/iaf-icp			
19.	What points should the performer include in terms of the potential licensing value?	Performers are strongly encouraged to outline specific considerations such as pre-agreed licensing terms, potential IP development and estimated market size potential in their IP management plan.			
20.	If my proposal gets rejected for IAF-ICP funding, can I submit it for other funding schemes? Is there an internal funneling mechanism?	It depends on the nature of the proposal. The Grantor will endeavour to provide feedback on the rejected proposals and recommendation on alternate sources of funding where appropriate. Applicant will have to make the submission to other funding schemes on their own. There is no internal funneling mechanism.			

21.	Will a project receive support from IAF-ICP as long as it meets the minimum qualifying criteria and leverage ratio?	Funding approval is subject to **overall project merit**, including technical quality, economic impact, and Innovation Mandate (IM) strength. Beyond simply meeting the minimum qualifying criteria, approval of funding is subject to technical and economic considerations and IA's assessment of the project's potential for value creation and value capture in Singapore. In addition to meeting the minimum TRIE contributions, the project should also achieve other desired outcomes, such as licensing revenue, no. of new R&D jobs created, and no. of new collaborations with the local ecosystem especially SMEs/startups.
22.	What are the evaluation criteria for IAF-ICP? Can you elaborate more on "technical and economic considerations, and potential for economic impact for Singapore"?	Potential for economic outcomes will be a key criterion in assessing the proposal. Examples of economic outcomes include new or differentiated products/processes/services, for commercialisation in or via Singapore, extent of local value capture, and licensing income. Industry collaboration should allow or lead to some or all the following: • **Research Performer:** Building up of industry-relevant and sophisticated capabilities • **Industry Partners:** Building up of innovation capabilities in locally based companies, resulting in increased Business Expenditure on R&D (BERD); strengthened economic positioning e.g. anchoring of product development and product charters in Singapore; greater market competitiveness • **Ecosystem:** New or expanded enterprises (e.g. suppliers), startups, and manufacturing activities in Singapore, new product or process innovation introduced, revenue generated or cost saved from innovation The Grantor recognises that not all economic outcomes may manifest within the timeframe of the collaboration. Beyond the review of yearly progress reports during the ICP support period, respective IEOs will continue to engage the Performers to gather the outcomes and impacts of the project for up to three years after the end of the ICP. IAF-ICP is <u>not</u> an academic grant. Performers are expected to work closely with industry partners in moving downstream towards the co-creation of new projects, solutions, and services, to create and capture value for Singapore.
23.	Can startups and/or SMEs tap on other funding schemes if it participates in IAF-ICP?	Startups and/or SMEs may tap on other funding schemes while participating in IAF-ICP. Grants received or applied for by the industry partner should be declared in the Full Proposal, and grant-funded items will not count towards their TRIE contributions to the IAF-ICP.
PROJECT BUDGET		
24.	Company is contributing S$15M towards the project. Does it mean that I am entitled to S$10M IAF-ICP?	IAF-ICP is not awarded based on a matching ratio basis. Instead, Performers should apply for IAF-ICP to gap-fund the contemplated project, having a comprehensive idea of the full project budget and due consideration of all available funding sources.

<table>
<tr><td></td><td></td><td>Approval of exact funding amount is subject to the Grantor's assessment of line items and justifications in the project budget.</td></tr>
<tr><td>25.</td><td>Does IAF-ICP provide for indirect costs (overheads)?</td><td>Performers must include any indirect costs in their IAF-ICP budget request as separate line items. Funding for indirect costs is subject to Grantor's approval and capped at 30% of the direct costs listed in the Performer's IAF-ICP budget request.</td></tr>
<tr><td>26.</td><td>Are non-fundable items allowed to be included in my budget request?</td><td>Please refer to the Grant Rules 2026 in the application package.</td></tr>
<tr><td>27.</td><td>Is it mandatory for the performer to provide in-kind contribution?</td><td>While there may not be a prescribed minimum quantum of performer in-kind contribution, performers should contribute meaningfully to the project, as the IAF-ICP is premised on a public-private R&D collaboration between performer(s) and industry partner(s).

A performer's substantive research and inventive contribution is also relevant to foreground IP (FIP) ownership and downstream value creation. If the performer does not provide any in-kind contributions, they may have limited basis to own FIP or generate greater/broader value capture for Singapore. Accordingly, proposals should clearly show the performer's involvement in the project, including research contribution and expected IP generation. Should the proposal have zero performer in-kind contribution, performers are required to include clear, compelling justifications for Grantor's assessment.</td></tr>
<tr><td colspan="3">TOTAL RESEARCH AND INNOVATION EXPENDITURE (TRIE)</td></tr>
<tr><td>28.</td><td>What does Total Research and Innovation Expenditure (TRIE) mean?</td><td>TRIE refers to the total investment (comprising cash and in-kind) committed by a private company for R&D in Singapore.

TRIE must be directly related to the IAF-ICP project and incurred in Singapore. Additionally, TRIE commitments must be documented in a RCA between the performer(s) and the industry partner(s).

TRIE can be classified as qualifying and non-qualifying. Below provides a non-exhaustive list of qualifying and non-qualifying TRIE examples.

