CONTENTS

ANNEX A.1 PERFORMANCE INDICATORS FINDINGS

IR 1. IMPROVED HIGHER EDUCATION CAPACITY

IR1 has three sub-IRs: Sub IR 1.1 Improved HEI faculty and staff capabilities; Sub IR 1.2 Strengthened Science and Tech curricula; and Sub IR 1.3 Strengthened HEI linkages with industry. It has five performance indicators. Amongst the 3 IRs, the IR1 has the highest level of improvement in the capacity to innovate.

TABLE 5. SUMMARY OF SUB-INTERMEDIATE RESULTS FOR IR1 AND ITS PERFORMANCE INDICATORS (PIS)

SUB-INTERMEDIATE RESULTS	PERFORMANCE INDICATOR BASED ON REVISED FRAMEWORK	PERCENTAGE OF LOP TARGET ACHIEVED IN 2020	PERCENTAGE OF LOP TARGET ACHIEVED TO Q3 2021	REMARKS
Sub IR 1.1 Improved higher education capacity	**PI21 (ES.2-1).** Number of host-country tertiary education institutions receiving capacity development support with USG assistance	**109%**	**112%**	**Overachieved** New programs such as FEC, Career Centers, and START Center were created
	PI24. Number of tertiary education institution faculty or staff whose qualifications are strengthened through USG-supported STI-related training programs	See below	See below	Almost achieved Have catch up from the start of Quarter 1
	Completed	**24%**	86%	
	Enrolled	**54%**	107%	
Sub IR 1.2 Strengthened Science and Tech curricula	**PI16.** Number of USG-supported tertiary programs with curricula revised with private and/or public sector employers' input or on the basis of market research	**87%**	107%	**Overachieved** Increase in linkages as a factor in this over achievement
	PI25. Number of individuals attending tertiary education institutions with curricula revised with private and/or public sector employers' input or on the basis of market research			**Almost achieved** Have catch up from the start of Quarter 1
	Graduates	32%		

	New enrollees	36%		
	Attending	63%		
Sub IR 1.3 Strengthened HEI linkages with industry	**PI26.** Number of new partnerships between tertiary education institutions, government and/or private sector firms developed as a result of USG-supported programs	**121%**	**171%**	**Overachieved** Linkages resulted to several partnerships and co-operation

SUB IR 1.1 IMPROVED HEI FACULTY AND STAFF CAPABILITIES

The indicators for this Sub IR are PI 21 and PI 24.

PI21 - Number of host-country tertiary education institutions receiving capacity development support with USG assistance. STRIDE reached 112% of its target. The number of capacity development programs has 109% achievement in 2020. In the 2021, other than the existing assistance to faculty and staff, STRIDE created additional new programs such as FEC, Career Centers, and START Center.

PI24 - Number of tertiary education institution faculty or staff whose qualifications are strengthened through USG-supported STI-related training programs. STRIDE reached 86% of its target for this indicator. The number of interventions to private and public universities has 24% achievement in 2020. During the three quarters of 2021, STRIDE added activities such as Fab Lab Operations Resilience Masterclass, Career Centers, START Modules, FEC program to their already existing KTTO and PSM trainings. Further, STRIDE also reported certification of two local mentors supporting the goal of enhancing the mentoring capacity of partner universities. The number of enrollees in previously mentioned USG supported programs has 54% achievement in 2020 and 107 % in quarter 3 of 2021.

STRIDE supported a partnership with an HEI for a training center for research faculty and staff with engagement with PASUC in Quarter 2 of 2021. In Quarter 3 of the current year, STRIDE selected two institutions as hosts for this partnership.

Remarks: There was an overachievement on providing capacity development programs. Strengthening the qualifications of faculty and staff was almost achieved. This is due to a number of factors including issues on timelines as shared by Dr. Richard Abendan. "The decline in enrollment is due to several factors such as delays in contracting and other administrative matters and not just solely on the pandemic."

SUB IR 1.2 STRENGTHENED SCIENCE AND TECH CURRICULA

The indicators for this Sub IR are PI 16, PI 24, and PI 25.

PI16 - Number of USG-supported tertiary programs with curricula revised with private and/or public sector employers' input or on the basis of market research. STRIDE targeted for two PSM curricula. The number of PSM curricula has 87% achievement in 2020 and 107% in quarter 3 of 2021.

During the last three quarters of 2021, STRIDE helped three institutions on their PSMs. Technological Institute of the Philippines (TIP) as the leader of PSM in National Capital Region (NCR), launched their third PSM on engineering management while two public universities, Polytechnic University of the Philippines (PUP) and University of the Philippines (UP), are still receiving STRIDE assistance for the creation of new curricula. PUP has already developed PSM on engineering management and is waiting for CHED approval. UP started the first curriculum development activity for a PSM in Industrial Intelligent Systems. The improvement in STI curricula is attributed to several capacity building activities under PI 24 of the second phase, which are PSM curriculum workshop, Career Center training, KTTO training, FEC, and START.

PI24 - Refer to Sub IR 1.1

PI25 - Number of individuals attending tertiary education institutions with curricula revised with private and/or public sector employers' input or based on market research. STRIDE has three sub-indicators for PI 25: percentage of students who graduated, new enrollees, and attending students. In 2020, STRIDE reached 32%, 36%, and 63% respectively of its targets. For 2021, STRIDE did not report further progress in its Q3 reports.

Remarks: There was an overachievement on this sub-IR which can be attributed to collaboration of government, industry, and academe where more than one-third (36%) of service innovation (e.g., curricula) developed with other organizations (Refer to Annex D.8).

SUB IR 1.3 STRENGTHENED HEI LINKAGES WITH INDUSTRY

The indicators for this Sub IR are PI24, and PI26.

PI24 - Refer to Sub IR 1.1

PI26 - Number of new partnerships between tertiary education institutions, government and/or private sector firms developed as a result of USG-supported programs. STRIDE reached 171% of its target for this indicator. The number of new GIA partnerships has 121% achievement in 2020 and 171% in quarter 3 of 2021.

The partnerships formed were the result of activities under PI 24 which were mostly from Career Centers and KTTO and a few from the RIICS initiatives, and curriculum development of PSM programs. For the last three quarters there was increased industry-academe partnerships. A large number of MSMEs-government partnerships, as initiated by RIICS, were also remarkable under this indicator.

Remarks: The overachievement for this sub-IR may be explained by the establishment of cooperation within the IE in the country with the following forms: other institutions (45%), suppliers (27%), client or customers (50%), competitors (22.7%), consultants (46%), other HEIS (41%), and government research institutes (46%). For full data, refer to Annex D.17.

In summary, STRIDE achieved its IR1 target of capacitating HEIs to innovate. Among the three sub-IRs, performance under IR 1.2, specifically the number on graduates, enrollees, and attending of STI-related curricula should be further monitored towards the end of Q4.

ADDITIONAL TASKS IR1 (STRIDE REVISED FRAMEWORK, MAY 21, 2021)

TASK 1.1: GROWTH OF INDUSTRY-ENGAGEMENT MECHANISMS (KTTOS, CAREER CENTERS, AND PSMS) SUB-TASKS

STRIDE, in partnership with Philippine Council for Industry, Energy and Emerging Technology Research and Development (PCIEERD) created two KTTO programs with the purpose of providing resources to scale-up TTO initiatives. The Career Centers organized job fairs for Filipino youths (f = 22,0000, thousands of GI partnerships (f = 3000), strategic planning for TIP's PSM and additional faculty training on establishing career centers. For PSM, there were additional 14 curricula distributed in several regions. The connection among KTTO, Career Centers, and PSM is the mechanism necessary for industry engagement. There is PSM because KTTO serves as information on the specific curriculum needed to sustain growth in the industry. Career centers aid youths to target specific jobs required by the future work force. These three programs ensure that there are local labor markets with the competencies required for economic growth. This subtask has completed its objective.

SUB TASK 1.1.1. CREATE MENTOR'S GUIDES FOR MECHANISMS

Under this subtask STRIDE developed three learning guides, the KTTO mentor's guide, PSM guide, and KTTO workbook. These three materials consist of training modules, strategies, and step-by-step processes on establishing KTTO offices and development of PSM curricula. The guides have increased the numbers of KTTOs, PSMs and linkages as reflected in the table on summary of sub-intermediate results for IR1 and its Performance indicators (PIs). Although this subtask has completed its objectives, the last two years of the second phase forced all the participants to attend all these programs remotely. *The evaluation recommends a revised version of these guide in a virtual setup with emphasis on the universal design (UD).*

SUB TASK 1.1.2. GROW AND SUPPORT MECHANISMS IN LOCAL UNIVERSITIES

In Q2 2021, STRIDE partnered with Philippine-American Academy of Science and Engineering (PAASE) to mentor the SUCs on innovation with focus on courses under START Center, revamping the strategic plans of HEI align with international standards and roll out capacity building programs and policy initiatives. Scientist and engineers under PAASE will create course content and serve as teacher and mentors to members of PASUC.

TASK 1.2: TECHNICAL ASSISTANCE TO IMPLEMENTATION OF PASUC PISI

STRIDE and PASUC designed and conducted several diagnostic assessments of SUCS. The assessments identified the strengths and gaps in the 12 pillars of innovation the results of which were presented to the 112 SUCS. . The information obtained from the diagnostic assessments resulted in the development of the Platform for Innovating SUCs for Industry 4.0 (PISI) by PASUC with support from STRIDE. Of the 12 pillars of innovations, PISI adopted the four that emphasize intellectual capital. STRIDE's diagnostic tool serves as a metric to assess PASUC members on activities that foster innovation.

TASK 1.3: FACULTY AND RESEARCHER TRAINING (START CENTER)

To sustain STRIDE's R&D initiatives, STRIDE established the Skills in Technical and Advanced Research Training (START) Center in Q2 2021. The Center aims to serve as local training institution that enhances R&D competencies of Filipino researchers and faculty members. This was part of the

sustainability plan where the goal was to continue what STRIDE has started in the host country as Dr. Abendan explained in the context validation meeting *"START was originally a sustainable plan but there were issues in its implementation."* The START Center was only observed at the latter part of this Phase. Two universities located at the NCR region were sub-awarded and obtained approval in Q3 2021.

TASK 1.4: R&D GRANT FOR WIDENING APPLICATIONS OF RESEARCH WITHIN THE PANDEMIC (WARP)

The R&D Grant for Widening Applications of Research within the Pandemic (WARP) seeks to enable HEIs to apply results of their research activities toward solutions appropriate and/or adaptable within the operating environment of the "new normal." From the start of this program, STRIDE received 26 proposals from eligible previous grantees and made grant awards to five Philippine universities.

IR 2. IMPROVED REGULATORY ENVIRONMENT FOR INNOVATION

IR 2 has one Sub IR 2.1 and several additional tasks and four indicators. While the seeds for an improved regulatory environment for innovation have been sown, time was not sufficient for improving the IE significantly. The main aim was for procurement policy and R and D incentives framework to be improved. Both have been challenging, because any intervention along these needs to be coupled with reforms by the host government, either in terms of legal or institutional reform.

TABLE 6. SUMMARY OF SUB-INTERMEDIATE RESULTS FOR IR2 AND ITS PERFORMANCE INDICATORS (PIS)

SUB-INTERMEDIATE RESULTS	PERFORMANCE INDICATOR BASED ON REVISED FRAMEWORK	PERCENTAGE OF LOP TARGET ACHIEVED IN 2020	PERCENTAGE OF LOP TARGET ACHIEVED TO Q3 2021	REMARKS
Sub IR 2.1 Improved regulatory environment for innovation	**PI27.** Number of initiatives of innovation policy, strategies, or plans approved or implemented attributable to USG support	**94%**	**111%**	Technical assistance to national policy development, DOST /DTI policy reforms, proposed R and D framework and RDC resolutions for the RIICs
	PI28. Percentage change in time to procure scientific research equipment and materials at HEIs (with emphasis on time reduction)			No accomplishment reported for AR2020. Not included in AR2021 Q1-Q3 PI Table (Annex A). Proposed to be dropped pending approval of new MELP
	PI29. Percent change in required number of signatures needed to procure scientific research equipment and materials at HEIs			No accomplishment reported for AR2020. Not included in AR2021 Q1-Q3 PI Table (Annex A). Proposed to be dropped pending approval of the new MELP.

PI30. Percent change in new Science for Change (S4CP) grant applications	See below	Baseline data are 2017 figures. For Year 7 reporting, 2019 data are compared to baseline data. Not included in AR2021 Q1-Q3 PI Table (Annex A)
Niche Centers in the Regions for (R&D)	*-37%*	
R&D Leadership (RDLead) Program	*50%*	
CRADLE	*183%*	
Business Innovation Through Science and Technology for Industry (BIST)	*-50%*	

PI27 - Number of initiatives of national higher education innovation policy, strategies, or plans drafted, presented to stakeholders, approved, or implemented, attributable to USG support (Outcome indicator). STRIDE reached 111% of its target for this indicator. At the national level, four new policies were approved or implemented with USG-assistance after 2020. STRIDE also entered into an agreement with the UP Diliman for a procurement policy study. The DOST instituted policies to improve R and D communications and enhance the monitoring of grants in aid program.

At the regional level, policies were the formalization of the RIIC platforms in the regions through RDC resolutions. These policies focus on business recovery mechanisms during pandemic, strengthening linkages and connections between innovation actors by targeting increased participation from local industry groups, implementing roadmaps, and formulating a five- year strategic plan. An MOU was also signed by 19 host institutions on the institutionalization of the FABLABS Philippines, (QR 1 2021 p.34) to sustain government–industry–academe collaborations and have a common framework.

Agreements were also signed for HEI collaborative work through the FAB LABs Philippines network, to sustain government–industry–academe collaborations and have a common framework.

PI28 and PI29 - No accomplishments reported for AR2020. Not included in QR2021 Q1-Q3 PI Table (Annex A). STRIDE has proposed dropping these indicators in its proposed MEL plan revisions that are pending USAID approval. This is due to the long timeline needed to realize this outcome.

PI30 - Percent change in new Science for Change (S4CP) grant applications. There are four programs that refer to the indicator of change in new Science for Change (S4CP) grant applications. The trends in two programs - Niche Centers in the Regions for R&D (NICER) and Business Innovation Through Science and Technology for Industry (BIST), declined in 2019 compared to their base years. On the other hand, the R&D Leadership (RDLead) Program and CRADLE both increased in 2019. The novelty of these programs is that the private HEIs are also eligible for DOST grants and the programs encourage market driven research. In CRADLE, the academe proponent is required to partner with industry.

This indicator measures the level of activity (applications received) in the first 4 RIIC pilot regions under different S4CPs. CRADLE grants by the RIIC, which are a type of grant given to an HEI with an

industry partner to pursue innovative research, are one pathway to highlight the improvement of linkages between government, academe, and industry in the regions.

On average, CRADLE applications across the regions increased immensely due to the renewed interest of stakeholders in the RIIC in conducting collaborative activities. On the other hand, NICER and BIST applications saw a drop in applications from the baseline data. The timelines of the call for proposal and the reporting by the STRIDE do not correlate. The proposed revisions to the STRIDE MEL plan drop this indicator.

Sub IR 2.3 Improved policies for extension services (no indicators in 2020 and 2021)

ADDITIONAL TASKS IR2

TASK 2.1 IMPROVED PROCUREMENT POLICY/ LEGISLATION FOR RESEARCH AND DEVELOPMENT (R&D)

STRIDE's R and D procurement survey found delays in the procurement of imported equipment for research, and long timelines in purchases, and which according to the UP College of Science (UPCS) officials can lead to a 25% loss of research funding. On the average, UPCS receives about a billion pesos (approximately USD 20 million) of grants annually. STRIDE initiated several activities based on the survey's results: 1) Support to the UP-Procurement Office included sharing of good practices and assisting in developing templates and responsibility matrices to hasten the utilization of the procurement manual. The UP-Procurement Office did not use this manual. Instead, its used a new manual drafted by the new UP administration.. The revised draft manual incorporated government recommendations to utilize the alternative methods of procurement and to streamline small value procurement processes for science and technology-related equipment; all these will input into a white paper that STRIDE plans before its period of performance ends. UPCS and the Ateneo de Manila governance experts will author the manual. 2) STRIDE entered discussions with a private firm RainPhil on their experience supplying R and D equipment. Lessons learned from these discussions will also be inputs into the white paper. 3) Currently, STRIDE funds a case study of the UP College of Science to understand problems in the procurement system and will do a quantitative analysis of the losses of the current procurement system. The study will recommend solutions including some legal reforms. Data from the study will form the bulk of the white paper analysis.

SUB TASK 2.1.1 INSTITUTIONALIZATION OF R&D PROCUREMENT POLICIES IN SELECT HEIS

None so far.

SUB TASK 2.1.2 SUPPORT TO GOVERNMENT AGENCIES TO IMPROVE R&D PROCUREMENT POLICIES AND LEGISLATION

On-going. STRIDE completed the R&D procurement survey among scientists and researchers. Data from the survey will serve as inputs to the white paper on procurement.

TASK 2.2: IMPROVED HEI CODES AND POLICIES ON RESEARCH INCENTIVES AND EXTENSION

STRIDE conducted several FGDs to gain insight on how to further improve policies on research incentives and extension in the HEIs. Technology transfer, commercialization, collaborative activities with the private sector, and community adoption of university-generated technologies were some of the identified mechanisms that propel science and technology extension at the forefront of innovation. Recommendations from stakeholders included the creation of metrics to measure social

impact especially for science and technology extension work and the creation of a central database that can store university-produced innovation and technologies, which then can be easily accessed by stakeholders. This is on- going activity through the RIIC.

"We have to do something with research because Xavier University is a teaching university, but we are moving to research, and we are still in the transition" XU representative.

In addition, it was also found during these consultations that "*research incentives are not merely confined through monetary awards. Instead, researchers are more keen and inspired to perform R&D activities if the structural and institutional support is present in the HEI environment*" (p. 49, 2019 STRIDE Annual Report).

SUB TASK 2.2.1. DISSEMINATION OF POLICY PAPERS ON RESEARCH INCENTIVES AND EXTENSION

Done. Two policy papers were produced to improve research incentives and extension. One is the Research and Extension reference paper which provided guidance and action points for SUCs toward building the foundational elements of SUC research and extension. The paper recommends looking into two areas: support to faculty and crafting new metrics to measure research and extension productivity (AR 2020 page 44). Given the pandemic-driven landscape in which SUCs currently operate, STRIDE's paper also provided a lens on the role of SUCs toward mitigating COVID-19. It describes research and extension as the most tangible platforms where SUCs can demonstrate their ability to deal with unexpected crises such as the pandemic.

The other paper is the PASUC policy paper, where the SUCs,

"*take stock of their human, structural, and relational resources and re-engineer it toward revolutionizing universities into thriving platforms for collaborative knowledge creation …that can positively transform the lives of Filipino families and communities.*" (PASUC President Tirso Ronquillo, QR1 2021 STRIDE, p. 19).

Aside from the conventional metrics on capturing research production and output, the tool also aims to capture alternative metrics for social, economic, and policy impact. From a policy perspective, this task completed (AR 2019). The recommendations presented could serve as a foundation or blueprint in designing future strategic plans to increase SUCs' capacity for innovation.

SUB TASK 2.2.2. SUPPORT FOR POLICY IMPROVEMENTS IN RESEARCH INCENTIVES AND EXTENSION AT SELECT HEIS

On-going, very promising, especially with the planned expansion. There is an ongoing pilot with MSU IIT for policy improvement based on STRIDE's policy paper., The pilot is to conduct a four- to six-month "change readiness review" to revamp the current Research and Extension manual to conform with STRIDE's policy document (QR1 2021 STRIDE). Once successful, adoption of policies can also expand to other SUCs and private universities.

The evaluation asked online survey respondents (Set B) to assess the improvement in the regulatory environment for innovation at their institutions. Annex Table D.19 summarizes the results. The highest affirmative answer was the new laboratories, institutions, and training programs (64%), followed by improved scientific workforce (people services), (54%) and science-based guidelines (50%). Lagging

behind are improved approval for utility model (27%), improved application for utility model (31%), improved approval for IP patent (31%) and improved procurement policy (31%). These findings support the qualitative data that commercialization activities still need more policy support and demonstrates the weakness of extension/technology transfer policies in the HEIs.

IR 3. IMPROVED GOVERNMENT CAPACITY FOR INNOVATION

This IR has also one Sub-IR which is improved government capacity for innovation. It has five performance indicators. Assessment of the achievement of this IR3 shows that it has achieved a level of improvement, albeit, higher than IR2, and lower than IR1.

PI31 - Number of public sector-funded programs or offices that have improved management practices or technologies as a result of USG assistance reached 50% of its LOP target in 2020. Five government agencies mostly in Mindanao, highlighted improvements in their own management practices and operational activities with STRIDE-related assistance. This indicator did not have data for end LOP of Q3 2021.

Remarks: STRIDE was not able to meet its LOP target in this performance indicator but most of the agencies/offices that received STRIDE interventions were the prime movers in the establishment of pilot RIICs in Region 5 (DTI), Region 10 (DOST), and Region X1 (DTI, CHED) (AR 2020, p.21). However, DA as a potential RIIC partner was not involved. Respondents in Region X1 said, "*We are looking forward to involving the DA in the agriculture side, and other industry associations*" (Annex H, 3.2 FGD-ST), and "*We need to harmonize as we have several innovation facilities in the region, and harmonization is lacking*" (Annex H, 3.1 FGD-ST).

PI32 - Number of private sector firms that have improved management practices or technologies as a result of USG assistance achieved 40% of its LOP target in 2020 and 133% during the third quarter of 2021. Five local firms have signified improvements in their own management operations with STRIDE-related assistance. Additional firms are currently seeking improvements in the innovation for business recovery activity in response to the pandemic under the RIICs.

Online survey results (Set B) revealed three types of process innovation: 1) Improved methods of manufacturing, 2) Improved logistics, delivery, or distribution methods, and 3) Improved supporting activities for processes. Fifty four percent have improved methods of manufacturing, 32 % had improved logistics, delivery, or distribution methods, and 32% had improved supporting activities for processes. On who developed the process innovation, 14% said the institution itself, 32% together with other organizations, and 50% developed by other organizations (Annex Table D11).

Remarks: STRIDE interventions in many MSMEs' affected the different facets of private firms' operations and processes (2021 QR3, p. 10).

PI33 - The amount of mobilized funds from Philippine Government on innovation-related activities as a result of USG-supported interventions was also rated at 24% compared to LOP target to date (2020). This indicator's target will be modified pending approval of the new MEL plan.

Remarks: Difficult to project government funding.

PI34 - The number of government staff whose qualifications are strengthened through USG-supported STI-related training programs also increased by 125% for those who enrolled from base year to 2020, and 37% for those who completed the training, during the same period. While those completed increased in Q3 2021, those enrolled have declined.

Remarks: The decline in enrollment is due to various factors including COVID 19 pandemic.

PI35 - The target number of established RIICs was achieved in 2020. But there were more RIICs established in 2021.

Remark: STRIDE achieved its target number of RIICs (AR 2020, p. 22). In partnership with DTI, DOST, NEDA, and other stakeholders, STRIDE supported the establishment of RIICs in Regions 2, 3, 4A, 5, 7, 9, 10, and X1 to accelerate collaboration and linkages activities in the area. A respondent from public university said "*There is this issue of Industry-Academe gap that the academe is not responsive with the needs of the industry. With the RIIC, I hope it would be able to further strengthen Academe and Industry collaboration. The perennial issue of collaboration can be resolved* "(Annex H, 3.3 FGD-ST).

TABLE 7. SUMMARY OF SUB-INTERMEDIATE RESULTS FOR IR3 AND ITS PERFORMANCE INDICATORS (PIS)

SUB-INTERMEDIATE RESULTS	PERFORMANCE INDICATOR BASED ON REVISED FRAMEWORK	PERCENTAGE OF LOP TARGET ACHIEVED IN 2020	PERCENTAGE OF LOP TARGET ACHIEVED TO Q3 2021	REMARKS
Sub IR 3.1 Improved government capacity for innovation	**PI31.** Number of public sector-funded programs or offices that have improved management practices or technologies as a result of USG assistance	**50%**		Not included in AR2021 Q1-Q3 PI Table (Annex A)
	PI32 (EG.5.2-2): Number of private sector firms that have improved management practices or technologies as a result of USG assistance.	**40%**	**133%**	STRIDE recorded 14 MSMEs with improved management practices or technologies through an informal survey (2021 QR3, p. 10)
	PI33. Amount of mobilized funds from Philippine Government on innovation-related activities as a result of USG-supported interventions	**24%**	**[REDACTED]**	
	PI34. Number of government staff whose qualifications are	See below	See below	

strengthened through USG-supported STI-related training programs			
Completed	**37%**	**65%**	Target was not achieved due to various factors including COVID 19 pandemic
Enrolled	**125%**	**85%**	Target was not achieved due to various factors including COVID 19 pandemic
PI35. Number of established RIICs	**100%**		8 RIICs were established. Not included in AR2021 Q1-Q3 PI Table (Annex A).

ADDITIONAL TASKS IR3

TASK 3.1: PHILIPPINE GOVERNMENT CONVERGENCE EFFORTS ON INNOVATION

Lately, there was DTI's call to strengthen an innovative and competitive PPE manufacturing sector, where STRIDE responded this year (2021) via the Understand-Adapt-Connect (UAC) activity and a request to assist in drafting the National Innovation Agenda and Strategy Document (NIASD). These were additional tasks and did not have metrics.

SUB TASK 3.1.1. SUPPORT FOR DTI CIG TOWARD CAPACITY DEVELOPMENT, POLICY FORMULATION, AND PROGRAM IMPLEMENTATION

STRIDE completed the rollout of three Strategic Communication Planning workshops and one News Writing Course for the DTI–CIG. STRIDE the DTI completed efforts to develop the Philippine Artificial Intelligence (AI) roadmap. It supported DTI–CIG Quick Response Against COVID-19, assisted the DTI-Office of the Undersecretary for CIG in facilitating the aggregation of supply and demand data for PPE and coordinated with DTI field offices with regard to the demand for face shields and other medical supplies required by hospitals, health centers, and similar facilities.