<table>
<tr><th><u>Qualifying</u> TRIE</th><th><u>Non-Qualifying</u> TRIE</th></tr>
<tr><td>Direct cash contributions</td><td>Costs supported by other grants.</td></tr>
<tr><td>In-kind contributions such as:
• Manpower (EOM)
• Purchased equipment and software
• Purchased materials, consumables and drugs
• Company-manufactured in-kind (CMIK), where applicable*

*Software that is manufactured / sold by the company is not qualifying TRIE, and is regarded as background intellectual property (BIP) from the company.</td><td>Manpower costs for researchers not based in Singapore

Indirect costs
• Non-R&D headcounts (e.g., admin, business, and marketing, etc.)
• Non-R&D activities and equipment/consumables (e.g., general purpose IT equipment, stationary, office furniture and fitting, etc.)
• Infrastructure costs (e.g., rent, construction costs, etc.)
• Non-R&D operating expenses (e.g., courier, local travel, admin, etc.)</td></tr>
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			Others (e.g. service agreements, software manufactured / sold by company, etc)
29.	How is TRIE tracked?	TRIE realisation is monitored during annual progress reporting. Performers are required to submit documentation evidencing cash and in-kind contributions by the industry partners (e.g. transaction records/receipts for cash, company declaration letter and supporting annexes for in-kind) to the IAF-ICP project. Please refer to "IAF-ICP Guidelines for Demonstrating Realisation of Industry Contributions" for required supporting documents.	
INTELLECTUAL PROPERTY (IP)			
30.	What is the typical intellectual property (IP) arrangement with companies for an IAF-ICP funded project?	The usual IP arrangements such as ownership will stand, e.g. solely developed, solely owned (SDSO); jointly developed, jointly owned (JDJO). The ownership arrangement should also reflect how the foreground IP (FIP) is developed by the respective parties. Performers must take reference from the National IP Protocol, and consider non-exclusive IP arrangements with reasonable option period. IAF-ICP proposals should demonstrate proper IP management, downstream outcomes with its Industry Partner(s), such as licensing income and adoption of new innovations, products or processes, if the project is successful. Performers are strongly recommended to have IP discussions with industry partners early in the process to address potential roadblocks, especially if IP deviations are anticipated. Please refer to "IAF-ICP Guidelines on IP Arrangements" for the list of IP guidelines not to be acceded.	
31.	If there are deviations from the IAF-ICP IP guidelines, what is the process to seek approval?	If there are any deviations from the prevailing IP guidelines, Performers are required to inform and obtain approval from the Grantor before proceeding. Performers must highlight the proposed deviation(s) to the Grantor **during the full proposal submission** for holistic assessment. A*STAR OGA will facilitate the necessary evaluation and seek Grantor's approval prior to award. Deviations must be supported by clear, compelling justifications and proposed mitigations, and should remain consistent with the overarching principles of safeguarding public interest and ensuring fair value capture for Singapore.	
32.	Are there any IP arrangements that are not allowed?	Yes, the following two IP arrangements are IP redlines and are **strictly not allowed**: • Ceding ownership rights for solely / jointly-created foreground IP (FIP) to industry partner if the industry partner has not paid for IP assignment for full ownership and exclusive commercialisation rights • Granting industry partner exclusive commercialisation rights without expecting the industry partner to pay for these rights	
POST-AWARD MATTERS			
33.	What is the difference between a major and minor	Major variation requests generally have a material impact on the project scope, deliverables and/or budget. Public research	

	variation request?	performers may approach their Research Offices for guidance before surfacing the request to the Grantor.
34.	What is the minimum submission timeline for variation requests?	Requests should be made to the Grantor 3 months before the end of the project term, except for no-cost grant extensions, which should be made before the last 6 months of the original end of the project term. More details on variations to the Research can be found in the Grant Rules 2026.
35.	How long does the variation request take to process? I want to avoid having retrospective variations.	The time required to process variation requests will vary depending on the nature and number of variations in the request, and the completeness of the supporting documents, e.g. justification and necessary approvals*, mitigation plans and catchup plans, etc. It is strongly recommended for performers to submit their variation requests to the Grantor at least 3 months before the effective date of change, with the exception of extension requests, for which performers are required to submit such requests to the Grantor at least 6 months before the project's end date. Do note that only approvals from Grantor and/or iGrants will constitute a formal approval of the project variation. *These refer to approvals from the respective Research Offices, institutional research leadership, Steering Committee / Governing Board / Ethics Committee set up for the Research (if applicable), and the Grantor.
36.	Are retrospective variations allowed? Why do scope change requests take longer to process and how can retrospective requests be avoided?	No, retrospective or late requests to Grantor will not be allowed unless there is compelling justification. The processing time would depend on the nature of the variation request and the completeness of information provided. More complex or major variation requests such as scope change requests may require longer processing time. Performers should inform the Grantor of their intention to change scope or submit any variation requests as soon as they are aware of the potential changes. Other details such as project or milestone timeline(s), justifications and supporting endorsements should also be provided. Performers are strongly advised to ensure their submission of the variation request and supporting documents to the Grantor is as complete as possible, to minimise back-and-forth clarifications, which would delay the processing time of the variation request. If the public research performer has proceeded with a project variation before Grantor's approval is obtained, the Grantor may claw back the ICP funding that was used to carry out the unapproved work.
37.	Is a grant extension required for the project term to match the RCA term?	No, grant extension is not required as long as the project term falls within the duration of the RCA term. Therefore, the RCA term may end later than the project.
38.	What are the reporting requirements?	Performers are required to submit: • Annual Progress Reports (APR) • Mid-term reviews (MTR), where applicable

		• Final Report upon project completion
OTHERS		
39.	Are Performers allowed to apply for follow-on funding from IAF-ICP?	Yes, Performers may apply for follow-on funding, for example to support the next phase of a project. These will be treated as new applications. For next phase applications, Performers should demonstrate a good track record and significant delta from the Phase 1 project.
40.	Who can I reach out to if I have any queries that were not addressed?	Performers should first contact their institution's Research Office for advice before sending their queries to A*STAR OGA via iaf_icp@a-star.edu.sg.