Remarks: Relevant activities.

SUB TASK 3.1.2. TECHNICAL INPUT ON GOVERNMENT-IDENTIFIED INNOVATION

STRIDE's technical assistance to the government seeks to create synergy and alignment among involved agencies such as the DTI, DOST, IPOPHL, National Economic and Development Authority (NEDA), and Commission on Higher Education (CHED). STRIDE provided technical support in the development of the roadmap by co-organizing FGDs with the manufacturing, services, and agriculture sectors.

TASK 3.2: REGIONAL INCLUSIVE INNOVATION CENTERS

RIICs are envisioned as a network of innovation players working to map, link, and align programs, facilities, and institutions in the innovation space. STRIDE supports DTI, DOST, and innovation stakeholders in the regions toward realizing RIIC goals. In each of the RIIC pilot sites, both local and national stakeholders have identified regional priority sectors to serve as the test cases for the demonstration of the concept. STRIDE employed a variety of activities and engagement modalities that build on existing networks and partnerships. The Innovation Advisory Services (IAS) is an activity that details practices, mechanisms, and client interface improvements among and between actors and their target users in the RIICs. It aims to standardize the innovation advisory business process in the regions and train DTI and DOST staff to become confident innovation advisors.

Remarks: Pilot RIICs are doing very well and expanding the IE.

SUB TASK 3.2.1. INSTITUTIONALIZING THE RIIC INITIATIVE IN THE REGIONS

Months of technical assistance and on-the-ground engagements with RIIC stakeholders resulted not only in the adoption of the RIIC (seven out of 8) as a regional development agenda (by Regional Development Councils), but more importantly also in the identification of a common approach to building the RIICs in their early stages. STRIDE used the Mapping-Linking-Alignment (MLA) of innovation actors in the region and facilitated an iterative and participatory process to establish the RIICs with strong consideration of the local innovation ecosystem dynamics and partners' sentiments on priorities. The MLA was considered as a framework and an approach to enable systematic and sustainable collaboration within and among Government, Industry and Academe (GIA) partners.

Remarks: High probability of institutionalization.

SUB TASK 3.2.2. MAPPING INNOVATION STAKEHOLDERS AND INITIATIVES IN THE RIICS

This activity aims to inventory innovation resources in the region and beyond so that they can link partners who seek expertise/information and align their activities to possible industry partners. Some of the RIICs also constructed websites which aimed to help MSMEs boost their productivity and enhance resilience. Some also implemented Innovation for Business Recovery (IBR) programs to help MSMEs recover from the impact of the COVID-19 pandemic, and to adapt to the new normal.

Remarks: Data base to expand innovation capacity.

SUB TASK 3.2.3. STRENGTHENING LINKAGES OF INNOVATION STAKEHOLDERS IN THE RIICS

Linkages of RIICs were strengthened through their STRIDE supported Innovation for Business Recovery (IBR) Programs. STRIDE hosted Pitch Events, ideation workshop, and Export Incubation Program (EIP) to beef up the industry-academe partnerships and linkages; facilitated signing of Memorandum of Understanding (MOU) among partners and building data bases for SUC to curate their technologies and other knowledge products; and for expanding its industry linkages, STRIDE facilitated meetings with FAB LABs Coordinators.

For Set B survey respondents, when asked who the most valuable cooperation partner of their institution's innovation activities is, 27% said HEI, 54% said government agency, 27% said the private sector/industry, while 13% said Research Partnership with R&D Background. As for the respondent's

reason of the most valuable cooperation partner to their institution's innovation activities, 50% said expertise, 32% said Network/Partnership/Linkages, while only 14% mentioned funding as a reason for partnership (Annex Table D18.b).

Remarks: A vehicle for institutionalization, will improve IE.

SUB TASK 3.2.4. ALIGNING EXISTING PROGRAMS AND FACILITIES TO INDUSTRY NEEDS IN THE RIICS

STRIDE provided technical assistance in preparing the RIIC's Program Alignment Report and Innovation Guidebook. The Report guides partners in government on aligning innovation opportunities in the RIIC with focus on MSME needs while the guidebook contains information meant to help MSMEs maximize RIIC opportunities and succeed in their own innovation journeys.

Remarks: Very important for expanding/improving IE.

TASK 3.3: TECHNICAL ASSISTANCE TO DOST

SUB TASK 3.3.1. TECHNICAL ASSISTANCE TO DOST-FUNDED RESEARCH AND START-UPS

The technical assistance of STRIDE to DOST seeks to help improve the likelihood of commercial outcomes of DOST-funded research, improve R&D grants systems, institutionalize R&D funding through legislation, and strengthen capabilities of DOST staff to communicate R&D impact and benefits in order to increase public support for science and technology investments. The Business Innovation through Science and Technology (BIST), seeks to encourage and assist Filipino-owned companies to innovate and develop competitiveness through the acquisition of new and relevant technologies from research.

Remarks: Start-ups, and commercialization in general, as a component of technology transfer is still very new in the Philippines and may still need more support.

SUB TASK 3.3.2. BUSINESS PROCESS MAPPING AND TECHNICAL ASSISTANCE TO GRANT PROGRAMS

STRIDE supported the Filippinovation Entrepreneurship Corps (FEC) training for DOST-funded researchers in partnership with DOST-PCIEERD and co-implemented by De La Salle University (DLSU) that aimed to rapidly determine the commercial readiness of research by working with a team of potential industry partners to conduct customer discovery and validation of their research. STRIDE also organized an industry-academe roundtable with Makati Business Club (MBC) which emphasized the business sector's important role in research and innovation. The outputs of the TA on grants management system include the to-be operations manual with proposed R&D process improvement indicators; a proposed harmonized GIA competency framework and communication plan; and the case study for the CRADLE Program.

Remarks: Done.

SUB TASK 3.3.3. TECHNICAL ASSISTANCE IN COMMUNICATING THE OUTCOMES OF R&D

STRIDE assisted the DOST's R&D Communication Committee produce the National Research and Development conference materials and videos and developed a media outreach strategic plan to help DOST gain momentum and traction for its publicity efforts specific to its COVID-19 response. STRIDE provided inputs to the development of the DOST manual for the operationalization of R&D Monitoring

and Evaluation (M&E) protocols. The inputs focused on the role of communication in supporting research M&E.

Remarks: This is done and is already embraced by the DOST. Very satisfactory outputs.

SUB TASK 3.3.4. INCREASING INDUSTRY ENGAGEMENT OF DOST UNITS OR PROGRAMS

CRADLE: The Collaborative Research and Development to Leverage the Philippine Economy (CRADLE) program is DOST's leading grant initiative for industry- academe linkages. From a low number in the past year, this year, the CRADLE proposals amounted to 123. (DOST Usec 2021).

Remarks: Very promising projects to improve the innovation ecosystem.

TASK 3.4: TECHNICAL ASSISTANCE TO CHED ORGANIZATIONAL ASSESSMENT

STRIDE technical assistance to CHED aims to review the mandate, structure, and functions of the CHED as embodied in the law that created it (RA No. 7722); identify and review the developments in the higher education sector that have a potential impact on the organization and functions of CHED; analyze the nature and extent of the gaps that need to be addressed; and recommend measures that will address the identified gaps The study team is completing data collection and analysis this quarter (QR3 2021), which took longer than expected due to limited data available from CHED and difficulties conducting interviews during the pandemic.

Remarks: This is a potentially important work to support the engagement of the CHED in the IE.

PI 31 Number of public sector-funded programs or offices that have improved management practices or technologies as a result of USG assistance reached 50% of its LOP target in 2020. Five government agencies mostly in Mindanao, highlighted improvements in their own management practices and operational activities with STRIDE-related assistance. This indicator did not have data for end LOP of Q3 2021.

Remarks: STRIDE was not able to meet its LOP target in this performance indicator but most of the agencies/offices that received STRIDE interventions were the prime movers in the establishment of pilot RIICs in Region 5 (DTI), Region 10 (DOST), and Region X1 (DTI, CHED) (AR 2020, p.21). However, DA as a potential RIIC partner was not involved. Respondents in Region X1 said, "*We are looking forward to involving the DA in the agriculture side, and other industry associations*" (Annex H, 3.2 FGD-ST), and "*We need to harmonize as we have several innovation facilities in the region, and harmonization is lacking*" (Annex H, 3.1 FGD-ST).

PI 32 Number of private sector firms that have improved management practices or technologies as a result of USG assistance achieved 40% of its LOP target in 2020 and 133% during the third quarter of 2021. Five local firms have signified improvements in their own management operations with STRIDE-related assistance. Additional firms are currently seeking improvements in the innovation for business recovery activity in response to the pandemic under the RIICs.

Online survey results (Set B) revealed three types of process innovation: 1) Improved methods of manufacturing, 2) Improved logistics, delivery, or distribution methods, and 3) Improved supporting activities for processes. Fifty four percent have improved methods of manufacturing, 32 % had

improved logistics, delivery, or distribution methods, and 32% had improved supporting activities for processes. On who developed the process innovation, 14% said the institution itself, 32% together with other organizations, and 50% developed by other organizations (Annex Table D11).

Remarks: STRIDE interventions in many MSMEs' affected the different facets of private firms' operations and processes (2021 QR3, p. 10).

PI 33 The amount of mobilized funds from Philippine Government on innovation-related activities as a result of USG-supported interventions was also rated at 24% compared to LOP target to date (2020). This indicator's target will be modified pending approval of the new MEL plan.

Remarks: Difficult to project government funding.

PI 34 The number of government staff whose qualifications are strengthened through USG-supported STI-related training programs also increased by 125% for those who enrolled from base year to 2020, and 37% for those who completed the training, during the same period. While those completed increased in Q3 2021, those enrolled have declined.

Remarks: The decline in enrollment is due to various factors including COVID 19 pandemic.

PI 35 The target number of established RIICs was achieved in 2020. But there were more RIICs established in 2021.

Remark: STRIDE achieved its target number of RIICs (AR 2020, p. 22). In partnership with DTI, DOST, NEDA, and other stakeholders, STRIDE supported the establishment of RIICs in Regions 2, 3, 4A, 5, 7, 9, 10, and X1 to accelerate collaboration and linkages activities in the area. A respondent from public university said "*There is this issue of Industry-Academe gap that the academe is not responsive with the needs of the industry. With the RIIC, I hope it would be able to further strengthen Academe and Industry collaboration. The perennial issue of collaboration can be resolved* "(Annex H, 3.3 FGD-ST).

TABLE 7. SUMMARY OF SUB-INTERMEDIATE RESULTS FOR IR3 AND ITS PERFORMANCE INDICATORS (PIS)

SUB-INTERMEDIATE RESULTS	PERFORMANCE INDICATOR BASED ON REVISED FRAMEWORK	PERCENTAGE OF LOP TARGET ACHIEVED IN 2020	PERCENTAGE OF LOP TARGET ACHIEVED TO Q3 2021	REMARKS
Sub IR 3.1 Improved government capacity for innovation	**PI31.** Number of public sector-funded programs or offices that have improved management practices or technologies as a result of USG assistance	**50%**		Not included in AR2021 Q1-Q3 PI Table (Annex A)
	PI32 (EG.5.2-2): Number of private sector firms that have improved management	**40%**	**133%**	STRIDE recorded 14 MSMEs with improved management practices or technologies through an

practices or technologies as a result of USG assistance.			informal survey (2021 QR3, p. 10)
PI33. Amount of mobilized funds from Philippine Government on innovation-related activities as a result of USG-supported interventions	**24%**	**[REDACTED]**	
PI34. Number of government staff whose qualifications are strengthened through USG-supported STI-related training programs	See below	See below	
Completed	**37%**	**65%**	Target was not achieved due to various factors including COVID 19 pandemic
Enrolled	**125%**	**85%**	Target was not achieved due to various factors including COVID 19 pandemic
PI35. Number of established RIICs	**100%**		8 RIICs were established. Not included in AR2021 Q1-Q3 PI Table (Annex A).

ADDITIONAL TASKS IR3

TASK 3.1: PHILIPPINE GOVERNMENT CONVERGENCE EFFORTS ON INNOVATION

This task is the most significant contribution of the STRIDE, according to our respondents. Some of the convergence efforts supported with STRIDE technical assistance are: 1) implementation of the DTI–DOST Inclusive Filipinnovation and Entrepreneurship Roadmap,2) support to Inclusive Innovation Conference 2018 and the launch of the Filipinnovation Roadmap with the expansion of the DTI-DOST partnership on innovation with five (5) more government agencies; 3) HEIs innovation /ideation workshops;4) support to DTI- Project Management Office- Innovation Collaboration Office (ICO); 5) provision of technical inputs on the formulation of the Implementing Rules and Regulations (IRR) of the Philippine Innovative Start-Up Act, and the Philippine Innovation Act; 6) inputs on the DTI position papers related to innovation, and support to the Inclusive Innovation Conference 2019; and 7) policy support to DOST as co-developer of alternative metrics in capturing outcomes of DOST-funded research, and technical assistance in communicating the benefits of R&D investments to the public.

Lately, there was DTI's call to strengthen an innovative and competitive PPE manufacturing sector, where STRIDE responded this year (2021) via the Understand-Adapt-Connect (UAC) activity and a request to assist in drafting the National Innovation Agenda and Strategy Document (NIASD). These were additional tasks and did not have metrics.

SUB TASK 3.1.1. SUPPORT FOR DTI CIG TOWARD CAPACITY DEVELOPMENT, POLICY FORMULATION, AND PROGRAM IMPLEMENTATION

STRIDE completed the rollout of three Strategic Communication Planning workshops and one News Writing Course for the DTI–CIG. STRIDE the DTI completed efforts to develop the Philippine Artificial Intelligence (AI) roadmap. It supported DTI–CIG Quick Response Against COVID-19, assisted the DTI-Office of the Undersecretary for CIG in facilitating the aggregation of supply and demand data for PPE and coordinated with DTI field offices with regard to the demand for face shields and other medical supplies required by hospitals, health centers, and similar facilities.

Remarks: Relevant activities.

SUB TASK 3.1.2. TECHNICAL INPUT ON GOVERNMENT-IDENTIFIED INNOVATION

STRIDE's technical assistance to the government seeks to create synergy and alignment among involved agencies such as the DTI, DOST, IPOPHL, National Economic and Development Authority (NEDA), and Commission on Higher Education (CHED). STRIDE provided technical support in the development of the roadmap by co-organizing FGDs with the manufacturing, services, and agriculture sectors.

TASK 3.2: REGIONAL INCLUSIVE INNOVATION CENTERS

RIICs are envisioned as a network of innovation players working to map, link, and align programs, facilities, and institutions in the innovation space. STRIDE supports DTI, DOST, and innovation stakeholders in the regions toward realizing RIIC goals. In each of the RIIC pilot sites, both local and national stakeholders have identified regional priority sectors to serve as the test cases for the demonstration of the concept. STRIDE employed a variety of activities and engagement modalities that build on existing networks and partnerships. The Innovation Advisory Services (IAS) is an activity that details practices, mechanisms, and client interface improvements among and between actors and their target users in the RIICs. It aims to standardize the innovation advisory business process in the regions and train DTI and DOST staff to become confident innovation advisors.

Remarks: Pilot RIICs are doing very well and expanding the IE.

SUB TASK 3.2.1. INSTITUTIONALIZING THE RIIC INITIATIVE IN THE REGIONS

Months of technical assistance and on-the-ground engagements with RIIC stakeholders resulted not only in the adoption of the RIIC (seven out of 8) as a regional development agenda (by Regional Development Councils), but more importantly also in the identification of a common approach to building the RIICs in their early stages. STRIDE used the Mapping-Linking-Alignment (MLA) of innovation actors in the region and facilitated an iterative and participatory process to establish the RIICs with strong consideration of the local innovation ecosystem dynamics and partners' sentiments on priorities. The MLA was considered as a framework and an approach to enable systematic and sustainable collaboration within and among Government, Industry and Academe (GIA) partners.

Remarks: High probability of institutionalization.

SUB TASK 3.2.2. MAPPING INNOVATION STAKEHOLDERS AND INITIATIVES IN THE RIICS

This activity aims to inventory innovation resources in the region and beyond so that they can link partners who seek expertise/information and align their activities to possible industry partners. Some of the RIICs also constructed websites which aimed to help MSMEs boost their productivity and enhance resilience. Some also implemented Innovation for Business Recovery (IBR) programs to help MSMEs recover from the impact of the COVID-19 pandemic, and to adapt to the new normal.

Remarks: Data base to expand innovation capacity.

SUB TASK 3.2.3. STRENGTHENING LINKAGES OF INNOVATION STAKEHOLDERS IN THE RIICS

Linkages of RIICs were strengthened through their STRIDE supported Innovation for Business Recovery (IBR) Programs. STRIDE hosted Pitch Events, ideation workshop, and Export Incubation Program (EIP) to beef up the industry-academe partnerships and linkages; facilitated signing of Memorandum of Understanding (MOU) among partners and building data bases for SUC to curate their technologies and other knowledge products; and for expanding its industry linkages, STRIDE facilitated meetings with FAB LABs Coordinators.

For Set B survey respondents, when asked who the most valuable cooperation partner of their institution's innovation activities is, 27% said HEI, 54% said government agency, 27% said the private sector/industry, while 13% said Research Partnership with R&D Background. As for the respondent's reason of the most valuable cooperation partner to their institution's innovation activities, 50% said expertise, 32% said Network/Partnership/Linkages, while only 14% mentioned funding as a reason for partnership (Annex Table D18.b).

Remarks: A vehicle for institutionalization, will improve IE.

SUB TASK 3.2.4. ALIGNING EXISTING PROGRAMS AND FACILITIES TO INDUSTRY NEEDS IN THE RIICS

STRIDE provided technical assistance in preparing the RIIC's Program Alignment Report and Innovation Guidebook. The Report guides partners in government on aligning innovation opportunities in the RIIC with focus on MSME needs while the guidebook contains information meant to help MSMEs maximize RIIC opportunities and succeed in their own innovation journeys.

Remarks: Very important for expanding/improving IE.

TASK 3.3: TECHNICAL ASSISTANCE TO DOST

SUB TASK 3.3.1. TECHNICAL ASSISTANCE TO DOST-FUNDED RESEARCH AND START-UPS

The technical assistance of STRIDE to DOST seeks to help improve the likelihood of commercial outcomes of DOST-funded research, improve R&D grants systems, institutionalize R&D funding through legislation, and strengthen capabilities of DOST staff to communicate R&D impact and

benefits in order to increase public support for science and technology investments. The Business Innovation through Science and Technology (BIST), seeks to encourage and assist Filipino-owned companies to innovate and develop competitiveness through the acquisition of new and relevant technologies from research.

Remarks: Start-ups, and commercialization in general, as a component of technology transfer is still very new in the Philippines and may still need more support.

SUB TASK 3.3.2. BUSINESS PROCESS MAPPING AND TECHNICAL ASSISTANCE TO GRANT PROGRAMS

STRIDE supported the Filippinovation Entrepreneurship Corps (FEC) training for DOST-funded researchers in partnership with DOST-PCIEERD and co-implemented by De La Salle University (DLSU) that aimed to rapidly determine the commercial readiness of research by working with a team of potential industry partners to conduct customer discovery and validation of their research. STRIDE also organized an industry-academe roundtable with Makati Business Club (MBC) which emphasized the business sector's important role in research and innovation. The outputs of the TA on grants management system include the to-be operations manual with proposed R&D process improvement indicators; a proposed harmonized GIA competency framework and communication plan; and the case study for the CRADLE Program.

Remarks: Done.

SUB TASK 3.3.3. TECHNICAL ASSISTANCE IN COMMUNICATING THE OUTCOMES OF R&D

STRIDE assisted the DOST's R&D Communication Committee produce the National Research and Development conference materials and videos and developed a media outreach strategic plan to help DOST gain momentum and traction for its publicity efforts specific to its COVID-19 response. STRIDE provided inputs to the development of the DOST manual for the operationalization of R&D Monitoring and Evaluation (M&E) protocols. The inputs focused on the role of communication in supporting research M&E.

Remarks: This is done and is already embraced by the DOST. Very satisfactory outputs.

SUB TASK 3.3.4. INCREASING INDUSTRY ENGAGEMENT OF DOST UNITS OR PROGRAMS

CRADLE: The Collaborative Research and Development to Leverage the Philippine Economy (CRADLE) program is DOST's leading grant initiative for industry- academe linkages. From a low number in the past year, this year, the CRADLE proposals amounted to 123. (DOST Usec 2021).

Remarks: Very promising projects to improve the innovation ecosystem.

TASK 3.4: TECHNICAL ASSISTANCE TO CHED ORGANIZATIONAL ASSESSMENT

STRIDE technical assistance to CHED aims to review the mandate, structure, and functions of the CHED as embodied in the law that created it (RA No. 7722); identify and review the developments in the higher education sector that have a potential impact on the organization and functions of CHED; analyze the nature and extent of the gaps that need to be addressed; and recommend measures that

will address the identified gaps The study team is completing data collection and analysis this quarter (QR3 2021), which took longer than expected due to limited data available from CHED and difficulties conducting interviews during the pandemic.

Remarks: This is a potentially important work to support the engagement of the CHED in the IE.

ANNEX A.2 ANNUAL IMPLEMENTATION PLAN TIMELINE CHART

TABLE A.2. IMPLEMENTATION PLAN TIMELINE (2020-2021)

		2020			2021						
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
IR1 – Improved higher education capacity for innovation											
1.1	Growth of industry engagement mechanisms (Knowledge Technology Transfer Offices [KTTOs], Career Centers, and Professional Science Master's [PSMs])	1.1.1 Create mentor's guides for mechanisms									
		1.1.2 Grow and support mechanisms in local universities									
		1.2 Technical assistance to implementation of Philippine Association of State Universities and Colleges (PASUC) Platform for Innovating SUCs for Industry 4.0 (PISI)									
		1.3 Faculty and researcher training (Skills in Technical and Advanced Research Training [START] Center)									
		1.4 R&D grant for Widening Applications of Research within the Pandemic (WARP)									
IR2 – Improved regulatory environment for innovation											
2.1	Improved procurement policy/ legislation for research and development (R&D)	2.1.1 Institutionalization of R&D procurement policies in select higher education institutions (HEIs)									
		2.1.2 Support to government agencies to improve R&D procurement policies and legislation									
2.2	Improved HEI codes and policies on research incentives and extension	2.2.1 Support for policy improvements in research incentives and extension at select HEIs									
IR3 – Improved government capacity for innovation											
3.1	Philippine Government convergence efforts on innovation	3.1.1 Support for Department of Trade and Industry (DTI) Competitiveness and Innovation Group (CIG) toward capacity development, policy formulation, and program implementation									
		3.1.2 Technical input on government identified innovation trends									
3.2		3.2.1 Institutionalizing the RIIC initiative in the regions									

	Regional Inclusive Innovation Centers (RIICs)	3.2.2 Mapping innovation stakeholders and initiatives in the RIICs
		3.2.3 Strengthening linkages of innovation stakeholders in the RIICs
		3.2.4 Aligning existing programs and facilities to industry needs in the RIICs
3.3	Technical assistance to Department of Science and Technology (DOST)	3.3.1 Technical assistance to DOST-funded research and startups
		3.3.2 Business process mapping and technical assistance to grant programs
		3.3.3 Technical assistance in communicating the outcomes of R&D
		3.3.4 Increasing industry engagement of DOST units or programs
3.4 Technical assistance to Commission on Higher Education (CHED) organizational assessment		

ANNEX B LIST OF PARTICIPANTS

KEY INFORMANT INTERVIEWS

LIST OF KII RESPONDENTS AT NATIONAL LEVEL		
OFFICE	RESPONDENT	DESIGNATION
NEDA	Carlos Bernardo O. Abad Santos	Assistant Secretary, Policy and Planning Group
DOST	Rowena Cristina L. Guevara	Undersecretary for Research and Development
MSME	Dan C. Lachica	President, SEIPI
PASUC	Tirso A. Ronquillo	President
DTI	Rafaelita Aldaba	Undersecretary, Competitiveness and Innovation Group
CHED	Lily Freida C. Macabangon-Milla	OIC-Office of Executive Director
IPOPHL	Rowel Barba	Director General

LIST OF KII RESPONDENTS AT REGIONAL LEVEL		
OFFICE	**RESPONDENT**	**DESIGNATION**
NEDA-4A	Marcelo Cesar R. Palacio	Chief, Economic Development Specialist of Project Development and Budgeting Division
	Richard P. Engansa	Senior Economic Development Specialist
DOST-4A	Emerlita P. Bagsit	OIC-Regional Director
DTI-4A	Marilou Quinco-Toledo	Regional Director
DOST-7	Jesus F. Zamora Jr.	Regional Director
DTI-7	Maria Elena C. Arbon	Regional Director
NEDA	Mylah Faye Aurora B. Carino	Regional Director
DOST-10	Alfonso Alamban	Regional Director

DTI-10	Ermedio J. Abang	Regional Director
	Christy Gabia	Division Chief, Business Development Division
	Jill Maestre	Senior Trade and Industry Development Specialist
	Ruel Paclipan	Assistant Regional Director

LIST OF KII RESPONDENTS AT HIGHER EDUCATION AND INSITUTION LEVEL

OFFICE	RESPONDENT	DESIGNATION
UPLB	Jose V. Camacho Jr.	Chancellor
BatSU	Tirso A. Ronquillo	President
CITU	Bernard Nicolas E. Villamor	President
University of San Carlos	Danilo Largo	ITSO Manager and IP Manager
UP Cebu	Jason Nieva	Tech Transfer Officer, Patent Officer and Incubator Manager
MSU-IIT	Roberto Malaluan	Professor, College of Engineering and Technology
USTP	Ambrosio Cultura	President
	Engr. Bronson Mabulay	Vice Chancellor for Research Education
	Engr. Roijen Morcilla	Chairman of Electrical Engineering
	Lera Fay Cotiangco	Director, Career Center
XU	Fr. Mars Tan	President

	Roel Ravanera	Director, Xavier Science Foundation, Social Development Cluster
	Maria Rosario Mosqueda	Dean, College of Agriculture
	Maria Theresa Isla-Cabaraban	Asst. Professor, Chemical Engineering Department
TIP	Elizabeth Lahoz	President
	Cynthia Llanes	VP of Academic Affairs of the Quezon City Campus
	Rosalinda Valdepeñas	VP for Academic Affairs of the Manila Campus
UP Diliman	Magdaleno Vasquez Jr.	Assoc. Prof, Director TTBDO
	Ricky Nellas	Assoc. Dean for Research, Innovation, Development and Enterprise
DLSU	Raymond Girard R. Tan	Vice Chancellor for Research and Innovation

FOCUS GROUP DISCUSSION

GOVERNMENT-INDUSTRY-ACADEME (GIA)

LIST OF FGD PARTICIPANTS (XAVIER UNIVERSITY)

OFFICE	NAME	POSITION
Xavier University	Maria Rosario Mosqueda	Dean, College of Agriculture
Monde Nissin Corporation	Welly Toha	Materials Manager
Santiago Miki Fresh Factory	Eulie Teope	Proprietor/ Owner
Xavier University	Mark Alexis O. Sabines	Assistant Professor, College of Engineering

LIST OF FGD PARTICIPANTS (UNIVERSITY OF THE PHILIPPINES LOS BAÑOS)

OFFICE	NAME	POSITION
UPLB	Joy B. Banayo	University Researcher I, College of Agriculture and Food Science
UPLB	Agapita J. Salces	Associate Professor, College of Agriculture and Food Science
ACDI Multi-Puropose Cooperative	Lorenzo R. Sumicad	Chairman
ACDI Multi-Puropose Cooperative	Ethyl Cohay	Marketing Officer
Provincial Government of Siquijor	Bernardita Tabada	Provincial Veterinarian

LIST OF FGD PARTICIPANTS (DE LA SALLE UNIVERSITY)

OFFICE	NAME	POSITION
DLSU	Nilo Bugtai	Professor of Manufacturing Engineering and Management
DLSU	Emilina Sarreal	Dean of Ramon V. del Rosario College of Business
DTI Cam Sur	Jay Percival Ablan	Business Development Division Chief
CSCCI	Annabelle Tuy	Executive Director
PhiliPILI	Grace D. Tordilla	Executive Director

PhilExport R5, Owner, Shelmed Cottage Treasures	Med Villanueva	President

LIST OF FGD PARTICIPANTS (UNIVERSITY OF THE PHILIPPINES DILIMAN)		
OFFICE	NAME	POSITION
Integrated Micro-Electronics, Inc	Sherwin C. Nones	Head of Strategic Planning and Marketing
Vista Land and Lifescapes, Inc	Sandra Caagbay-Oabel	Corporate Planning Officer
Vista Land and Lifescapes, Inc	Cecille H. Bernardo	Head of Procurement
Chamber of Furniture Industries of the Philippines	Salvio L. Valenzuela Jr.	Executive Director
TTBDO, UPD	Luis Sison	Director of UP Technology Transfer and Business Development Office (TTBDO)
PCIEERD	Christian Zamora	Science Research Specialist II
RITT-DOST	Jejomar Carlos	Science Research Specialist II

LIST OF FGD PARTICIPANTS (CEBU INSTITUTE OF TECHNOLOGY UNIVERSITY)		
OFFICE	NAME	POSITION
DOST 7	Elvie Cenita	Science Research Specialist
CITU	Alexander Franco Delantar	Dean, School of Business and Economics
CITU	Alein Navares	Assistant Head, Research and Development Coordinating Office (RDCO)
CITU	Rachel M. Chong	Head, RDCO
CITU	Concordia C. Bacalso	Head, Networking and Linkages Office

CITU	Ralph Leviste	Manager, Wildcat Innovation Lab
DTI	Joenero Bollozos	OIC Division Chief
Eco Hub Cebu	Mary Rose Arnejo	Proprietor/ Owner
Cebu Chamber of Commerce and Industry	Felix Taguiam	President
Cebu Chamber of Commerce and Industry	May Elizabeth Ybanez	Executive Secretary
DOST 7	Kint Joniceld Lawrence Q. Arcenal	Science Research Assistant
DOST 7	Ethel Clemena	Science Research Specialist

REGIONAL INCLUSIVE INNOVATION CENTERS

LIST OF FGD PARTICIPANTS (REGION 3)		
OFFICE	NAME	POSITION
AUF	Mylene S. Calibjo	Director of Center for Data Analytics
Provincial Science and Technology	Mary Michelle M. Quiambao	Director, Provincial Science and Technology
BSU	Erwin DR. Magsakay	Department Head, Mechatronics Engineering Department
BSU	Zedrick T. Farrin	SCAD Network Center Unit Head
Regional Government Center	Maria Teresita M. Semana	OIC Director
CHED	John Wesley Calagui	Education Supervisor II
DOST PSTC	Gina Tantoco	Senior Research Specialist II
DTI	Maria Cristina V. Valenzuela	OIC Division Chief
Bulacan Chamber of Commerce and Industry	Aries Cruz	Vice President for Innovation

LIST OF FGD PARTICIPANTS (REGION 4-A)		
OFFICE	NAME	POSITION
Batangas State University	Albertson D. Amante	Vice President Research and Development
DTI	Christine G. Querubin	Supervising Trade Industry Development Specialist
Farmers Bazaar Fintech Philippines Inc	Crisanto S. Gualberto II	Chairman of the Board of Directors
Philippine Chamber of Commerce and Industry - Lipa Chapter	Faustino G. Caedo	Chairman of the Board
DOST Batangas	Felina Malabanan	Provincial Director

LIST OF FGD PARTICIPANTS (REGION 10)		
OFFICE	NAME	POSITION
Oro Chamber of Commerce CDO City	Ruben Vegafria	President
Green Pastures Corporation CDO City	Rey Paraguya	Chief Executive Officer
MSU-IIT	Ferdinand Jamil	Professor, College of Science and Mathematics
MSU-IIT	Jinky B. Bornales	Vice Chancellor for Research and Extension
Xavier University	Therese Rhea Rose Mañacap Baliwag	Project Officer, institutional Societal Engagement
DTI R10	Maricris I. Gabia	Division Chief of Business Development Division
DTI R10	Jill E. Maestre	Senior Trade and Industry Development Specialist
OROBEST Innovation	Queritess Q. Queja	Program Director
USTP	Bronson Mabulay	Director, Innovation and Technology Solutions

Founder and Chief Executive Officer	Lolita Cabanlet	Proprietor

LIST OF FGD PARTICIPANTS (REGION 11)		
OFFICE	NAME	POSITION
DTI 11	Arriel N. Nengasca	Industry Development Division Chief
Davao City	Pilar Braga	City Councilor
Davao Chamber of Commerce and Industry	Anna Loren Gingco	Media Liaison Officer, Marketing Lead
Ateneo de Davao University	Cleofe Arib	Director, Center for Business Research and Extension
Healthy Sweets Mindanao Corporation	Betty More	President and Chief Executive Officer
CHED R11	Christopher Pio O. Pulido	Supervising Education Program Specialist
DTI R11	Joffreylle Marie B. Opiano	Trade and Industry Development Specialist

CASE STUDY

LIST OF RESPONDENTS ON CASE STUDY		
OFFICE	RESPONDENT	DESIGNATION
DOST R11	Anthony Sales	Regional Director
DOST R3	Julis Caesar Sicat	Regional Director
DTI R3	Leonila T. Baluyut	Regional Director
DTI R11	Maria Belenda Q. Ambi	Regional Director
NEDA R3	Gina T. Gacusan	Regional Director
NEDA R11	Maria Lourdes D. Lim	Regional Director

ANNEX C SURVEY RESULTS HEIS RDIS

RESPONSE RATE: 56%

C.1 DEMOGRAPHIC CHARACTERISTICS

There were 70 scholars and grantees who are eligible and completed the online survey questionnaire out of the 126 population of scholars and grantees.

Among the respondents, 53% are males and the average age is 46 years. Respondents are highly educated, with about 88% having an MS and PhD degrees, of which about half have PhD degrees. Two female respondents have post docs. Most responses came from NCR, followed by the Region IV-A and Regions 7 and 10. All of these regions were samples in this evaluation study.

C.2 PARTICIPATION IN STRIDE PHASE 2

Out of the 70 sample respondents, 57 or 81% were participants in the STRIDE interventions, during its Phase 2, (2018 up to present), the focus of this evaluation. Out of those who participated (57 respondents), 65% said that their institutions participated in the development of Skills in Technical and Advance Research Training (START) modules and 26% participated in USG-supported program to increase knowledge in research and development. The nature of participation in the latter are Marketing the PSM program, Training in Career Center Development and Coaching, and USAID STRIDE Graduate Scholarship, Learning and Awareness for Renewable Energy (Bioethanol) Innovation Workshop, and writing proposal to the WARP Grant.

During the Phase 2, 35% of those who participated in STRIDE activities developed materials for Professional Science Masters (PSM) Curriculum and 52% participated in Knowledge Technology Transfer Office (KTTO) training. Subsequent activities organized by those who participated in the KTTO training included establishment of KTTO, IP and Technology Transfer Awareness Campaign, development of the KTT Policy, and establishment of Technology Business Incubator (TBI), among others (Table C.6).

Among the 57 respondents, 30% applied for research grants under STRIDE within 2018-2021, where 76% of which had at least one proposal that was approved. Twenty six percent of the 57 respondents completed at least one research from 2018-2021, that was funded by STRIDE.

C.3 CAPACITY TO INNOVATE

All 70 respondents answered the capacity to innovate questions. In terms of product innovation for goods, 27% said that they have produced equipment, 33% had journal publications and 17 % produced software applications. While these numbers are low, they still reveal that there is an emerging level of capacity to innovate among the STRIDE grantees. Other products also included Training, Workshop, Seminars and Capacity Building activities, Career Center, Training Modules, and Reference Books, among others (Table C.10). One has to be aware of the complete attribution of STRIDE grant especially in writing books as this activity takes time and it was also mentioned that sampled institutions have other sources of funds. For the product innovation(goods), 34% of

respondents said that only the institution developed these, while 33% said that these were developed in partnership with the other organizations.

Another type of product innovation is service. These are in the form of Professional Science Master (PSM) Curriculum, Knowledge Technology Transfer Office (KTTO), and Career Centers. Out of the 70 respondents, 29% developed the PSM curriculum during the STRIDE's second phase, 51% established the KTTO, while 40% established Career Centers. Thirty three percent said that they developed these service innovations by themselves, while 51% developed these in partnership with other organizations. Thirty four percent of respondents said that the developed goods and services innovations in Phase 2 were new to their discipline, while 30% said that these are new to the institution.

C.4 RANKING OF STRIDE INTERVENTIONS

All respondents were asked to rank the impact of the STRIDE interventions to them in terms of: 1) Technical assistance and its various forms, 2) Strengthening links between innovation stakeholders, 3) Policy improvements and 4) Institutionalization of STRIDE capacity building programs. For these HEI respondents, technical assistance and its various forms ranked first, followed by strengthening links. Policy improvements and institutionalization of STRIDE capacity building programs have close scores to tie in third place.

C.5 SUMMARY

1. Most STRIDE grantees are in their mid-career, have high levels of education and the distribution is gender balanced. These demographics maybe biased as the respondents come from highly urbanized areas.

2. The participation of the grantees during the Phase 2 came mostly in terms of service innovations: PSM curricular development, KTTO, and career centers. A high number participated in the development of Skills in Technical and Advance Research Training (START) modules. START is planned as a training arm to sustain the gains of STRIDE among the HEIs. Respondents also applied for and had approved research grants and completed at least one research during the second phase.

3. Some evidence to show that respondents have improved levels of innovation capacity include production of goods such as equipment, journal publications and software applications. Service innovations were in the form of the PSM, KTTO and Career Centers. While some developed these innovations only by themselves, more have developed these together with other organizations. Most said that these innovations were new to their discipline and new to the institutions, as well.

4. Among the STRIDE interventions, technical assistance and its various forms had the greatest impact, while strengthening links came in second.

ATTACHMENT: SURVEY RESULTS TABLES AND FIGURES:

Response rate = contact rate x cooperation rate

Response Rate = 55.56%

Contact Rate = (Completes + Partials + Refusals + Other) / (Completes + Partials + Refusals + Other +Non-contact)

Contact Rate = 63.49%

Cooperation rate = Completes / (Completes + Partials + Refusals + Others)

Cooperation Rate = 87.50%

Table C.1. Response rate

Classification		Count	Percent
Eligible	Completes	70	55.56
Ineligible	Refusal	10	7.94
Failed Delivery (Wrong Email Address)	Non-Contact	2	1.59
Non-response		44	34.92
Total		126	100

I. DEMOGRAPHIC PROFILE

Table C.2. Distribution of respondent's demographic profile

Demographic Profile	Responses	Count	Percent (n=70)
Age Group	25 to 40	18	25.71
	41 to 50	33	47.14
	51 to 60	12	17.14
	61 to 65	6	8.57
	>65	1	1.43
	Total	70	100
	Average	*45.91*	
Sex at Birth	Male	37	52.86
	Female	33	47.14
	Total	70	100
Highest Educational Attainment	BS	5	7.14
	MA/MS	29	41.43
	PhD	33	47.14
	Post Doc	2	2.86
	No response	1	1.43
	Total	70	100
Region	Cordillera Administrative Region	5	7.14
	National Capital Region	21	30.00
	Region I	2	2.86
	Region III	4	5.71
	Region IV-A	11	15.71
	Region IV-B	2	2.86
	Region IX	2	2.86

Region V	1	1.43
Region VI	7	10.00
Region VII	3	4.29
Region VIII	2	2.86
Region X	7	10.00
Region XI	3	4.29
Total	70	100

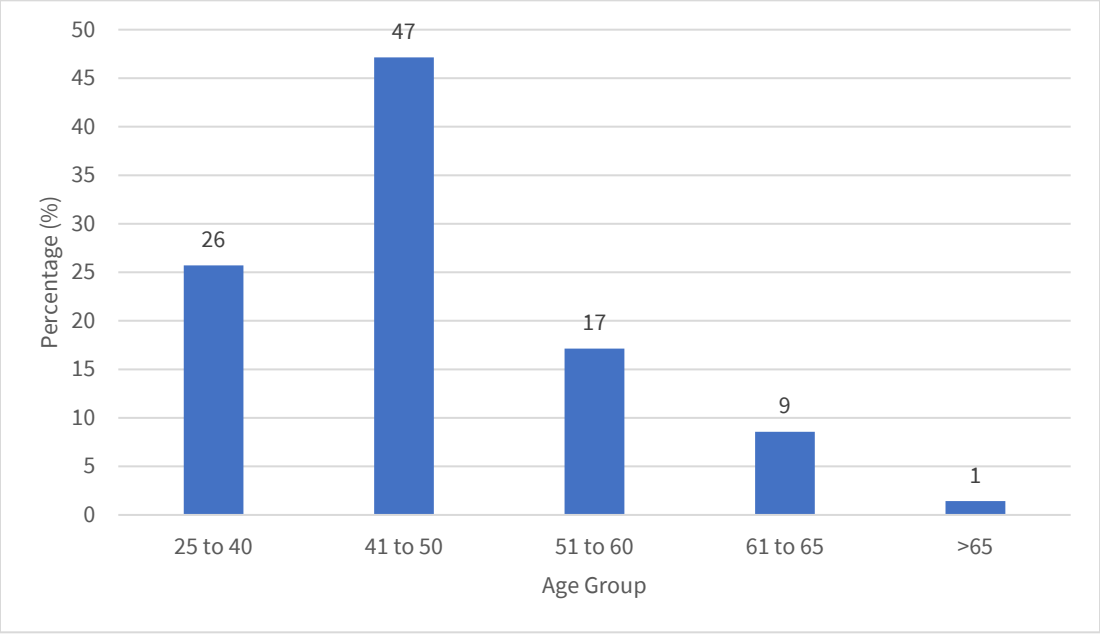

Figure C.1. Distribution of respondent's age group (in percent)

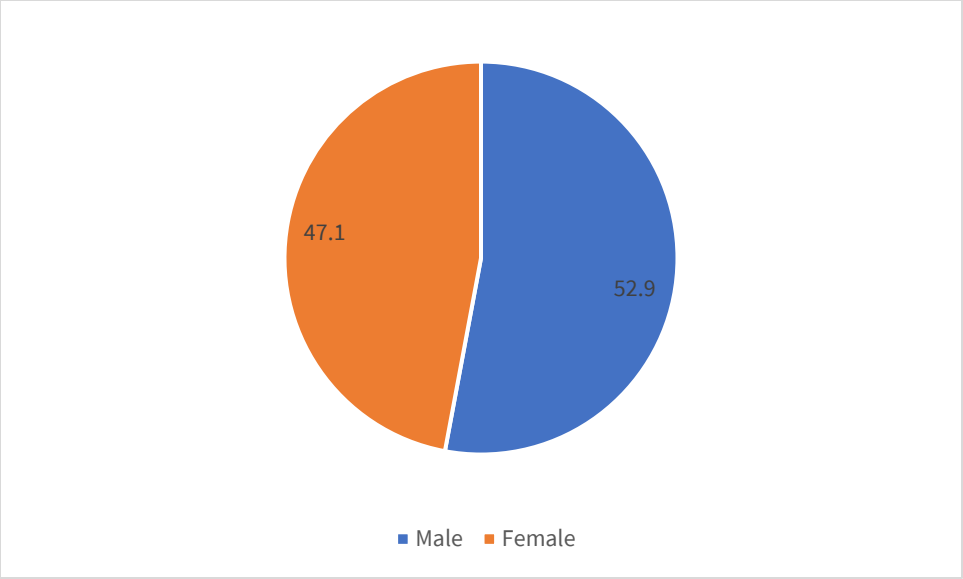

Figure C.2. Distribution of respondent's sex at birth (in percent)

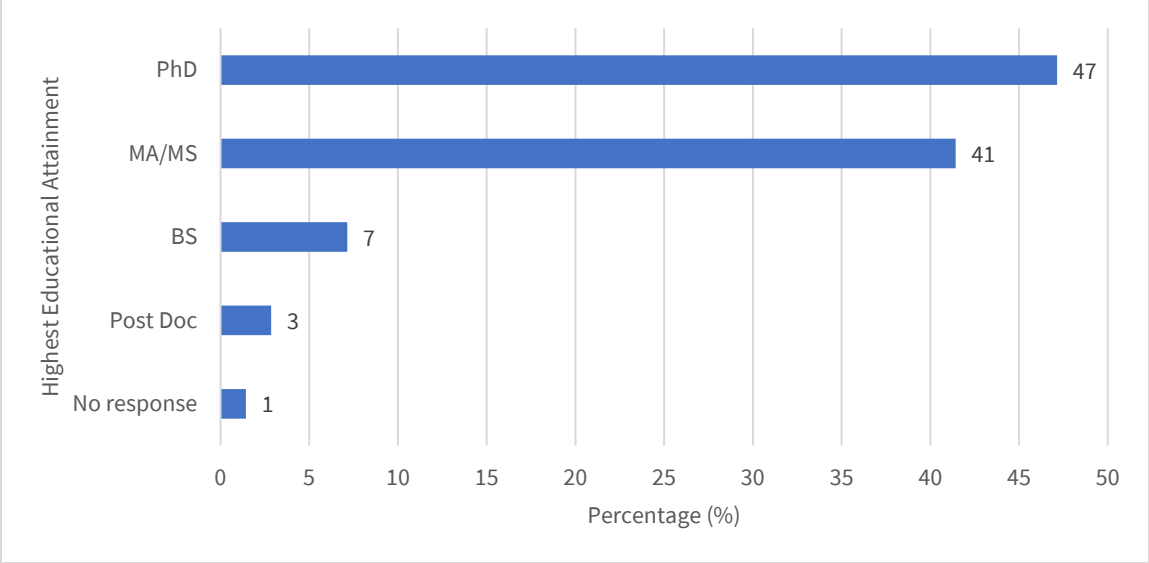

Figure C.3. Distribution of respondent's highest educational attainment (in percent)

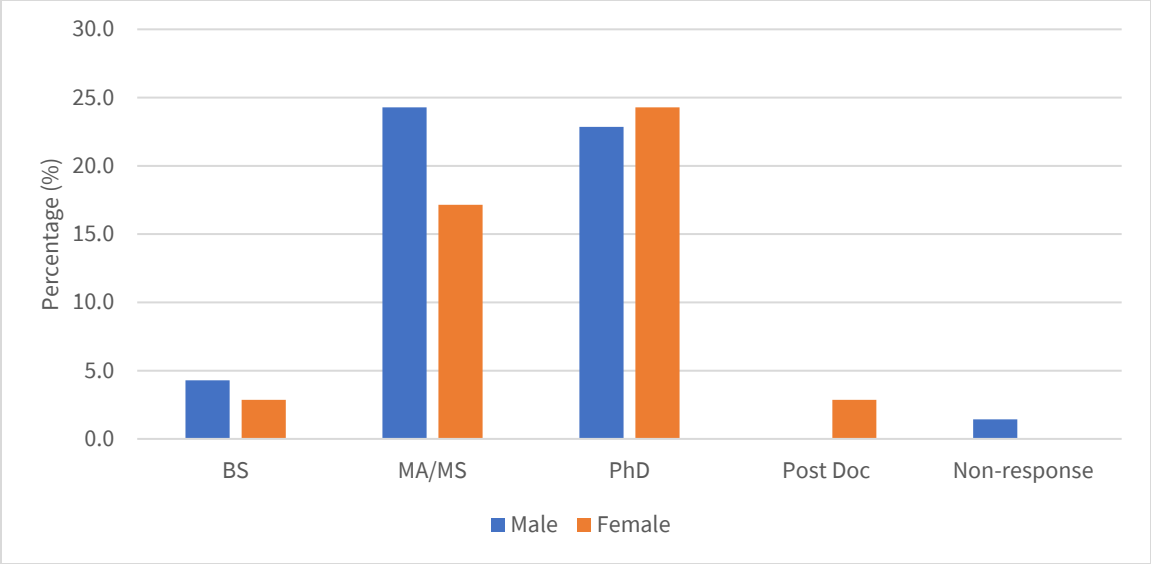

Figure C.4. Distribution of respondent's highest educational attainment by sex at birth (in percent)

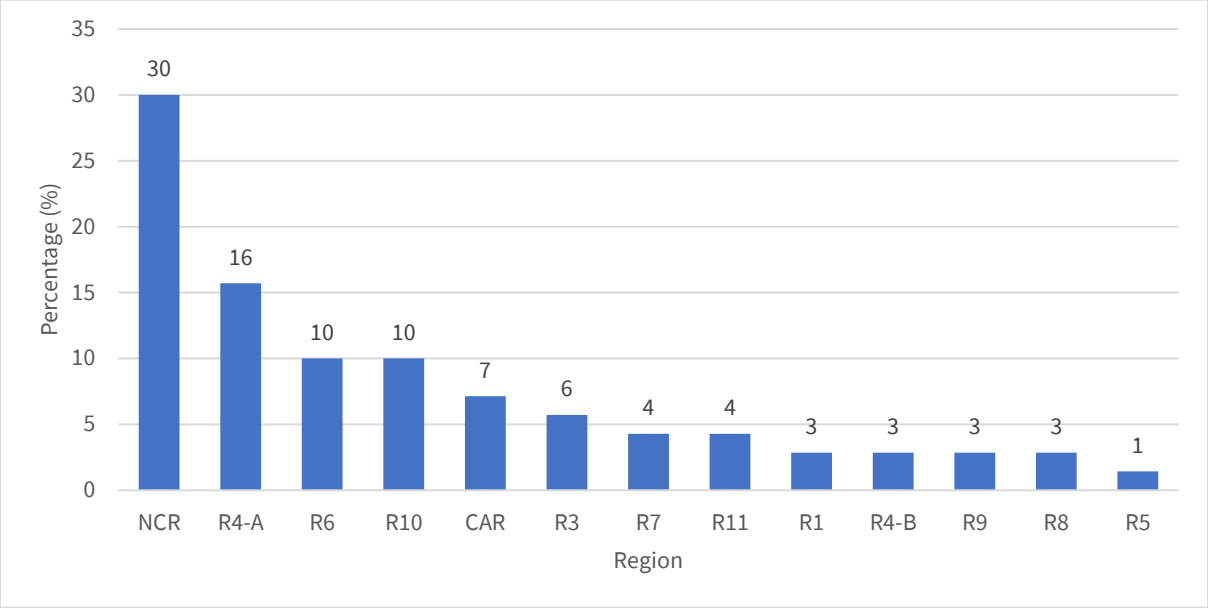

Figure C.5. Distribution of respondent's region (in percent)

Table C.3. Distribution of respondent being part of the Science Technology Research and Innovation Development (STRIDE) interventions of USAID

Response	Count	Percent (n=70)
Yes	57	81.43
No	8	11.43
I am not aware	4	5.71
Retired since April 2016	1	1.43

Table C.4. Distribution of respondent based on STRIDE interventions in Phase 2

General Information	Response	Count	Percent (n=57)
Skills in Technical and Advance Research Training (START) modules	Yes	37	64.91
	No	9	15.79
	I have no idea	11	19.30
Research & Development (R&D) knowledge	Yes	15	26.3
	No	14	24.6
	I have no idea	17	29.8
	No response	11	19.3
Professional Science Masters (PSM) Curriculum	Yes	20	35.1
	No	23	40.4
	I have no idea	14	24.6
Knowledge Technology Transfer Office (KTTO) Training	Yes	30	52.6
	No	15	26.3
	I have no idea	12	21.1
Research Grants Applications	Yes	17	29.8
	No	18	31.6
	I have no idea	22	38.6

Table C.5. Distribution of respondent to specific USG-supported program based on R&D knowledge

Response	Count	Percent (n=15)
Marketing the PSM program campaign	1	6.7
Training in Career Center Development and Coaching	1	6.7
USAID STRIDE (Graduate Scholarship, Learning and Awareness for Renewable Energy (Bioethanol) Innovation Workshop, WARP Grant)	4	26.7
Not Applicable	9	60.0
None	2	13.3
I have no idea	1	6.7

Table C.6. Distribution of respondent to activities organized by their institution as a result of the KTTO training

Response*	Count	Percent (n=30)
Establishment of KTTO	12	40.0
IP and Technology Transfer Awareness Campaign	10	33.3
Development of the KTT Policy	4	13.3
Establishment of TBI	2	6.7
Facilitation of Licensing Agreements	1	3.3
Conducted an Invention Disclosure Writeshop, Customer discovery session, Ideation workshop, Sessions for patent search, drafting and filing an IP application	2	6.7
Innovation Convergence	2	6.7
Establishment of partnership with the industry	2	6.7
Collaboration with researchers	1	3.3
KTTO-IMPACT Grant	2	6.7
Developed own Diploma Course on IP Management	1	3.3

**Multiple Response*

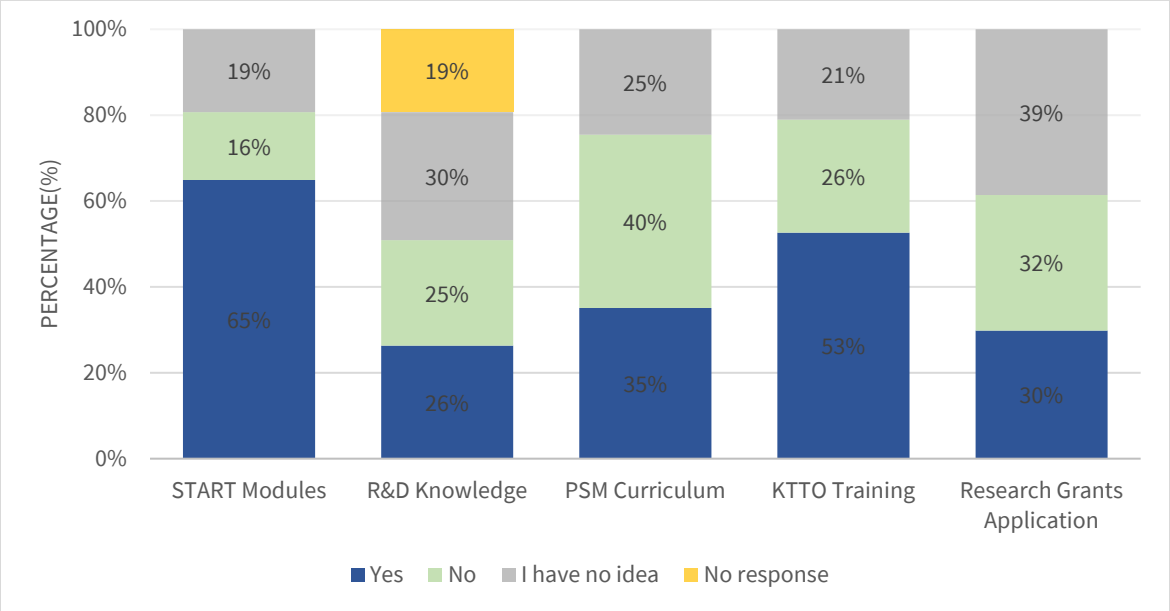

Figure C.6. STRIDE interventions in Phase 2, based on grantee assessment.

Table C.7. Distribution of respondent to number of research grant approved from 2018-2021

Number of Research Grant	Count	Percent (n=17)
One	8	47.1
More than 1	5	29.4
I have no idea	2	11.8
None	2	11.8

Table C.8. Distribution of respondent to the number of completed research funded by STRIDE from 2018-2021

Number of completed research	Count	Percent (n=57)
None	13	22.8
One	9	15.8
More than one	6	10.5
I have no idea	14	24.6
Not Applicable	15	26.3

II. PRODUCT INNOVATION [GOODS]

Table C.9. Distribution of respondent's product innovation [goods]

Product Innovation [Goods]	Response	Count	Percent (n=70)
Equipment	Yes	19	27.14
	No	26	37.14
	I have no idea	25	35.71
	Total	70	100.0
Journal Publications	Yes	23	32.86
	No	25	35.71
	I have no idea	22	31.43
	Total	70	100.0
Software Applications	Yes	12	17.14
	No	33	47.14
	I have no idea	25	35.71
	Total	70	100.0

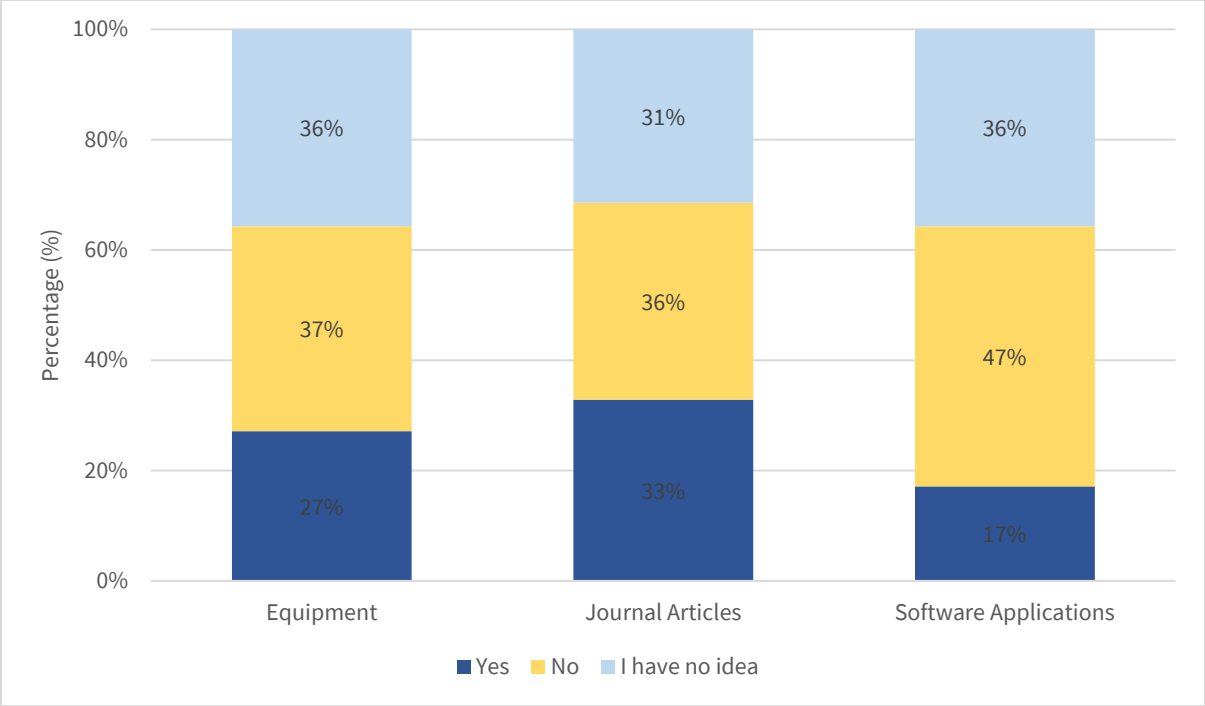

Figure C.7. Product Innovation (goods), by grantees

Table C.10. Distribution of respondent's other product innovation [goods]

Other Product Innovation	Count	Percent (n=70)
Training, Workshop, Seminars and Capacity Building	7	10.0
Career Center	3	4.3
Training Modules	1	1.4
Reference Books	1	1.4
KTTO	1	1.4
PASCO	1	1.4
Patents	1	1.4
Application Research	1	1.4
Analysis of Compounds	1	1.4
Health and Forensic Applications	1	1.4
Laboratory Enhancement	1	1.4
Washing area, temperature check and other health and safety measures and protocols	1	1.4
Project by Students for the Industries	1	1.4
None	11	15.7
I have no Idea	10	14.3
Not Applicable	28	40.0

Table C.11. Distribution of respondent's development of product innovation [goods]		
Response	Count	Percent (n=70)
Your institution by itself	24	34.29
Your institution together with other organizations	23	32.86
Your institution by adapting or modifying goods or services originally developed by other institutions/organizations	5	7.14
Other institutions or organizations	18	25.71

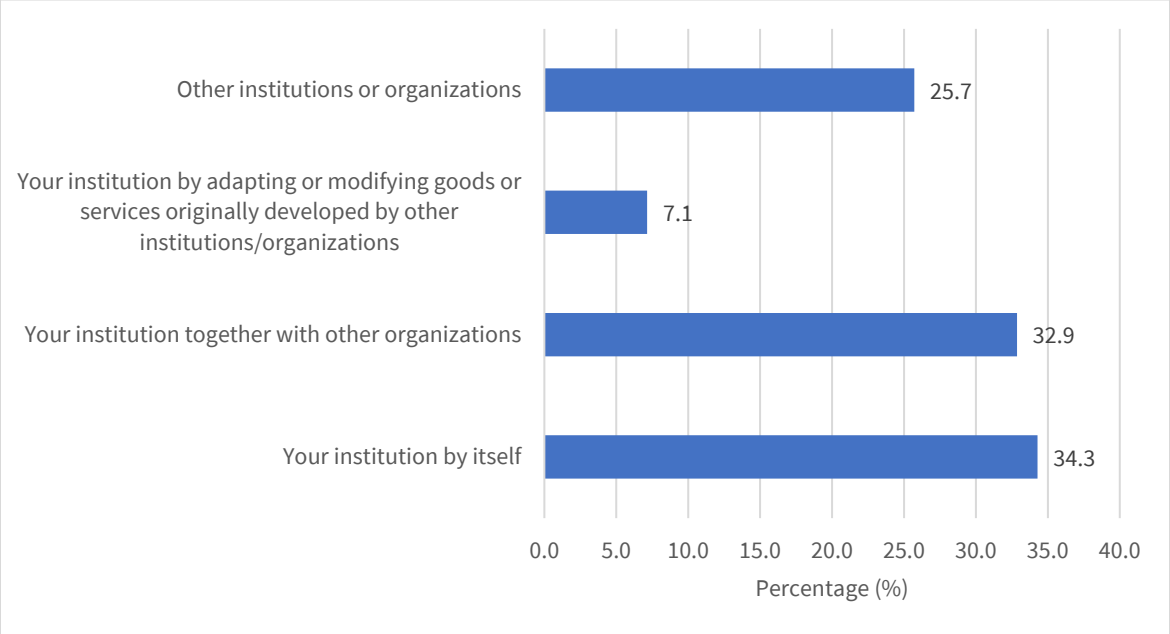

Figure C.8. Distribution of respondent's development of product innovation [goods] (in percent)

III. PRODUCT INNOVATION [SERVICE]

Table C.12. Distribution of respondent's product innovation [service] (in percent)

Product Innovation [Service]	Response	Count	Percent (n=70)
Professional Science Master (PSM) Curriculum	Yes	20	28.57
	No	29	41.43
	I have no idea	21	30.00
	Total	70	100.0
Knowledge Technology Transfer Office (KTTO)	Yes	36	51.43
	No	17	24.29
	I have no idea	17	24.29
	Total	70	100.0
Career Centers	Yes	28	40.00
	No	18	25.71
	I have no idea	24	34.29
	Total	70	100.0

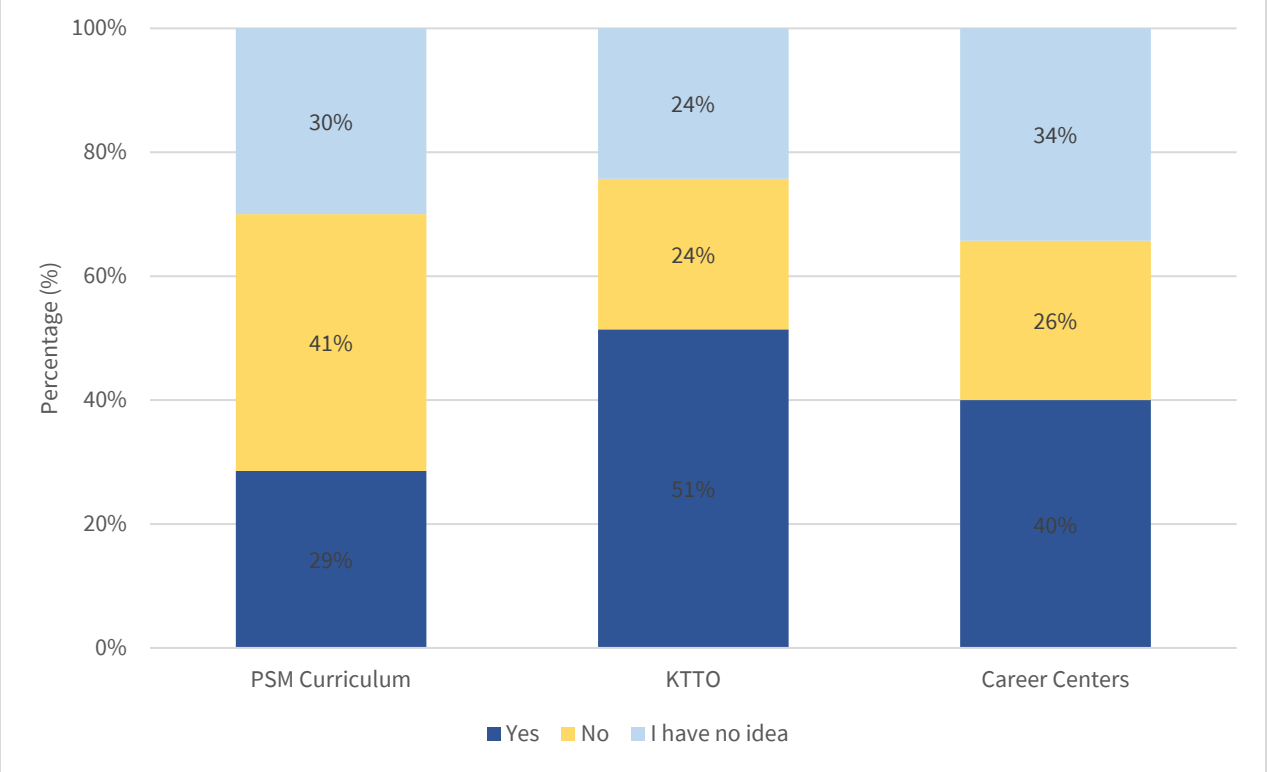

Figure C.9. Product Innovation (Services), by grantees

Table C.13. Distribution of respondent's development of service innovation (in percent)		
Response	Count	Percent (n=70)
Your institution by itself	23	32.86
Your institution together with other organizations	36	51.43
Your institution by adapting or modifying goods or services originally developed by other institutions/organizations	11	15.71

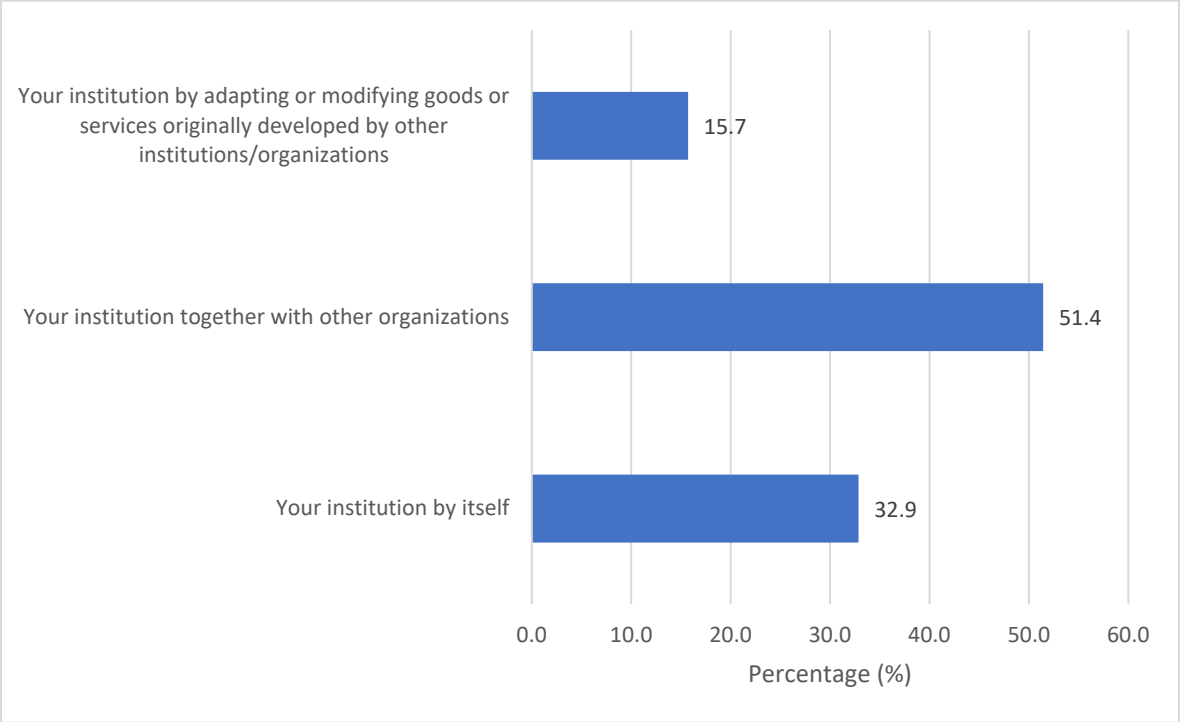

Figure C.10. Distribution of respondent's development of service innovation (in percent)

Table C.14. Distribution of respondent's development of product innovation [goods or services]			
Product Innovation [Goods/Services]	Response	Count	Percent (n=70)
New to Discipline	Yes	24	34.29
	No	27	38.57
	I have no idea	19	27.14
	Total	70	100.0
New to Institution	Yes	21	30.00
	No	28	40.00
	I have no idea	21	30.00
	Total	70	100.0

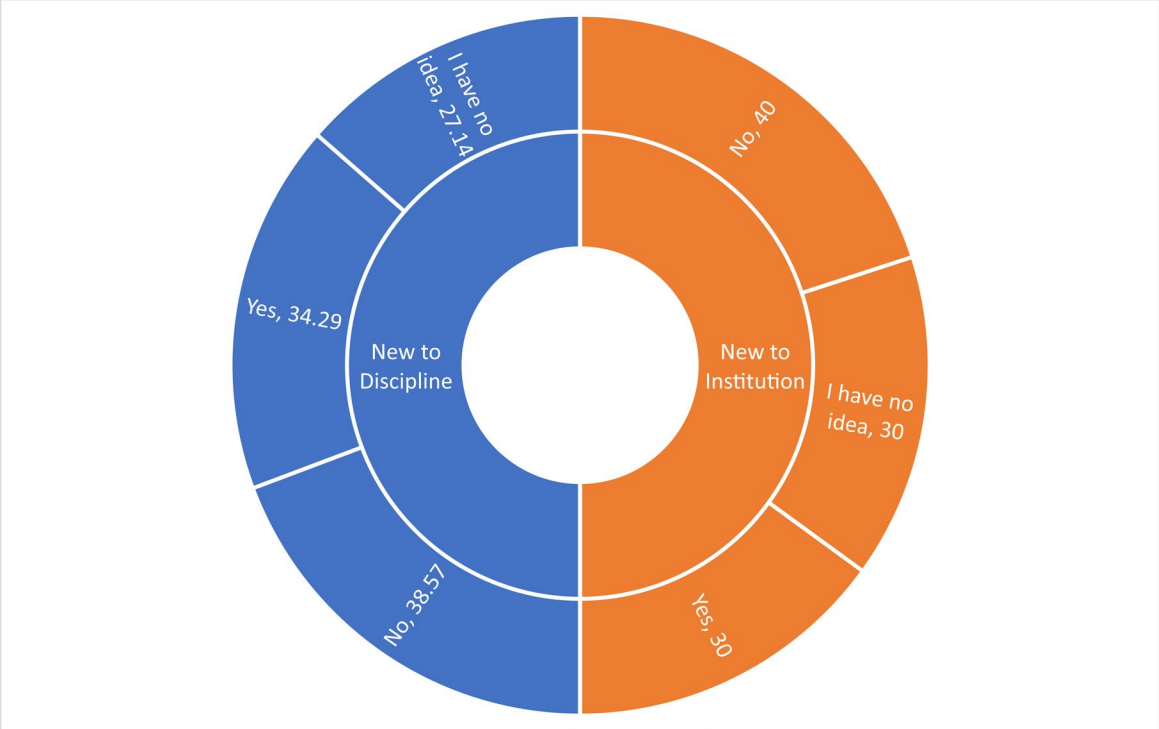

Figure C.11 Distribution of respondent's development of product innovation [goods or services] (in percent)

IV. Rank Interventions

Table C.15. Distribution of respondents on ranking different interventions that contributed more to the improved capacity to innovate (in percent)

Interventions	Response	Count	Percent (n=70)
Technical assistance and its various forms	Rank 1	23	32.86
	Rank 2	10	14.29
	Rank 3	15	21.43
	Rank 4	16	22.86
	No Response	6	8.57
	Total	70	100.0
Strengthening links between innovation stakeholders	Rank 1	18	25.71
	Rank 2	14	20.00
	Rank 3	16	22.86
	Rank 4	17	24.29
	No Response	5	7.14
	Total	70	100.0
Policy improvements	Rank 1	12	17.14
	Rank 2	16	22.86
	Rank 3	16	22.86
	Rank 4	21	30.00
	No Response	5	7.14
	Total	70	100.0
	Rank 1	12	17.14

Institutionalization of STRIDE capacity building programs	Rank 2	11	15.71
	Rank 3	24	34.29
	Rank 4	18	25.71
	No Response	5	7.14
	Total	70	100.0

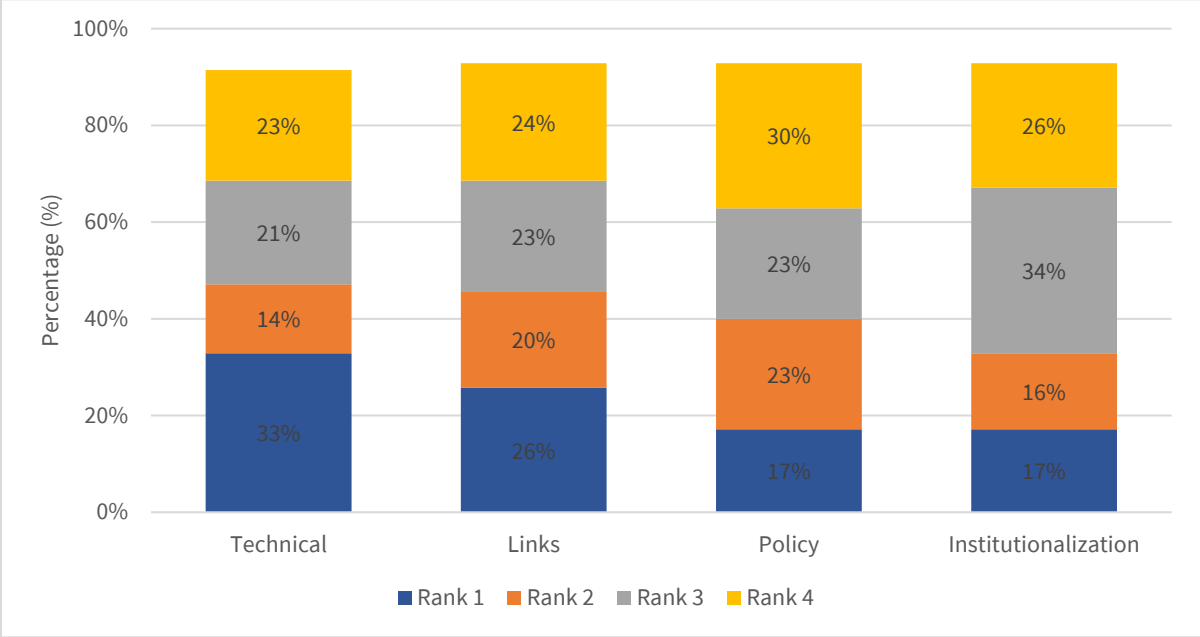

Figure C.12. Distribution of respondent's rating on STRIDE strategies (Integrated)

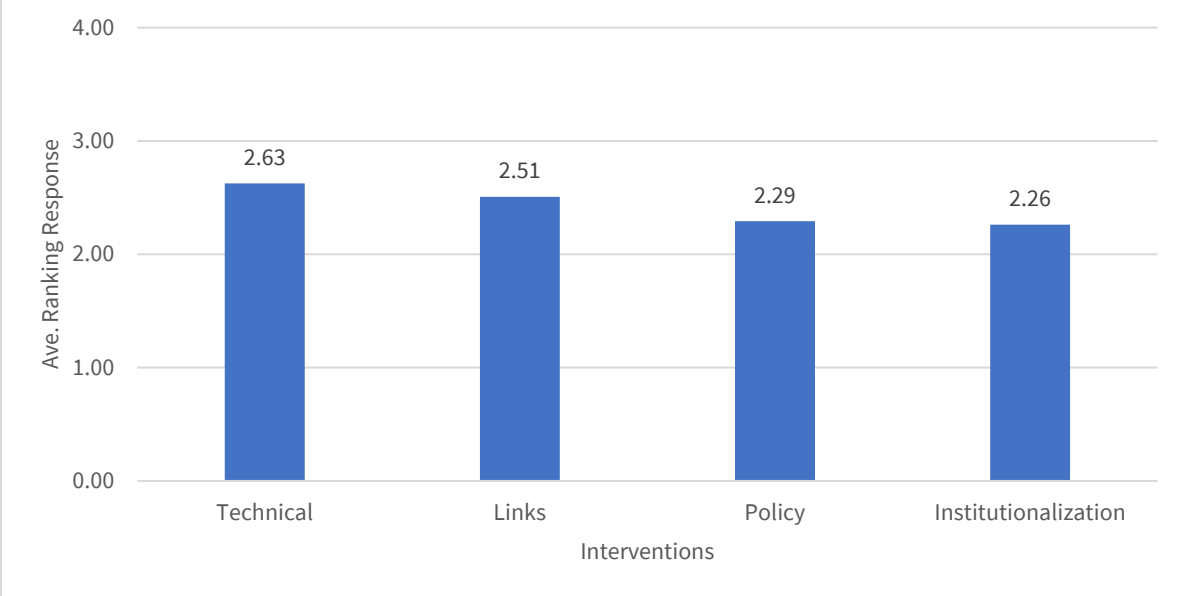

Figure C.13. Average ranking response on STRIDE strategies at different level of analysis

ANNEX D SURVEY RESULTS RIIC GIA

D.1 DEMOGRAPHIC CHARACTERISTICS

There were 63 participants in the FGD done in the four sample regions. The FGDs were grouped into two: 1) for the RIIC group and 2) for the Government-Industry-Academe linkage. However, only 22 responded to the online survey, with a 50-50 distribution of respondents between the two groups. Most online respondents came from government.

Most respondents are males, with either a BS or MS degree, and most are from region 11.

D.2 PRODUCT INNOVATION [GOODS]

There are 3 product innovations (goods) reported: equipment, journal publications and software applications. Respectively,32%, 27% and 32% of respondents have reported that they produce the product innovation (goods) listed above. There were other product innovation (goods) reported: capacity building tools, project proposal submission, protocols, guidebook and the like (Table D.5). Respondents were asked who developed the product innovation. Fourteen percent said it's the institution itself, 41 % said together with other organizations, and another 41% said these were from other institutions/organizations (Table D.5).

D.3 PRODUCT INNOVATION [SERVICE]

Three product innovations (service) were introduced to the respondents: 1) Professional Science Master (PSM) Curriculum, 2) Knowledge Technology Transfer Office (KTTO), and 3) Career Centers. Twenty seven percent of the respondents said they developed a PSM curriculum, 45.5% have KTTOs and 22.7% have career centers. When asked who developed the product innovation (service), 14% said the institution by itself, 68% together with other organizations, and 18% by adapting or modifying services originally developed by other institutions/organizations. Sixty four percent said that the product is new to the discipline, while 50% said it is new to the institution.

D.4 PROCESS INNOVATION

There are three types of process innovation: 1) Improved methods of manufacturing, 2) Improved logistics, delivery or distribution methods, and 3) Improved supporting activities for processes. Fifty four percent have improved methods of manufacturing, 32 % had improved logistics, delivery or distribution methods, and 32% had improved supporting activities for processes. On whom developed the process innovation, 14% said the institution itself, 32% together with other organizations, and 50% developed by other organizations (Table D11).

D.5 ACTIVITIES AND EXPENDITURES FOR PRODUCT AND PROCESS INNOVATIONS

R&D Activities and expenditures for product and process innovations are in-house activities, according to 54% of the respondents; and from external sources according to 41%. In terms of acquisition

activities and expenditures for product and process innovations, 41% said they acquire advanced machinery, equipment, software and buildings, while 23% said they acquire existing know-how, copyrighted works, patented and non-patented inventions (Table D.13). Respondents also have in-house or contract out activities and expenditures for product and process innovations (Table D.14). Fifty nine percent carry out in-house/contracted out training for personnel, 45% carry out in-house/contracted out activities for the market introduction, while 45% carry out in-house/contracted activities to alter the shape, appearance or usability of goods or services.

D.6 PUBLIC FINANCIAL SUPPORT FOR INNOVATION ACTIVITIES

There are two sources of public financial support for innovation activities: local or regional authorities tapped by 36% and central government tapped by 54% (Table D15).

D.7 COOPERATION FOR PRODUCT AND PROCESS INNOVATION ACTIVITIES

Eighty six percent of the respondent institutions co-operate on any of innovation activities with other institution or organizations NOT related to Project STRIDE. Forty five percent is coming from the GIA, while 41% is coming from the RIIC (Table D16).

D.8 TYPE OF INNOVATION COOPERATION PARTNER

Our respondents have different types of innovation cooperation partners. Seventy seven percent of the respondents said that they have cooperation partners in the Philippines, for other institution within their institution group; 54% said that they get suppliers of equipment, materials, components, or software here in the Philippines, while 23% get these from other countries (Table D17). Ninety five percent have clients or customers from the private sector here in the Philippines, 82% have clients or customers from the public sector, 50% of competitors or other enterprises in the respondent's sector is from the Philippines, 77% of the consultants or commercial laboratories hired is from the Philippines, 86 % of the respondents' partners are from universities or other higher education institutes in the Philippines, and also 86% of the respondents' partners are from Government, public or private research institutes in the Philippines (Table D.17). Data is showing that the innovation partners of the respondents were mostly coming from the Philippines. Asked who is the most valuable cooperation partner of their institution's innovation activities, 27% said HEI, 54% said government agency, 27%said the private sector/industry, while 13% said Research Partnership with R&D Background. As for the respondent's reason of the most valuable cooperation partner to their institution's innovation activities, 50% said expertise, 32% said Network/Partnership/Linkages, while only 14% mentioned funding as a reason for partnership (Table D18.b).

D.9 REGULATORY ENVIRONMENT FOR INNOVATION

Respondents were asked of their assessment about the improvement in the regulatory environment for innovation in their institution. Table D.19 summarizes the results. The highest affirmative answer was the New laboratories, institutions, and training programs (64%), followed by Improved scientific workforce (people services), (54%) and Science-based guidelines (50%). Lagging behind are Improved approval for utility model (27%), Improved application for utility model (31%) and Improved approval for IP patent (31%) and improved procurement policy (31%). These findings seem to support the

qualitative data that commercialization activities still need more support. The findings reveal the strength of the research intervention and its effects.

D.10 INTELLECTUAL PROPERTY RIGHTS AND LICENSING

Respondents were also asked about their activities regarding Intellectual Property Rights and Licensing. For the past three years, only 27% of the total online respondents have applied for patent, 9% or two people registered an industrial design right, 22% Registered a trademark, also 9% licensed out or sold a patent, industrial design right, copyright or trademark to another enterprise, university or research institute, and no one licensed in or bought a patent, industrial design right, copyright or trademark owned by another enterprise, university or research institute (Table D.20).

D.11 RANKING OF STRIDE INTERVENTIONS

Respondents were asked to rank the impact of the STRIDE interventions to them: 1) Technical assistance and its various forms; 2) Strengthening links between innovation stakeholders; 3) Policy improvements, and 4) Institutionalization of STRIDE capacity building programs. Among the GIA, strengthening links was top. For the RIIC, the policy improvement was the highest (Table D.22). The RIIC respondents were appreciative of the policies that made them whole and that they will need to work together. Meanwhile, the GIAs recognized that linking especially the academe and the industry has the most impact to them.

D.12 SUMMARY

This capacity to innovate survey among the various actors in the partnerships formed through STRIDE found the following:

1) Low product (goods) innovation output. Only the KTTO had a better rating in the product (services) innovation output. In both products, the institution would normally partner with another organization to produce the said output. Said product is new to the discipline, and also new to the institution. In terms of process innovation, a high number of respondents have improved methods of manufacturing.

2) Activities and expenditures for product and process innovations are mostly in-house activities, central government is usually tapped to fund activities. A high number of respondent institutions co-operate on any of innovation activities with other institution or organizations NOT related to Project STRIDE. Most innovation cooperation partners are from the Philippines, with the government agency as the most valuable cooperation partner of their institution's innovation activities. Expertise is the main reason for the most valuable cooperation partner.

3) The regulatory environment has slight improvement. Improvements are in the areas of science-based intervention. Commercialization interventions are lagging behind. This is the weak link in terms of innovation capacity. Qualitative data gathered by the evaluation team in parallel, also revealed low commercialization capacities and activities. There is very slow IP activities, which reveals that there needs to have more work to encourage researchers to capitalize on IP to bring their technologies to the market.

ATTACHMENTS: TABLES AND FIGURES

Table D.1. Distribution of FGD participants per type of institution, by classification

Classification	GIA		RIIC		Total	
	Count	Percent	Count	Percent	Count	Percent
Government Agency	7	11.1	13	20.6	20	31.7
Higher Education Institution (HEI)	11	17.5	9	14.3	20	31.7
Industry/Private Sector	14	22.2	9	14.3	23	36.5
Total	32	50.8	31	49.2	63	100.0

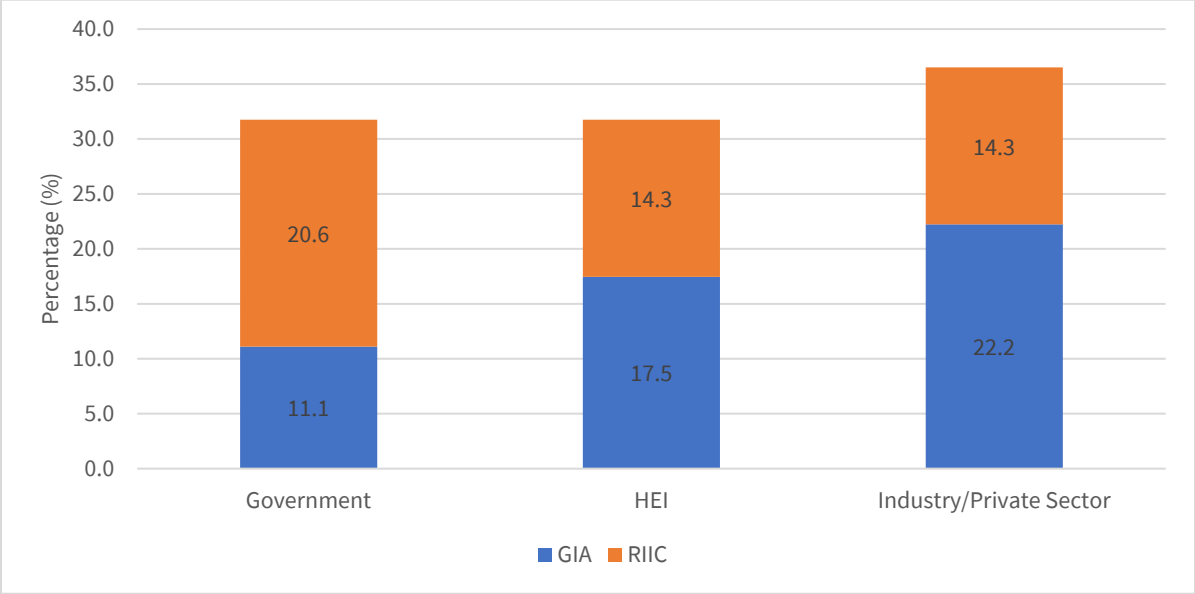

Figure D.1. Distribution of FGD participants (in percent) by classification

I. DEMOGRAPHIC PROFILE

Table D.2. Distribution of FGD participants who responded to the survey (in percent), by classification

Classification	Count (n=22)	Percent
GIA	11	50
RIIC	11	50

Table D.3. Distribution of respondent's profile by classification

Demographic Profile	Responses	GIA (n=11)	RIIC (n=11)	Total (n=22)
Type of Institution	Government	18.2	18.2	36.4
	HEI	22.7	9.1	31.8

	Industry/Private Sector	9.1	22.7	31.8
	Total	50	50	100
Sex at Birth	Male	36.4	22.7	59.1
	Female	13.6	27.3	40.9
	Total	50.0	50.0	100.0
Highest Educational Attainment	BS	22.7	22.7	45.5
	MA/MS	18.2	27.3	45.5
	PhD	9.1	0.0	9.1
	Total	50.0	50.0	100.0
Region	III	0.0	13.6	13.6
	IV-A	4.5	9.1	13.6
	IX	4.5	0.0	4.5
	NCR	4.5	0.0	4.5
	V	9.1	0.0	9.1
	VII	22.7	0.0	22.7
	XI	4.5	27.3	31.8
	Total	50.0	50.0	100.0

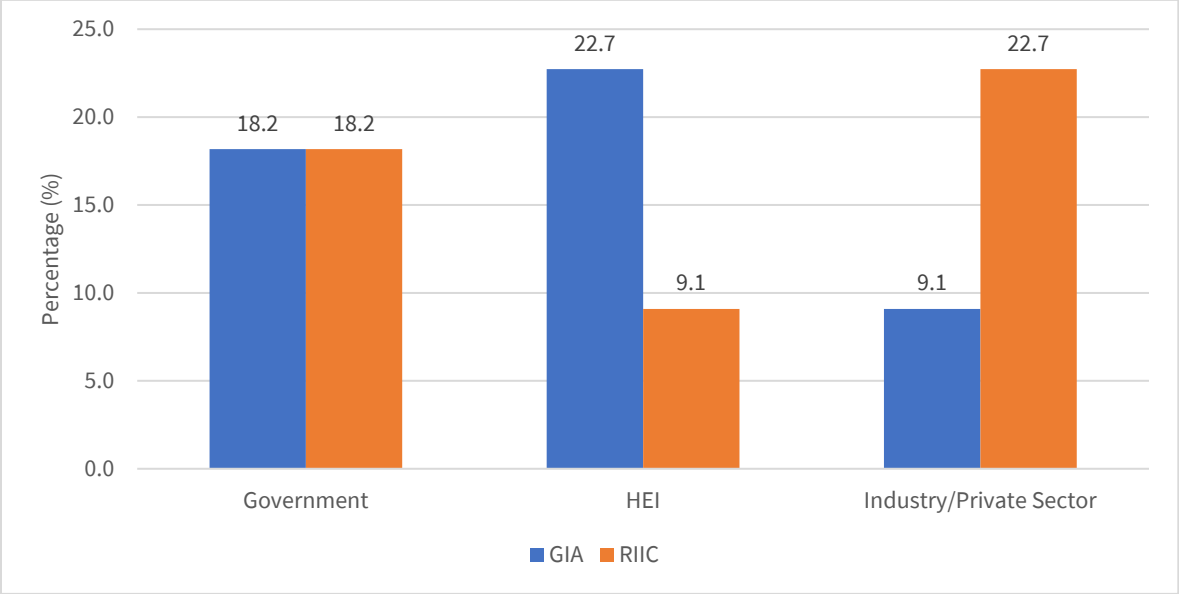

Figure D.2. Distribution of respondent's type of institution (in percent) by classification

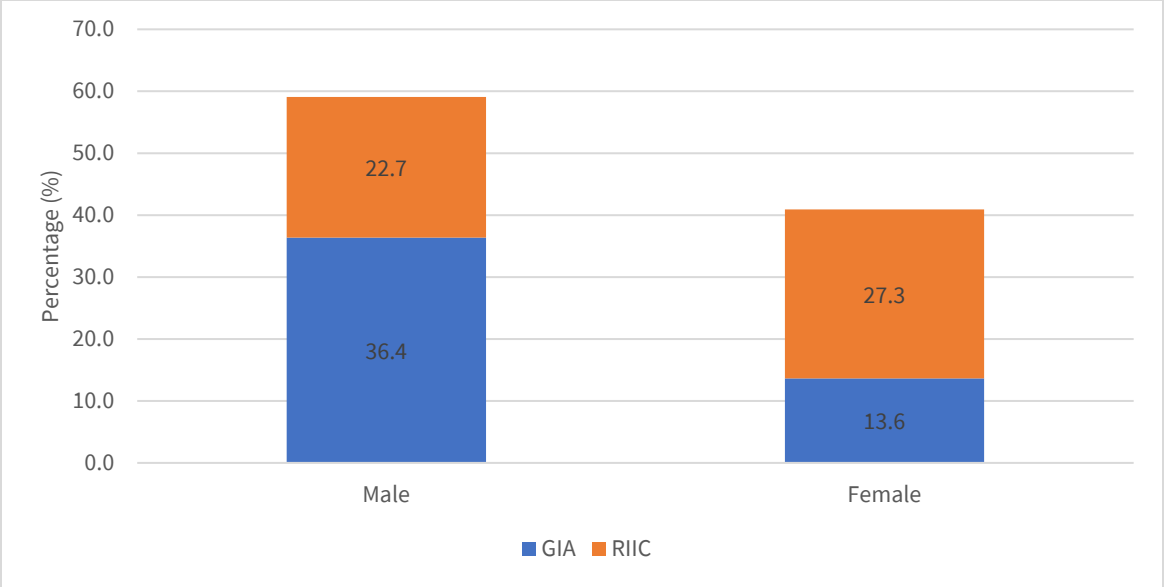

Figure D.3. Distribution of respondent's sex at birth (in percent) by classification

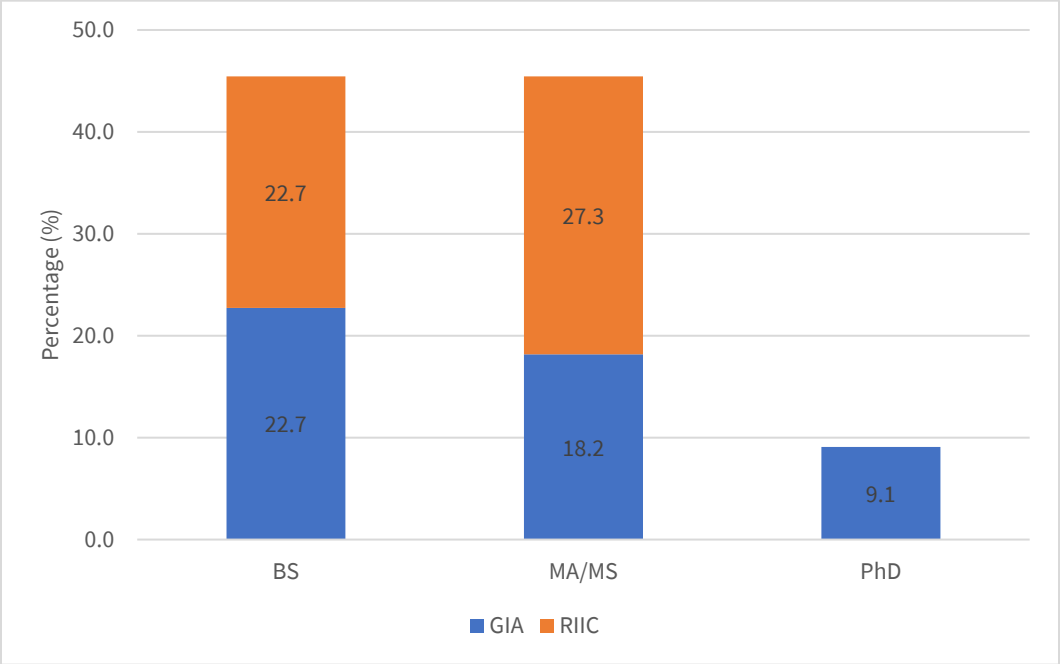

Figure D.4. Distribution of respondent's highest educational attainment (in percent) by classification

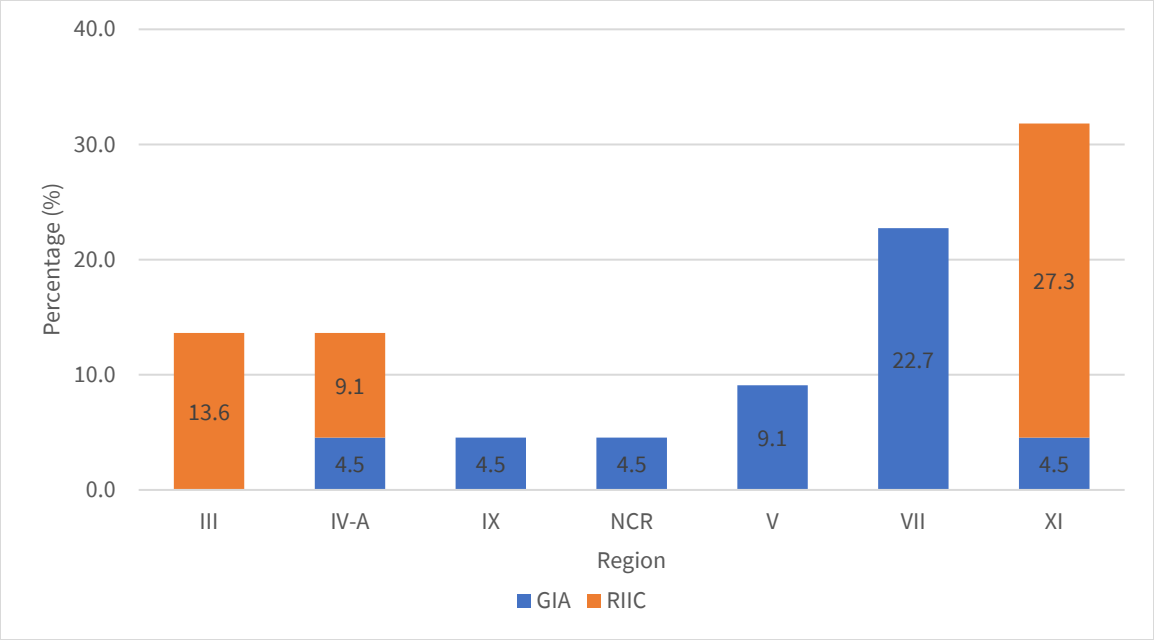

Figure D.5. Distribution of respondent's region (in percent) by classification

II. PRODUCT INNOVATION [GOODS]

Table D.4. Distribution of responses on product innovation [goods] (in percent) by classification

Product Innovation [Goods]	Response	GIA (n=11)	RIIC (n=11)	Total (n=22)
Equipment	Yes	9.1	22.7	31.8
	No	31.8	22.7	54.5
	I have no idea	9.1	4.5	13.6
	Total	50.0	50.0	100.0
Journal Publications	Yes	13.6	13.6	27.3
	No	27.3	22.7	50.0
	I have no idea	9.1	13.6	22.7
	Total	50.0	50.0	100.0
Software Applications	Yes	13.6	18.2	31.8
	No	31.8	31.8	63.6
	I have no idea	4.5	0.0	4.5
	Total	50.0	50.0	100.0

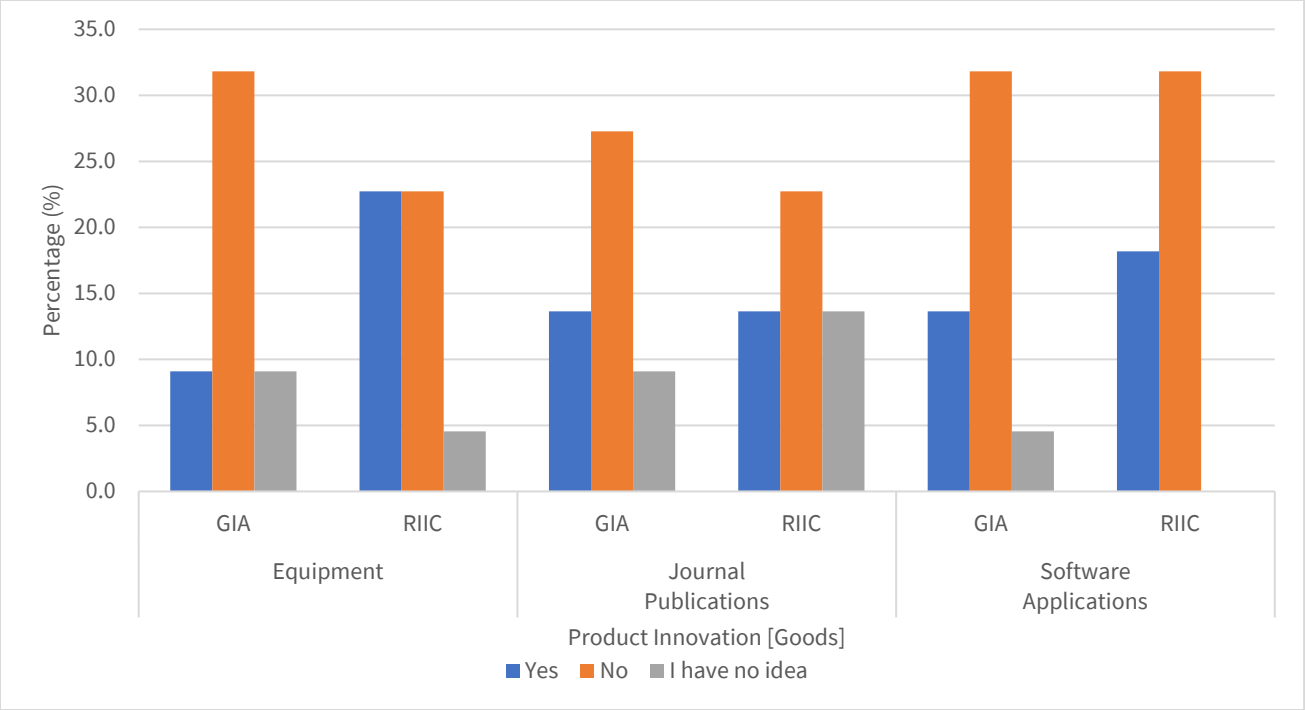

Figure D.6. Distribution of respondent's product innovation [goods] (in percent) by classification

Table D.5. Distribution of respondent's other product innovation [goods] (in percent) by classification

Other Product Innovation	GIA (n=11)	RIIC (n=11)	Total (n=22)
Capacity Trainings	4.5	0.0	4.5
Project Proposal Workshop/Submission	4.5	4.5	9.1
Food Product and Processing Protocol	4.5	0.0	4.5
Innovation Guidebook	4.5	4.5	9.1
Linkages with Industries	4.5	0.0	4.5
Local cattle upgrades	4.5	0.0	4.5
iSTRIKE/ THRIVE website	0.0	9.1	9.1
Propagation technology on Liberica Coffee	0	4.5	4.5
None	9.1	18.2	27.3
Not Applicable	13.6	9.1	22.7
Total	50.0	50.0	100.0

Table D.6. Distribution of respondent's development of product innovation [goods] (in percent) by classification

Response	GIA (n=11)	RIIC (n=11)	Total (n=22)
Your institution by itself	9.1	4.5	13.6

Your institution together with other organizations	18.2	22.7	40.9
Your institution by adapting or modifying goods or services originally developed by other institutions/organizations	4.5	0.0	4.5
Other institutions or organizations	18.2	22.7	40.9
Total	50.0	50.0	100.0

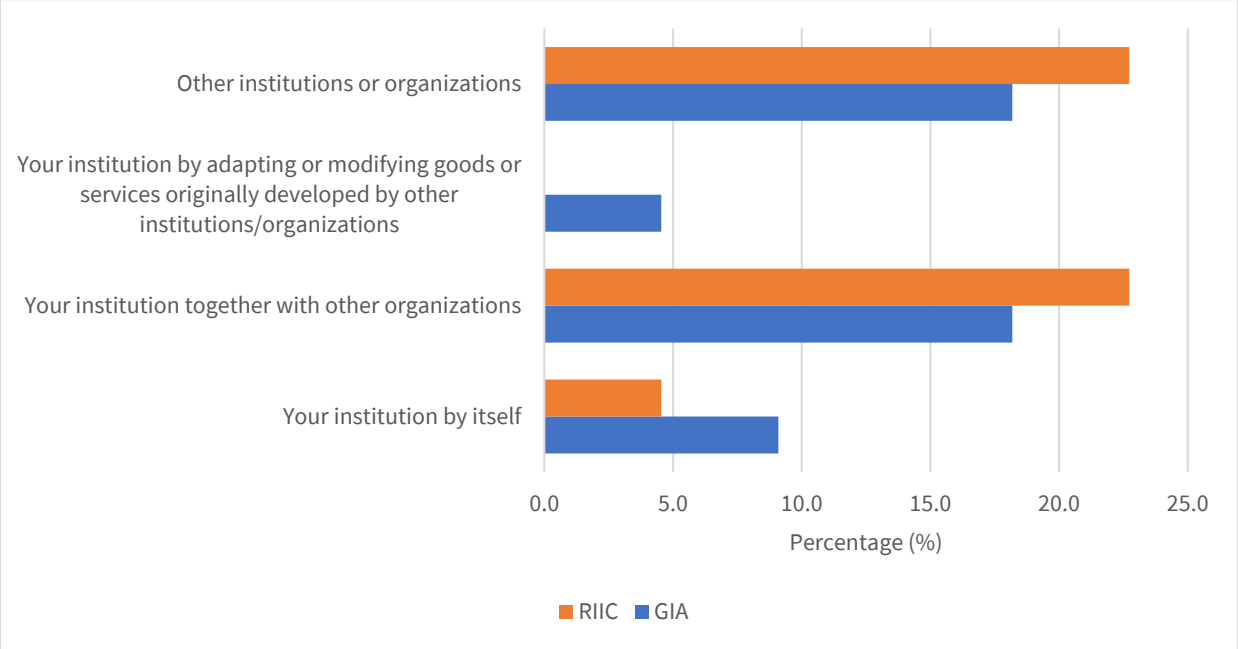

Figure D.7. Distribution of respondent's development of product innovation [goods] (in percent) by classification

III. PRODUCT INNOVATION [SERVICE]

Table D.7. Distribution of respondent's product innovation [service] (in percent) by classification

Product Innovation [Service]	Response	GIA (n=11)	RIIC (n=11)	Total (n=22)
Professional Science Master (PSM) Curriculum	Yes	18.2	9.1	27.3
	No	27.3	31.8	59.1
	I have no idea	4.5	9.1	13.6
	Total	50.0	50.0	100.0
Knowledge Technology Transfer Office (KTTO)	Yes	22.7	22.7	45.5
	No	22.7	27.3	50.0
	I have no idea	4.5	0.0	4.5
	Total	50.0	50.0	100.0
Career Centers	Yes	9.1	13.6	22.7
	No	31.8	31.8	63.6
	I have no idea	9.1	4.5	13.6
	Total	50.0	50.0	100.0

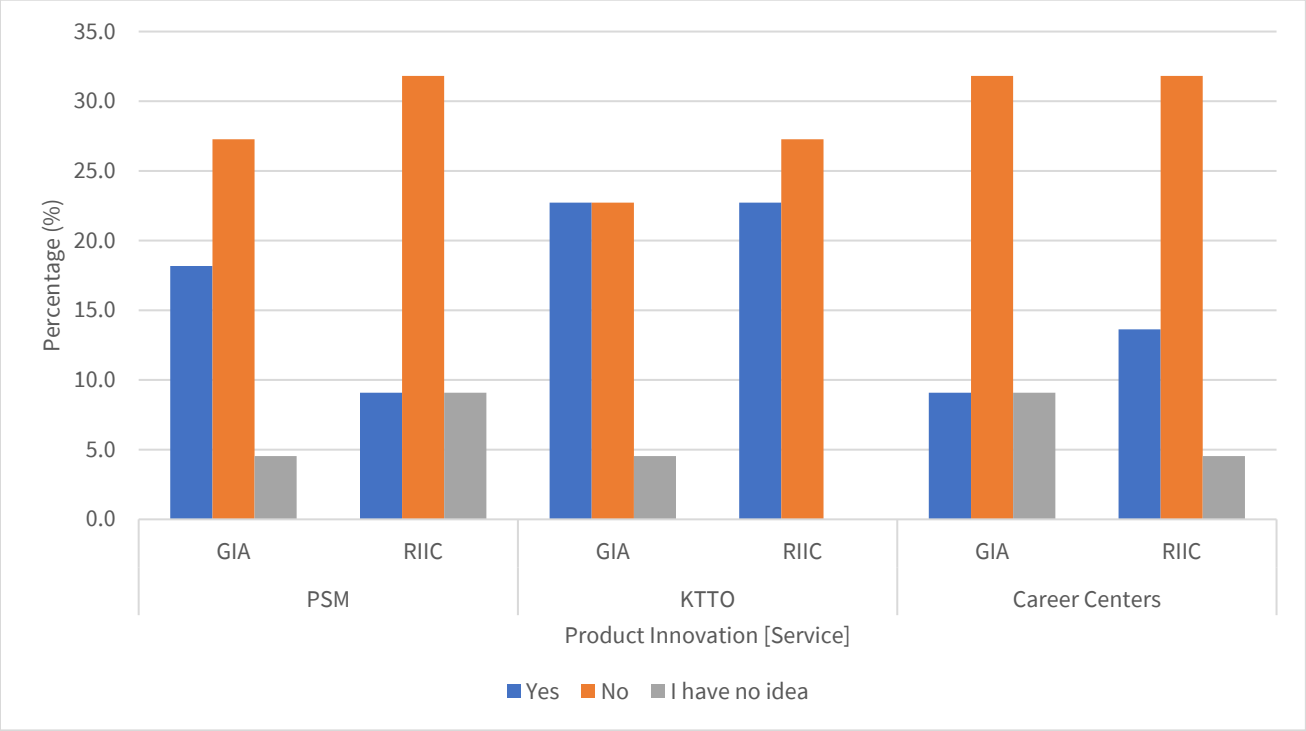

Figure D.8. Distribution of respondent's product innovation [service] (in percent) by classification

Table D.8. Distribution of respondent's development of product innovation [service] (in percent) by classification

Response	GIA (n=11)	RIIC (n=11)	Total (n=22)
Your institution by itself	4.5	9.1	13.6
Your institution together with other organizations	36.4	31.8	68.2
Your institution by adapting or modifying goods or services originally developed by other institutions/organizations	9.1	9.1	18.2
Total	50.0	50.0	100.0

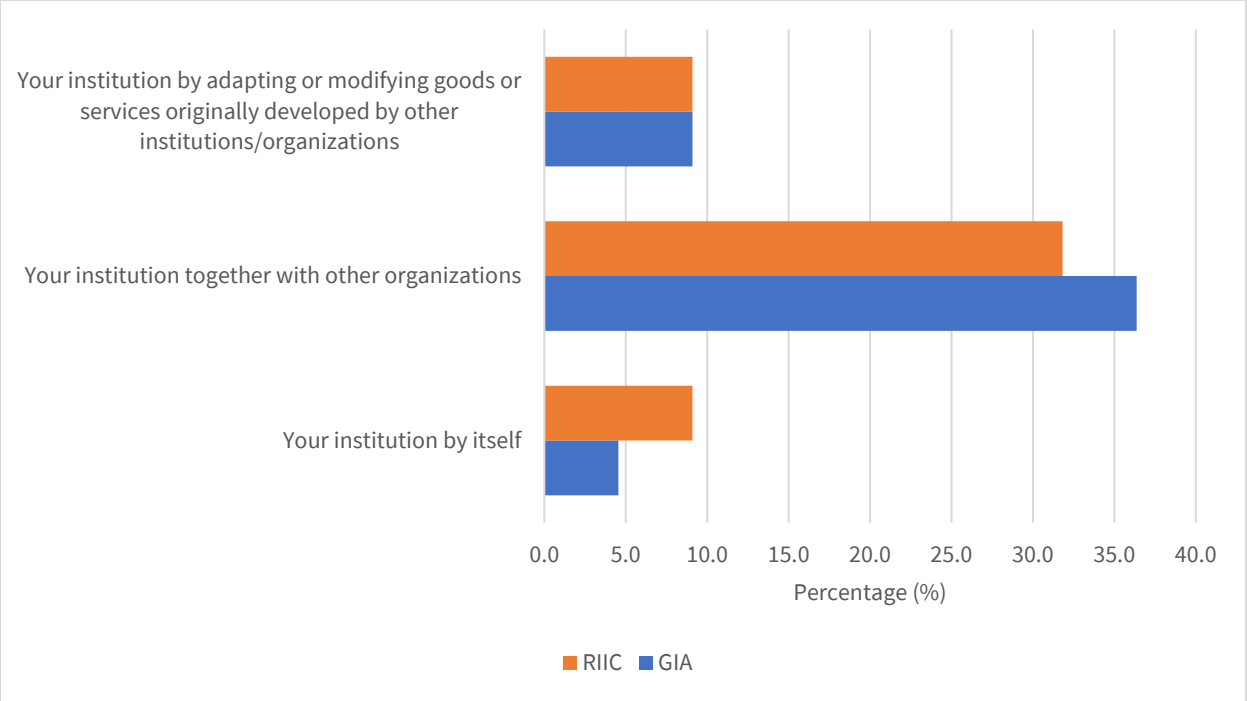

Figure D.9. Distribution of respondent's development of product innovation [service] (in percent) by classification

Table D.9. Distribution of respondent's development of product innovation [goods or services] (in percent) by classification

Product Innovation [Goods/Services]	Response	GIA (n=11)	RIIC (n=11)	Total (n=22)
New to Discipline	Yes	36.4	27.3	63.6
	No	9.1	9.1	18.2
	I have no idea	4.5	13.6	18.2
	Total	50.0	50.0	100.0
New to Institution	Yes	27.3	22.7	50.0
	No	13.6	13.6	27.3
	I have no idea	9.1	13.6	22.7
	Total	50.0	50.0	100.0

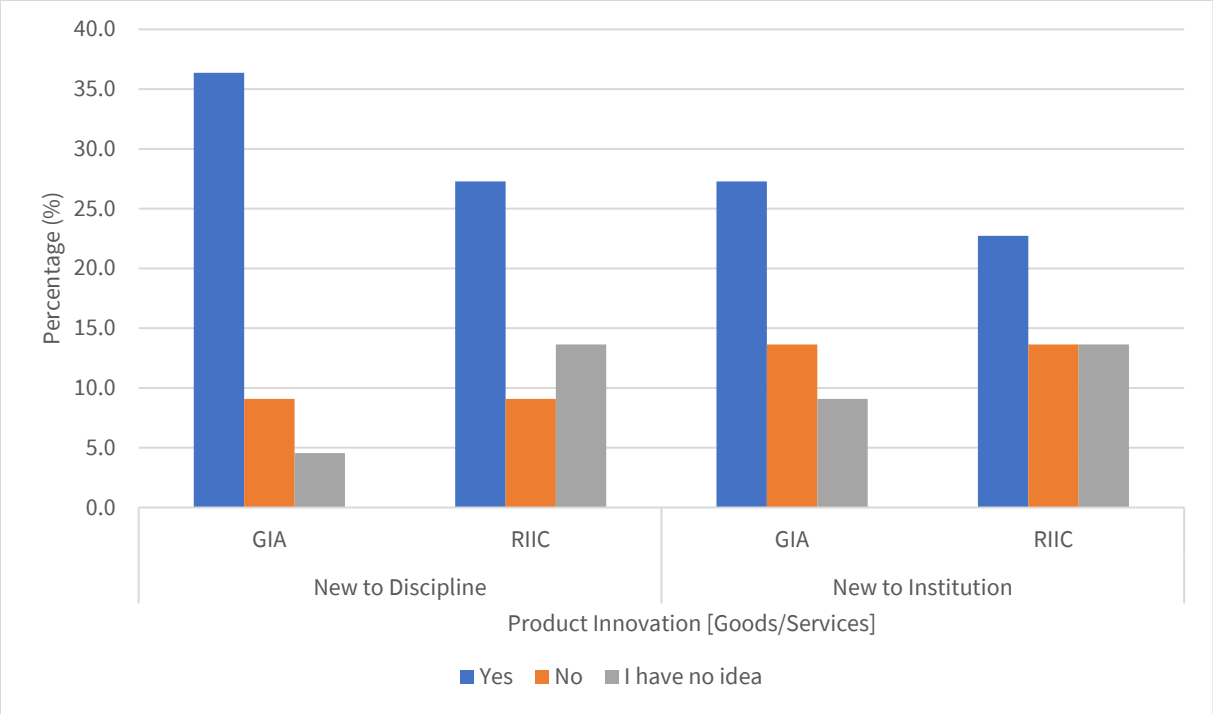

Figure D.10. Distribution of respondent's development of product innovation [goods/services] (in percent) by classification

IV. PROCESS INNOVATION

Table D.10. Distribution of respondent's development of process innovation (in percent) by classification

Process Innovation	Response	GIA (n=11)	RIIC (n=11)	Total (n=22)
Improved methods of manufacturing	Yes	27.3	27.3	54.5
	No	9.1	4.5	13.6
	I have no idea	13.6	18.2	31.8
	Total	50.0	50.0	100.0
Improved logistics, delivery or distribution methods	Yes	4.5	27.3	31.8
	No	18.2	4.5	22.7
	I have no idea	27.3	18.2	45.5
	Total	50.0	50.0	100.0
Improved supporting activities for processes	Yes	0.0	31.8	31.8
	No	18.2	4.5	22.7
	I have no idea	31.8	13.6	45.5
	Total	50.0	50.0	100.0

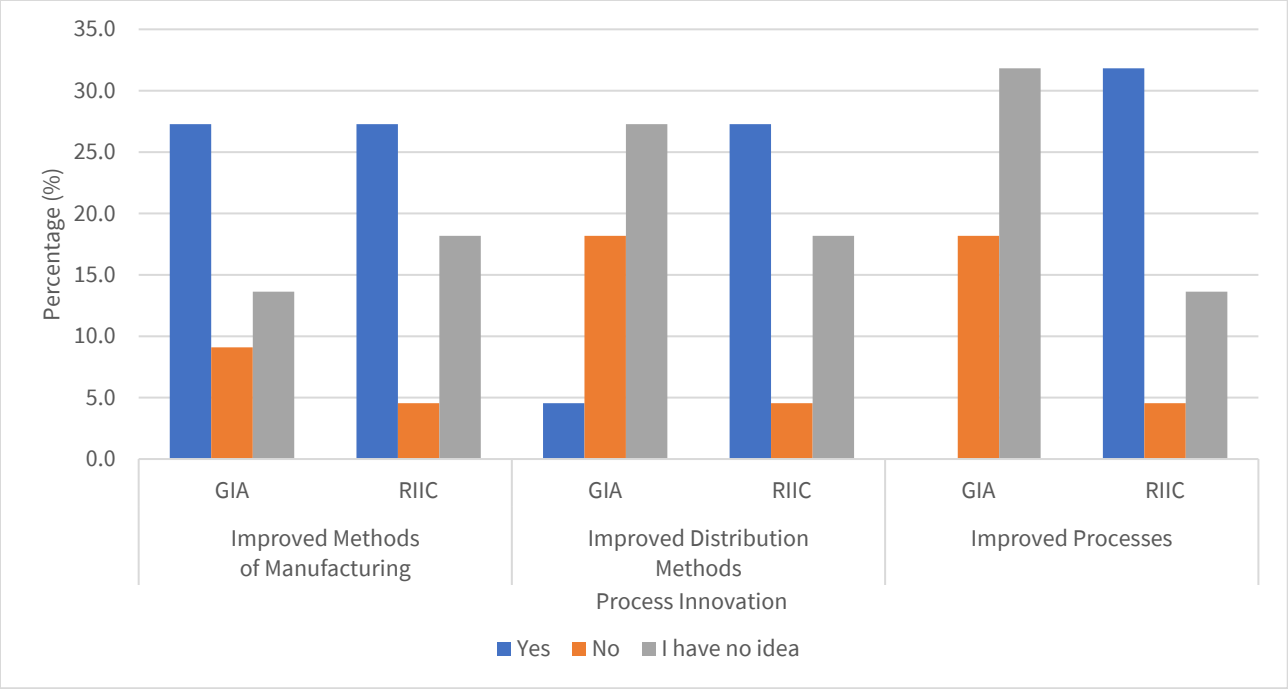

Figure D.11. Distribution of respondent's development of process innovation (in percent) by classification

Table D.11. Distribution of respondent's development of process innovation (in percent) by classification

Response	GIA (n=11)	RIIC (n=11)	Total (n=22)
Your institution by itself	13.6	0.0	13.6
Your institution together with other organizations	13.6	18.2	31.8
Your institution by adapting or modifying goods or services originally developed by other institutions/organizations	0.0	4.5	4.5
Other institutions or organizations	22.7	27.3	50.0
Total	50.0	50.0	100.0

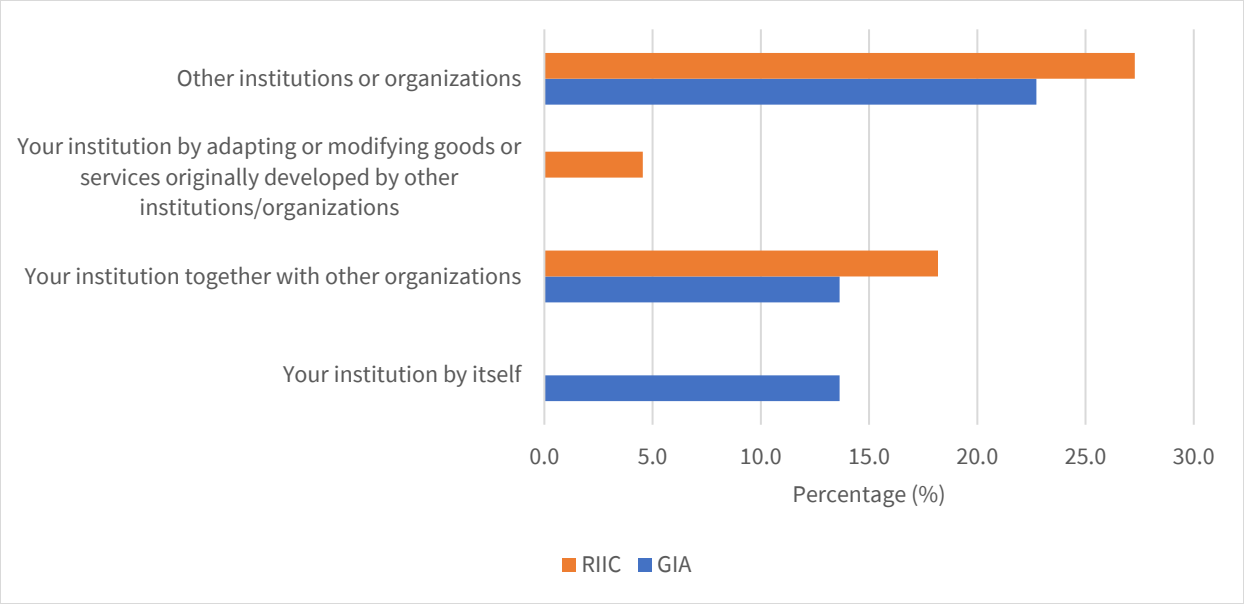

Figure D.12. Distribution of respondent's development of process innovation (in percent) by classification

V. ACTIVITIES AND EXPENDITURES FOR PRODUCT AND PROCESS INNOVATIONS

Table D.12. Distribution of respondent's R&D activities and expenditures for product and process innovations (in percent) by classification

R&D Activities and Expenditures for Product and Process Innovations	Response	GIA (n=11)	RIIC (n=11)	Total (n=22)
In-house activities	Yes	27.3	27.3	54.5
	No	13.6	18.2	31.8
	I have no idea	9.1	4.5	13.6
	Total	50.0	50.0	100.0
External R&D	Yes	13.6	27.3	40.9
	No	18.2	22.7	40.9
	I have no idea	18.2	0.0	18.2
	Total	50.0	50.0	100.0

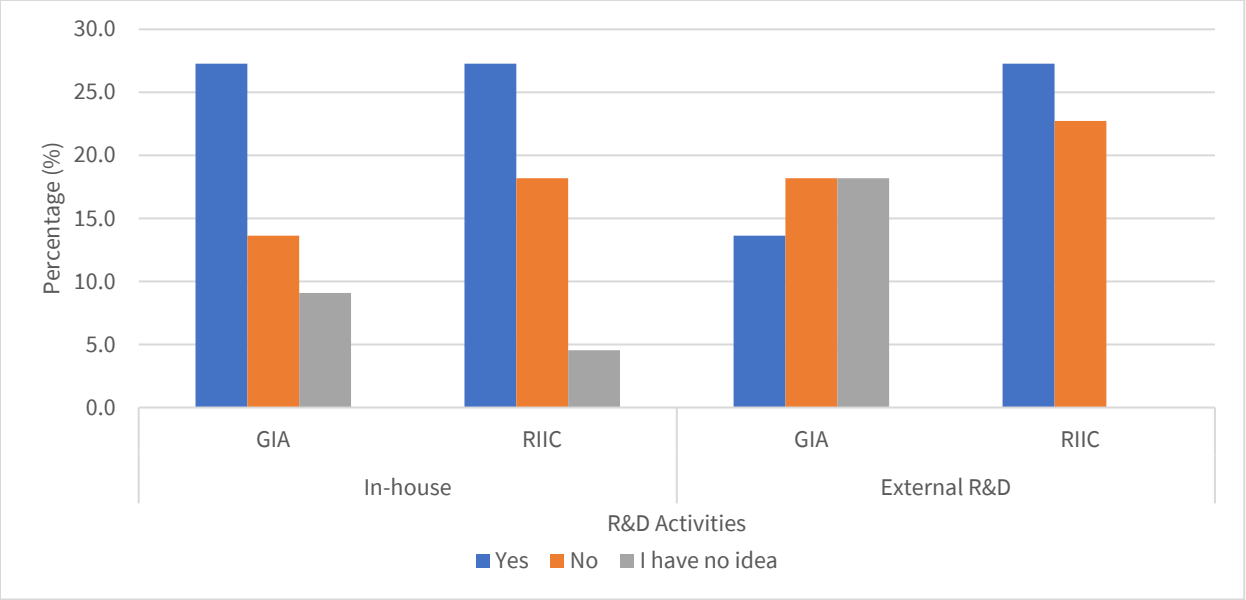

Figure D.13. Distribution of respondent's R&D activities and expenditures for product and process innovations (in percent) by classification

Table D.13. Distribution of respondent's acquisition activities and expenditures for product and process innovations (in percent) by classification

Acquisition Activities and Expenditures for Product and Process Innovations	Response	GIA (n=11)	RIIC (n=11)	Total (n=22)
Acquire advanced machinery, equipment, software and buildings	Yes	22.7	18.2	40.9
	No	9.1	27.3	36.4
	I have no idea	18.2	4.5	22.7
	Total	50.0	50.0	100.0
Acquire existing know-how, copyrighted works, patented and non-patented inventions	Yes	9.1	13.6	22.7
	No	27.3	22.7	50.0
	I have no idea	13.6	13.6	27.3
	Total	50.0	50.0	100.0

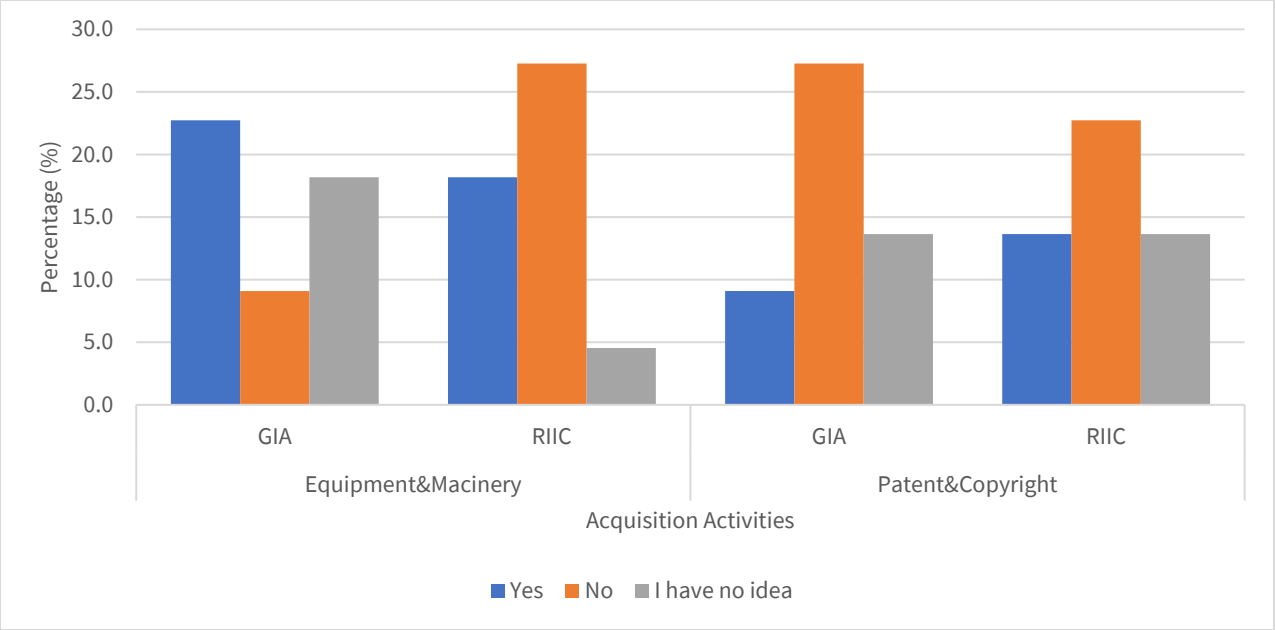

Figure D.14. Distribution of respondent's acquisition activities and expenditures for product and process innovations (in percent) by classification

Table D.14. Distribution of respondent's in-house or contract out activities and expenditures for product and process innovations (in percent) by classification

In-house or Contract Out Activities and Expenditures for Product and Process Innovations	Response	GIA (n=11)	RIIC (n=11)	Total (n=22)
Carry out in-house/contracted out training for your personnel	Yes	27.3	31.8	59.1
	No	9.1	13.6	22.7
	I have no idea	13.6	4.5	18.2
	Total	50.0	50.0	100.0
Carry out in-house/contracted out activities for the market introduction	Yes	18.2	27.3	45.5
	No	22.7	18.2	40.9
	I have no idea	9.1	4.5	13.6
	Total	50.0	50.0	100.0
Carry out in-house/contracted activities to alter the shape, appearance or usability of goods or services	Yes	22.7	22.7	45.5
	No	9.1	18.2	27.3
	I have no idea	18.2	9.1	27.3
	Total	50.0	50.0	100.0

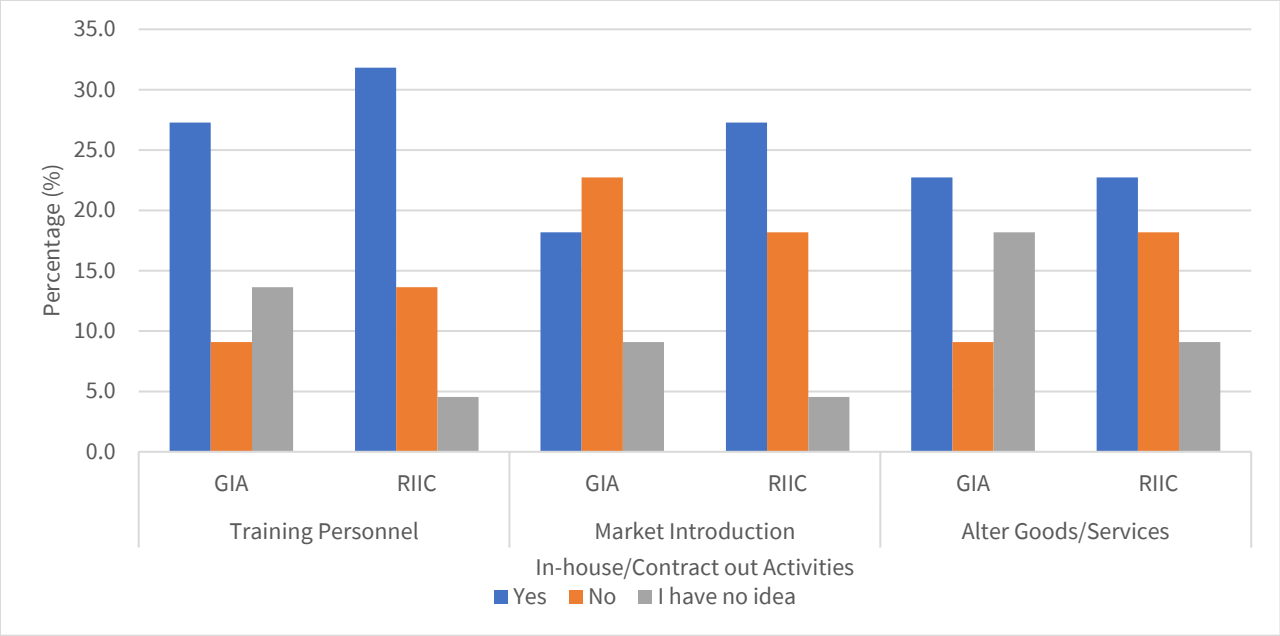

Figure D.15. Distribution of respondent's in-house or contract out activities and expenditures for product and process innovations (in percent) by classification

VI. PUBLIC FINANCIAL SUPPORT FOR INNOVATION ACTIVITIES

Table D.15. Distribution of respondent's public financial support for innovation activities (in percent) by classification

Public Financial Support for Innovation Activities	Response	GIA (n=11)	RIIC (n=11)	Total (n=22)
Local or regional authorities	Yes	9.1	27.3	36.4
	No	27.3	22.7	50.0
	I have no idea	13.6	0.0	13.6
	Total	50.0	50.0	100.0
Central government	Yes	27.3	27.3	54.5
	No	18.2	18.2	36.4
	I have no idea	4.5	4.5	9.1
	Total	50.0	50.0	100.0

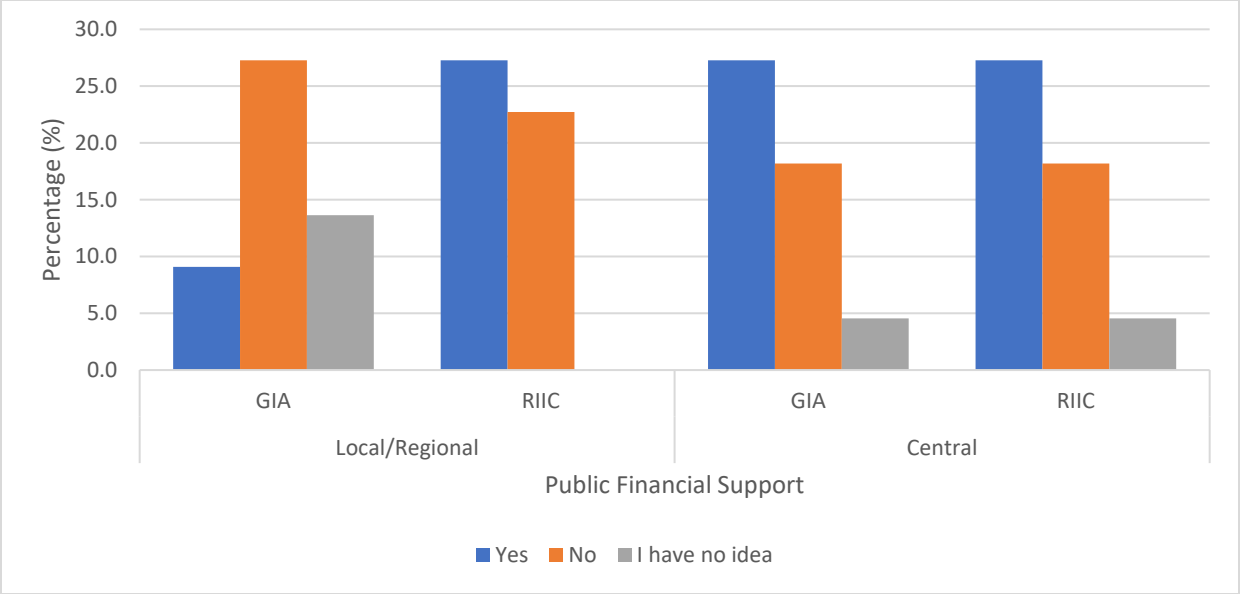

Figure D.16. Distribution of respondent's public financial support for innovation activities (in percent) by classification

VII. COOPERATION FOR PRODUCT AND PROCESS INNOVATION ACTIVITIES

Table D.16. Distribution of respondent's institutions co-operate on any of innovation activities with other institution or organizations NOT related to Project STRIDE (in percent) by classification

Response	GIA (n=11)	RIIC (n=11)	Total (n=22)
Yes	45.5	40.9	86.4
No	0.0	9.1	9.1
I have no idea	4.5	0.0	4.5
Total	50.0	50.0	100.0

VIII. TYPE OF INNOVATION COOPERATION PARTNER

Table D.17. Distribution of respondent's type of innovation cooperation partner (in percent) by classification

Type of Innovation Cooperation Partner	Response	GIA (n=11)	RIIC (n=11)	Total (n=22)
Other institution within institution group	Philippines	45.5	31.8	77.3
	Other countries	0.0	4.5	4.5
	Not applicable	4.5	13.6	18.2
	Total	50.0	50.0	100.0
Suppliers of equipment, materials, components, or software	Philippines	27.3	27.3	54.5
	Other countries	18.2	4.5	22.7
	Not applicable	4.5	18.2	22.7
	Total	50.0	50.0	100.0

Clients or customers from the private sector	Philippines	50.0	45.5	95.5
	Other countries	0.0	0.0	0.0
	Not applicable	0.0	4.5	4.5
	Total	50.0	50.0	100.0
Clients or customers from the public sector	Philippines	40.9	40.9	81.8
	Other countries	0.0	0.0	0.0
	Not applicable	9.1	9.1	18.2
	Total	50.0	50.0	100.0
Competitors or other enterprises in your sector	Philippines	22.7	27.3	50.0
	Other countries	4.5	0.0	4.5
	Not applicable	22.7	22.7	45.5
	Total	50.0	50.0	100.0
Consultants or commercial laboratories	Philippines	45.5	31.8	77.3
	Other countries	0.0	4.5	4.5
	Not applicable	4.5	13.6	18.2
	Total	50.0	50.0	100.0
Universities or other higher education institutes	Philippines	40.9	45.5	86.4
	Other countries	4.5	0.0	4.5
	Not applicable	4.5	4.5	9.1
	Total	50.0	50.0	100.0
Government, public or private research institutes	Philippines	45.5	40.9	86.4
	Other countries	0.0	0.0	0.0
	Not applicable	4.5	9.1	13.6
	Total	50.0	50.0	100.0

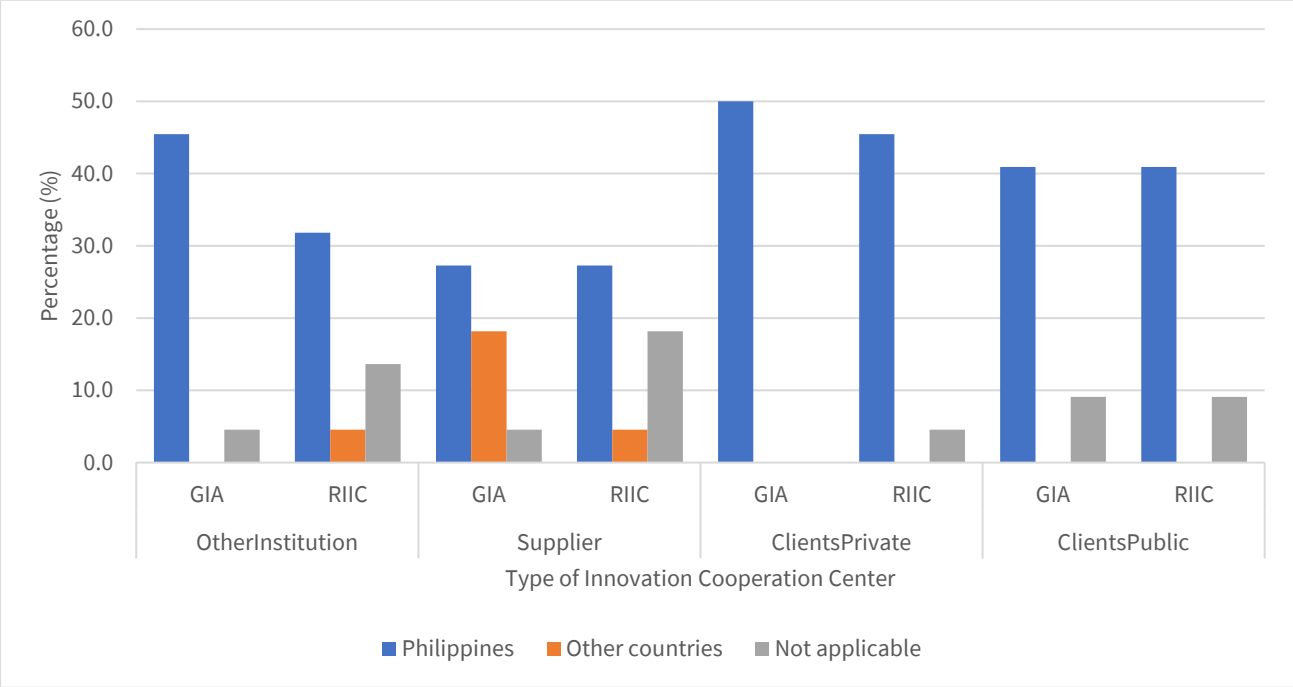

Figure D.17.a Distribution of respondent's type of innovation cooperation partner (in percent) by classification

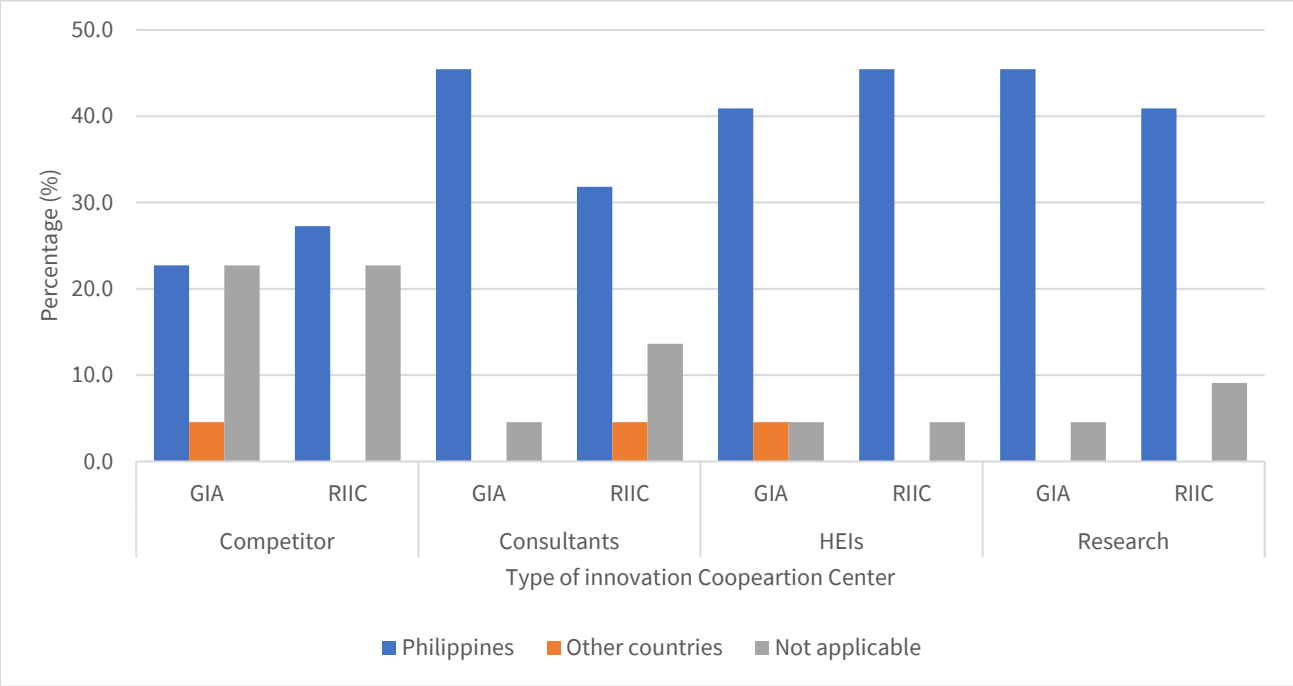

Figure D.17.b Distribution of respondent's type of innovation cooperation partner (in percent) by classification

Table D.18.a. Distribution of respondents to the most valuable cooperation partner to their institution's innovation activities (in percent) by classification

Co-operation partner*	GIA (n=11)	RIIC (n=11)	Total (n=22)
HEI	9.1	18.2	27.3
Government Agency	36.4	18.2	54.5
Private Industry/Sector	13.6	13.6	27.3
Research Partnership with R&D Background	4.5	9.1	13.6
Total	63.6	59.1	122.7

**Multiple response*

Table D.18.b. Distribution of respondent's reason to the most valuable cooperation partner to their institution's innovation activities (in percent) by classification

Reasons*	GIA (n=11)	RIIC (n=11)	Total (n=22)
Expertise	22.7	27.3	50.0
Network/Partnership/Linkages	9.1	22.7	31.8
Funding	9.1	4.5	13.6
New Opportunity	9.1	0.0	9.1
Total	50.0	54.5	104.5

**Multiple response*

IX. REGULATORY ENVIRONMENT FOR INNOVATION

Table D.19. Distribution of respondent's answers to the improvement of regulatory environment for innovation (in percent) by classification

Regulatory Environment for Innovation	Response	GIA (n=11)	RIIC (n=11)	Total (n=22)
Improved procurement policy	Yes	22.7	9.1	31.8
	No	18.2	27.3	45.5
	I have no idea	9.1	13.6	22.7
	Total	50.0	50.0	100.0
Improved policies for research incentives	Yes	18.2	27.3	45.5
	No	22.7	13.6	36.4
	I have no idea	9.1	9.1	18.2
	Total	50.0	50.0	100.0
Improved policies for extension services	Yes	13.6	31.8	45.5
	No	22.7	9.1	31.8
	I have no idea	13.6	9.1	22.7
	Total	50.0	50.0	100.0
Improved application for utility model	Yes	13.6	18.2	31.8
	No	22.7	13.6	36.4
	I have no idea	13.6	18.2	31.8
	Total	50.0	50.0	100.0
Improved approval for utility model	Yes	13.6	13.6	27.3
	No	22.7	18.2	40.9
	I have no idea	13.6	18.2	31.8
	Total	50.0	50.0	100.0
Improved approval for IP patent	Yes	18.2	13.6	31.8
	No	22.7	22.7	45.5
	I have no idea	9.1	13.6	22.7
	Total	50.0	50.0	100.0
Improved scientific workforce (people services)	Yes	27.3	27.3	54.5
	No	9.1	13.6	22.7
	I have no idea	13.6	9.1	22.7
	Total	50.0	50.0	100.0
Science-based guidelines	Yes	22.7	27.3	50.0
	No	18.2	13.6	31.8
	I have no idea	9.1	9.1	18.2
	Total	50.0	50.0	100.0
New laboratories, institutions, and training programs	Yes	27.3	36.4	63.6
	No	13.6	9.1	22.7
	I have no idea	9.1	4.5	13.6
	Total	50.0	50.0	100.0

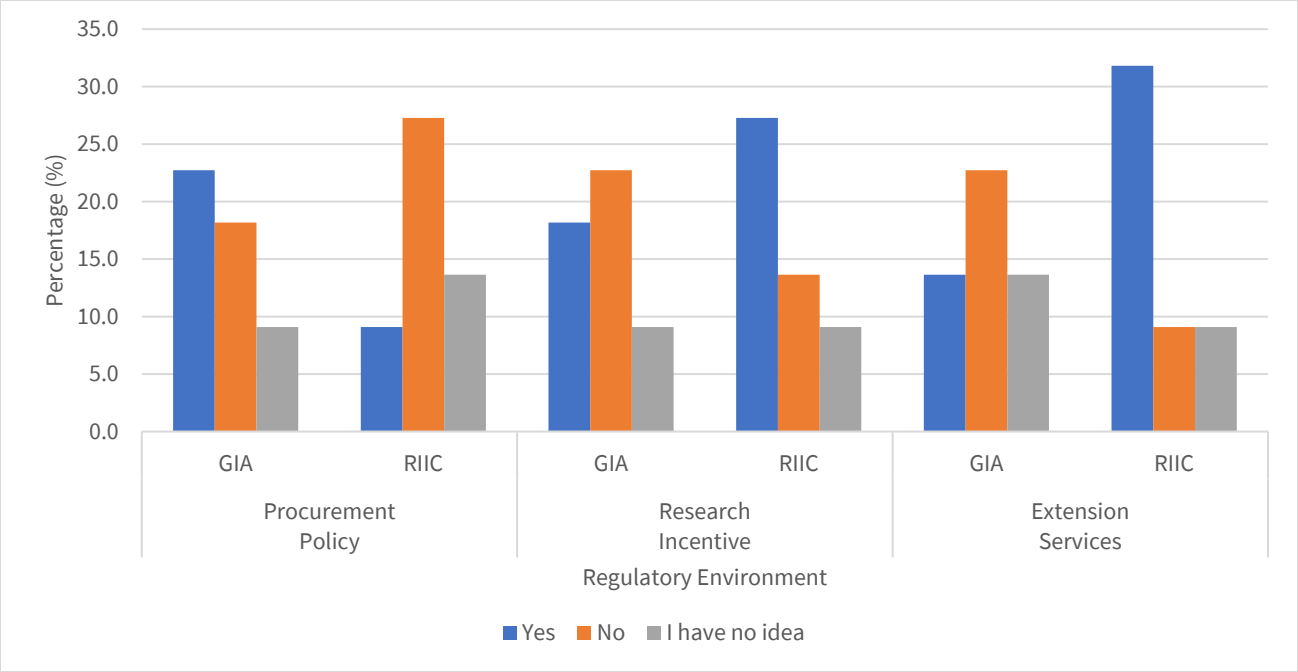

Figure D.18.a Distribution of respondents on regulatory environment for innovation (in percent) by classification

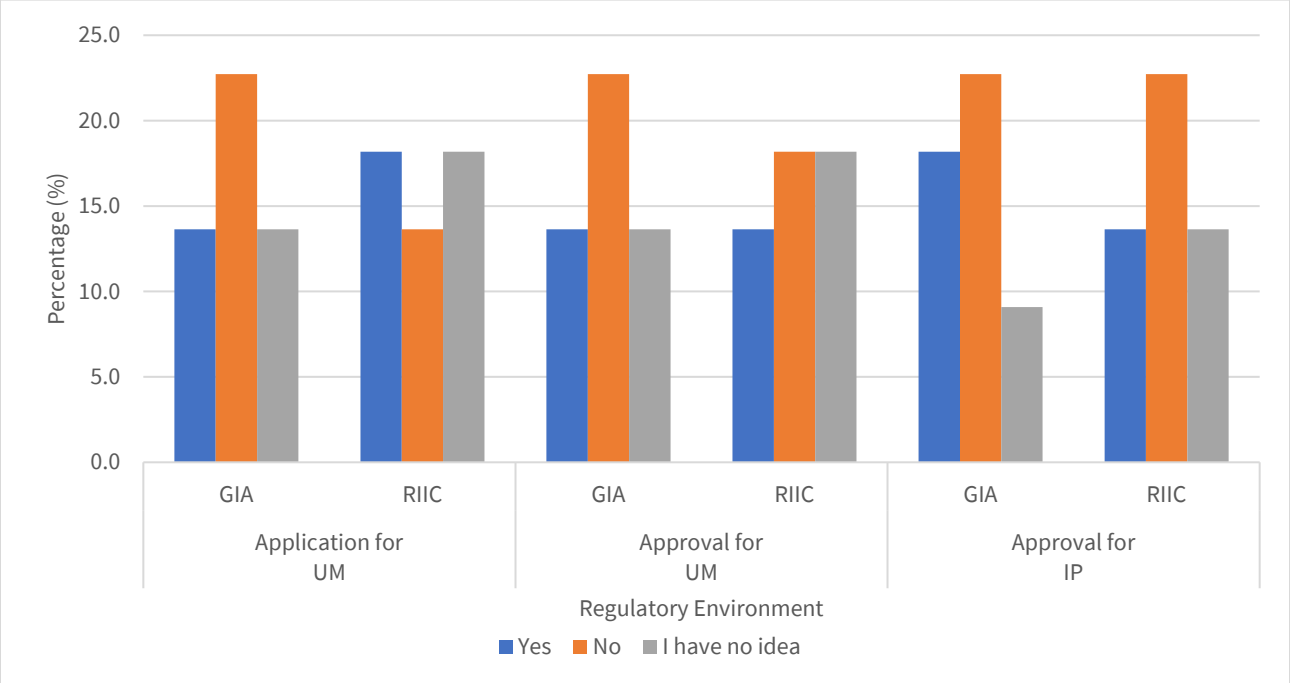

Figure D.18.b Distribution of respondents on regulatory environment for innovation (in percent) by classification

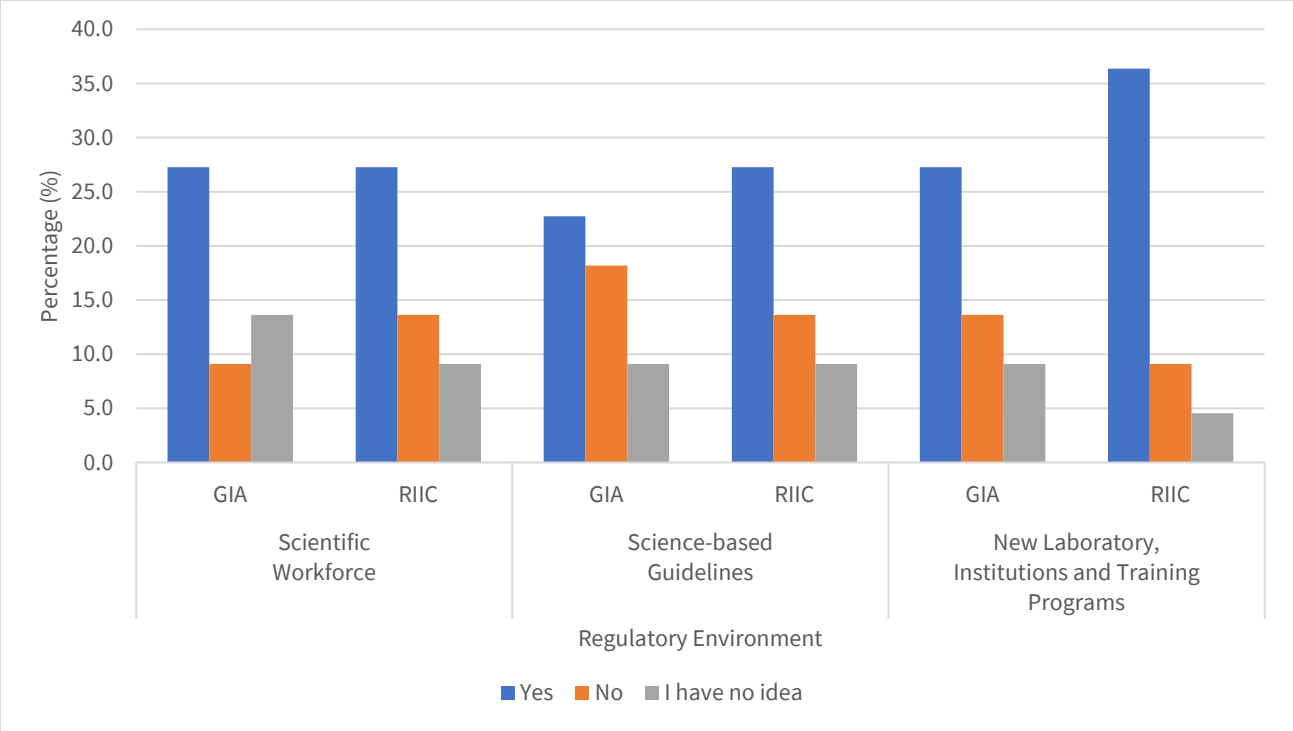

Figure D.18.c Distribution of respondents on regulatory environment for innovation (in percent) by classification

X. INTELLECTUAL PROPERTY RIGHTS AND LICENSING

Table D.20. Distribution of respondents on intellectual property rights and licensing (in percent) by classification

Intellectual Property Rights and Licensing	Response	GIA (n=11)	RIIC (n=11)	Total (n=22)
Apply for a patent	Yes	18.2	9.1	27.3
	No	22.7	27.3	50.0
	I have no idea	9.1	13.6	22.7
	Total	50.0	50.0	100.0
Register an industrial design right	Yes	4.5	4.5	9.1
	No	31.8	27.3	59.1
	I have no idea	13.6	18.2	31.8
	Total	50.0	50.0	100.0
Register a trademark	Yes	4.5	18.2	22.7
	No	31.8	22.7	54.5
	I have no idea	13.6	9.1	22.7
	Total	50.0	50.0	100.0
License out or sell a patent, industrial design right, copyright or trademark to another enterprise, university or research institute	Yes	0.0	9.1	9.1
	No	31.8	31.8	63.6
	I have no idea	18.2	9.1	27.3
	Total	50.0	50.0	100.0
	Yes	0.0	0.0	0.0

License in or buy a patent, industrial design right, copyright or trademark owned by another enterprise, university or research institute	No	18.2	18.2	36.4
	I have no idea	31.8	31.8	63.6
	Total	50.0	50.0	100.0

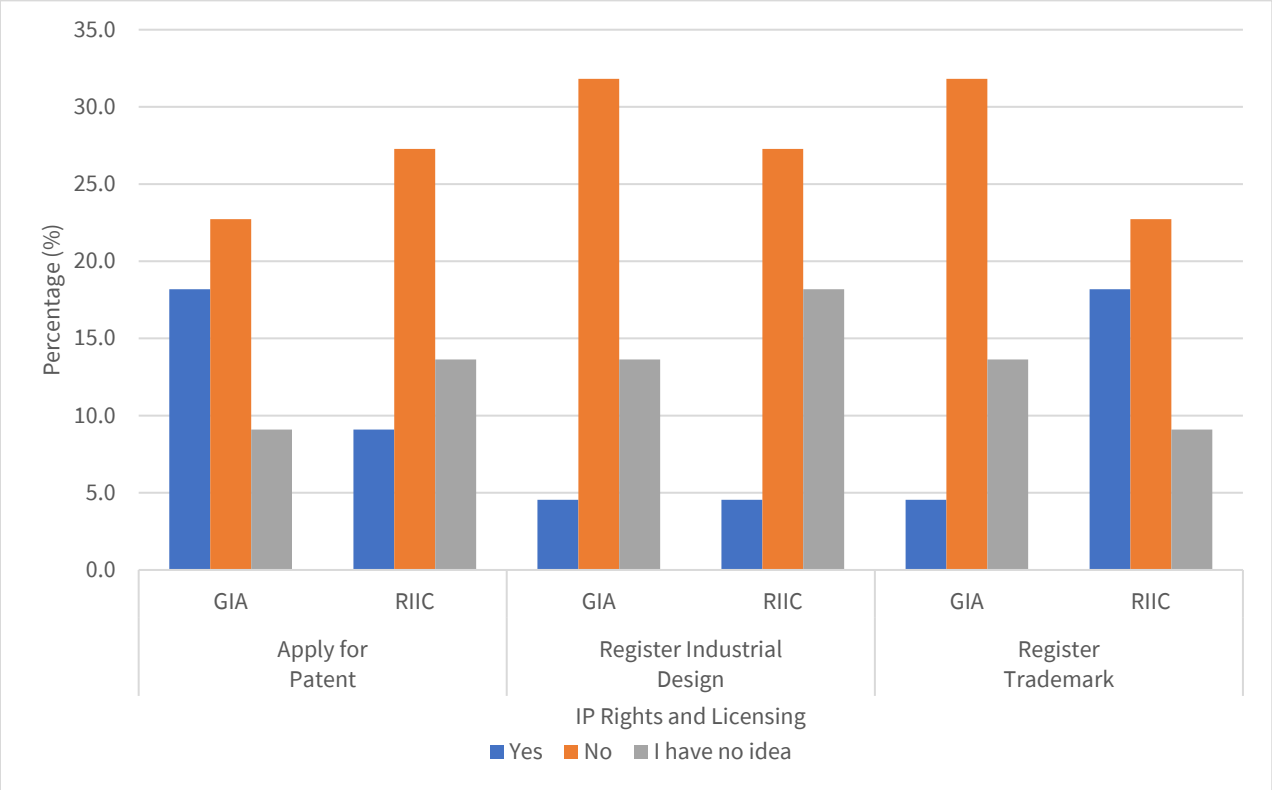

Figure D.19.a. Distribution of respondents on intellectual property rights and licensing (in percent) by classification

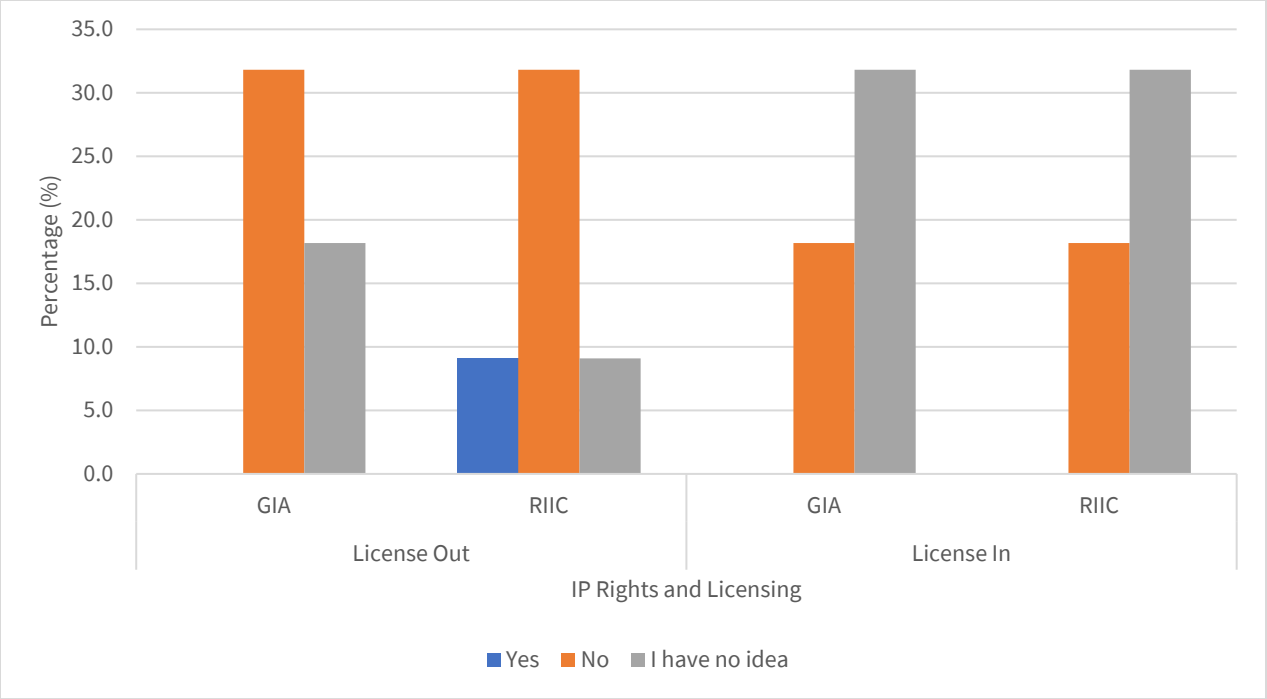

Figure D.19.b. Distribution of respondents on intellectual property rights and licensing (in percent) by classification

XI. RANK INTERVENTIONS

Table D.21. Distribution of respondents on ranking different interventions that contributed more to the improved capacity to innovate (in percent) by classification

Interventions	Response	GIA (n=11)	RIIC (n=11)	Total (n=22)
Technical assistance and its various forms	Rank 1	13.6	22.7	36.4
	Rank 2	9.1	4.5	13.6
	Rank 3	4.5	9.1	13.6
	Rank 4	22.7	13.6	36.4
	Total	50.0	50.0	100.0
Strengthening links between innovation stakeholders	Rank 1	9.1	18.2	27.3
	Rank 2	13.6	9.1	22.7
	Rank 3	9.1	4.5	13.6
	Rank 4	18.2	18.2	36.4
	Total	50.0	50.0	100.0
Policy improvements	Rank 1	9.1	9.1	18.2
	Rank 2	9.1	0.0	9.1
	Rank 3	4.5	31.8	36.4
	Rank 4	27.3	9.1	36.4
	Total	50.0	50.0	100.0
	Rank 1	13.6	9.1	22.7

Institutionalization of STRIDE capacity building programs	Rank 2	9.1	4.5	13.6
	Rank 3	13.6	18.2	31.8
	Rank 4	13.6	18.2	31.8
	Total	50.0	50.0	100.0

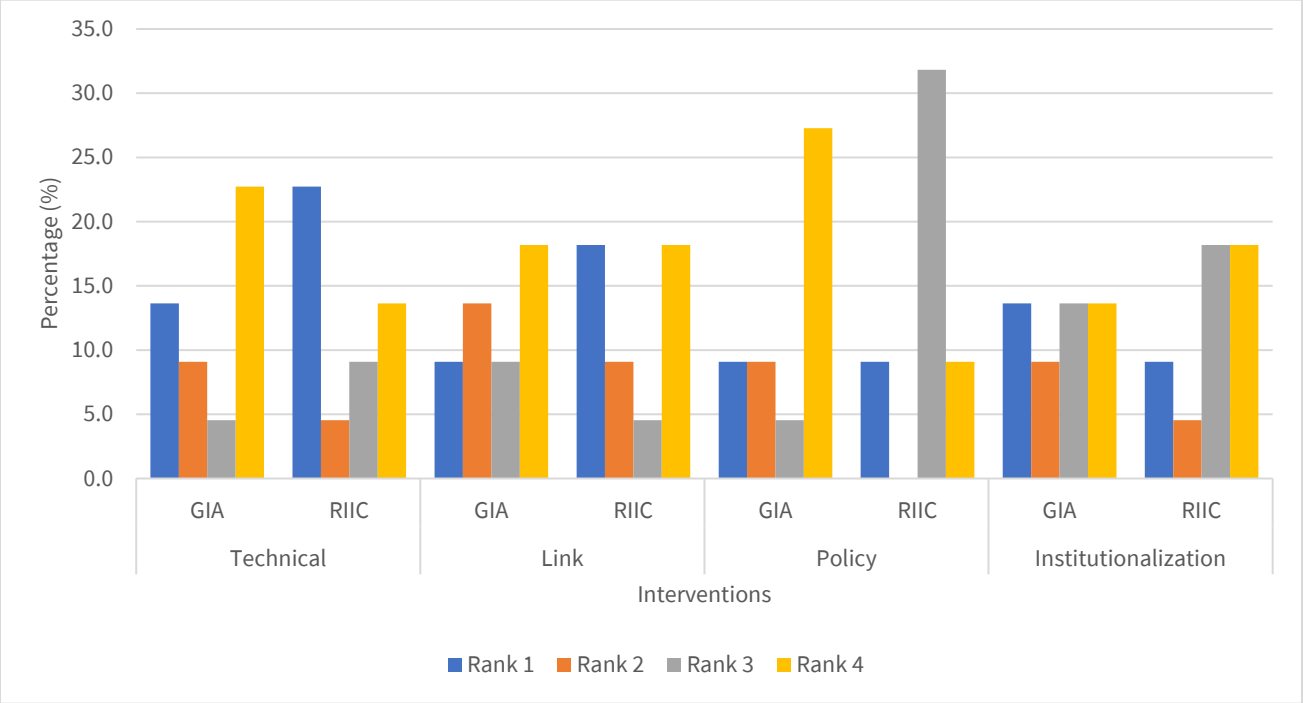

Figure D.20. Distribution of respondents on ranking different interventions that contributed more to the improved capacity to innovate (in percent) by classification

Table D.22. Average ranking to different interventions by classification

Program Type	Technical	Links	Policy	Institutionalization
GIA	1.45	1.73	1.45	1.64
RIIC	1.36	1.45	1.64	1.55

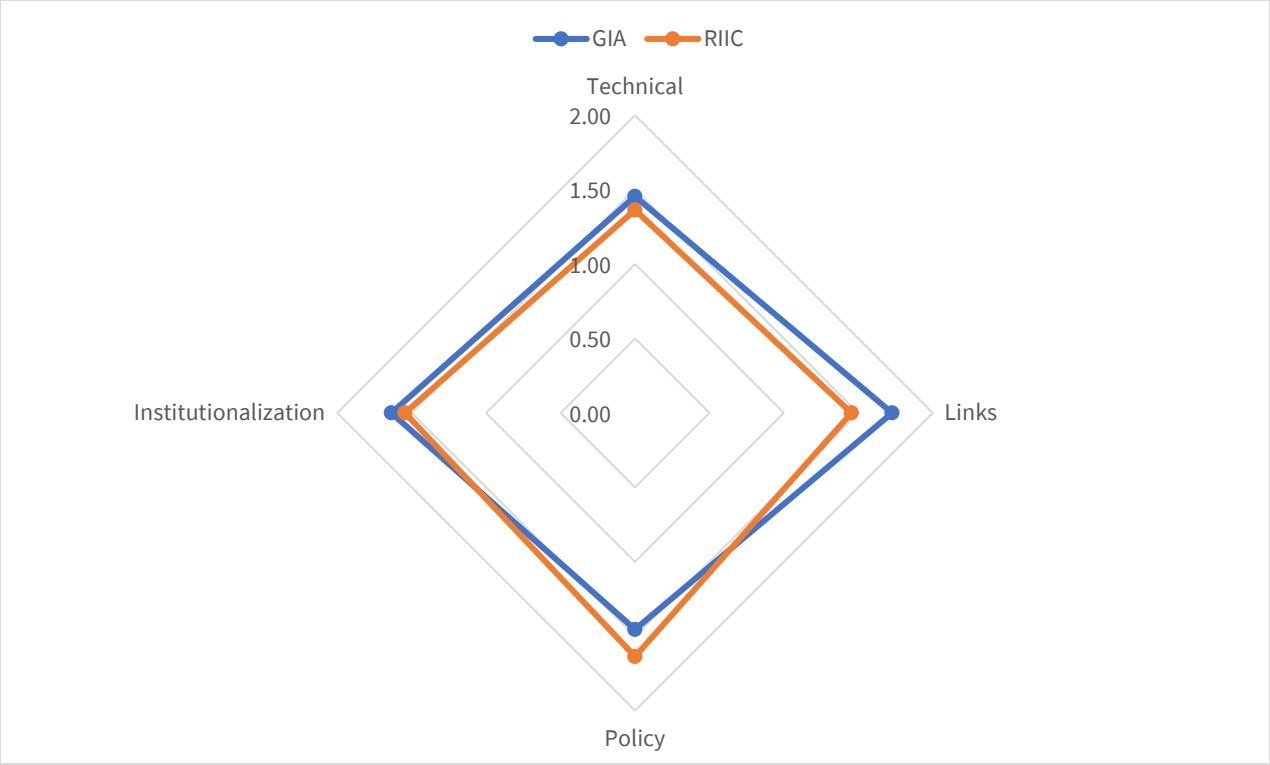

Figure D.21. Average ranking to different interventions by classification

Table D.23. The R&D grant processes of HEIs and RDIs

	Activities of GIA and RIICs	GIA (n = 11) f (%)	RIIC (n = 11) f (%)
Activities and expenditures for product and process innovations	In-house activities	6(27.3)	6(27.3)
	External R&D	3(13.6)	6(27.3)
	Continuous R&D) (Permanent R&D staff in-house)	3(13.6)	3(13.6)
	Acquire advanced machinery, equipment, software and buildings	5(22.7)	4(18.2)
	Acquire existing know-how, copyrighted works, patented and non-patented inventions	2(9.1)	3(13.6)
	Carry out in-house/contracted out training for personnel	6(27.3)	7(31.8)

	Carry out in-house/contracted out activities for the market introduction	4(18.2)	6(27.3)
	Carry out in-house/contracted activities to alter the shape, appearance or usability of goods or services	5(22.7)	5(22.7)
Intellectual Property Rights and Licensing	Apply for a patent	4(18.2)	2(9.1)
	Register an industrial design right	1(4.5)	1(4.5)
	Register a trademark	1(4.5)	4(18.2)
	License out or sell a patent, industrial design right, copyright or trademark to another enterprise, university or research institute	--	2(9.1)
	License in or buy a patent, industrial design right, copyright or trademark owned by another enterprise, university or research institute	--	--

ANNEX E ALL LEVELS.1

STRATEGIES THAT CONTRIBUTED MORE TO THE IMPROVED CAPACITY TO INNOVATE					
QUANTITATIVE				QUALITATIVE	
Strategies	KII	GIA	RIIC	Themes	Responses (National = 6, HEI = 11 = Regional = 8, GIA = 4, RIIC = 4)
	M	M	M		
Technical assistance	3.33	1.45	1.36	Technical assistance. Non-financial assistance by STRIDE in a form of sharing expertise (how to innovate), instruction (KTTO), skills (curriculum development), consulting services (sending of international or local experts)	“My experience with research is that they’re very helpful in helping me. USAID do not want to pay for duties, so I had to apply for tax exemptions in DOF and BIR. So yes, wala pong problema when it comes to assistance be it technical and various form.” (H6)
					"STRIDE is coordinating with us. We asked STRIDE help on turning CIP in Marikina as innovation center. STRIDE made a study and presented it to us. Some recommendation [form the study] were implemented. We asked STRIDE to help us in carrying out seminars and FGD. In order for us on the current shape of innovation in the region. In 2017 we presented IR4. STRIDe sent speakers in this event. We also asked STRIDE to carry out initial innovation assessment in 2015."(N5
Linkages	3.16	1.73	1.45	Linkage. Networks facilitated by STRIDE and Interactions among GIA to encourage	"Coming us together like discussing projects over dinner."N2

				knowledge and technology exchange.	"We have known each other. Mr. Caedo was a member of the Board of Regents of Batangas State University. BSU met Mr. Gualberto through Mr. Caedo. Through them, BSU met seasoned coffee growers on some occasions. Since we know each other, collaboration was easier. There is always the DOST for possible funding for projects. There were also projects with the DTI on MSMEs. (RIIC2)
					"Linkages with stakeholders (the government, industry chamber, MSMEs, etc.) have been rewardingly promoted to converge knowledge assets to sustain local development." (H2)
Policy	2.83	1.45	1.64	Policy. Setting, formulation, and adoption of STI-related policies assisted by STRIDE	"There's lot of policy improvement assisted by STRIDE."(N2)
					"Hindi ako involved ma'am but based on my experience, there have been no improvements. PICARI is also trying to lobby improvements on the policy environment in research. So, there is still no change."(H6)
					I think the relationship that we were able to build between and among the members of the RIIC was in a way very productive because in the case of UP Mindanao, we were able to come up with policy briefs as mentioned earlier by DTI. The RIIC was able to submit policy briefs to the RRDIC with the approval by the RDC Region XI."(A4)
Institutionalizations	2.77	1.64	1.55	Institution building. Established offices (e.g. KTTO, etc); other initiatives for institution building and sustainability	" Also, the establishment of the KTTO office, ensuring and making a progress that whatever the knowledge that we have from STRIDE Training, we want it to sustain it. So that is why we put an office and institutionalize this policy."(H9)

		"During the strategic planning, the physical office will be hosted by the Davao City Chamber of Commerce of Industry, Inc. (DCCCII), but all these operations manual and the details on this is we're currently still finalizing and on process." (I4) February to April 2019, that's the alignment activities and institutionalization of the RIIC through the RDC and the adoption of the MLA framework of the." (G4)

ANNEX E HEI.1

Continuation of Table 2.1

STRIDE INTERVENTIONS UNDER IR1 AND INNOVATION ACTIVITIES OF HEIS					
		Quantitative		Qualitative	
			HEI (n = 57) f(%)	Theme	Response
Science and Technology Curricula	STRIDE intervention	PSM	35(20)	Development of STI-related curricula. Consists of STEAM-related curricula that integrates business and management courses for graduates to be prepared for future leadership and entrepreneurial roles H: = 5, 45%	"Our school was able to ensure the approval of programs without the STRIDE but leveraging on this, when the STRIDE name came along it was additional magic. This is why the continued engagement of the STRIDE project in the PH will really help. Why will we invent something that is really out there. The new CHED graduate policies "We also have been revisiting our curricular program, the way I was influenced by STRIDE. It also enhanced our capacity on how to influence the decision makers in crafting policies conducive to innovation ecosystem. I am the Chair of the Technical Working Group on Graduate Education of CHED. What I learned from STRIDE has also influenced me on the CHED new polices on graduate education." H10)

ANNEX E HEI.2

STRIDE INTERVENTIONS UNDER IR2 AND POLICY CHANGES IN GIA AND RIIC					
	Quantitative			Qualitative	
	Activities	HEI-KII (n = 1)	GIA (n = 11)	RIIC (n = 11)	Themes	Responses
			f (%)	f (%)		National KIIs (n = 6), Regional KIIs (n = 7), GIA (n =4), and RIICs (n =3)
STRIDE interventions	Research on procurement policy	1 (100)			Assistance and understanding of the procurement process. Process of purchasing supplies, equipment, contract services, other services. Policy on procurement of goods, equipment and services (Consultants)	"Sa amin kasi sa DOST alam niyo naman kung ganyan dadaan pa po tayo sa mga procurement rules pero with STRIDE they have leeway.They can choose who to pick without having to go through the long procurement process." (GIA-G1)
Activities of actor's capacity to innovate	· procurement policy		5(22.7)	2(9.1)		
	· research incentives		4(18.2)	6(27.3)		
	· extension services		3(13.6)	7(31.8)		"Understanding the problem [on procurement)." H12)
	· application for utility model		3(13.6)	4(18.2)		
	· approval for utility model		3(13.6)	3(13.6)		
	· approval for IP patent		4(18.2)	3(13.6)		
	· scientific workforce		6(27.3)	6(27.3)		
	· Science-based guidelines		5(22.7)	6(27.3)		

· New laboratories, institutions, and training programs	6(27.3)	8(36.4)

ANNEX E HEI.3

STRIDE ASSISTANCE UNDER IR3			
	Activities of GIA and RIICs	GIA (n = 11) f (%)	RIIC (n = 11) f (%)
Product Innovation [Goods]	Equipment	2(9.1)	5(22.7)
	Journal Publications	3(13.6)	3(13.6)
	Software Applications	3(13.6)	4(18.2)
Product Innovation [Service]	Professional Science Master Curriculum	4(18.2)	2(9.1)
	Knowledge Technology Transfer Office	5(22.7)	5(22.7)
	Career Centers	2(9.1)	3(13.6)
	New to Discipline	8(36.4)	6(27.3)
	New to Institution	6(27.3)	5(22.7)
Process Innovation	Improved methods of manufacturing	6(27.3)	6(27.3)
	Improved logistics, delivery or distribution methods	1(4.5)	6(27.3)
	Improved supporting activities processes	--	7(31.8)

ANNEX E JOINT DISPLAYS

Continuation of Table 2.1

STRIDE INTERVENTIONS UNDER IR1 AND INNOVATION ACTIVITIES OF HEIS					
		Quantitative			Qualitative
			HEI (n = 57) f(%)	Theme	Response
Science and Technology Curricula	STRIDE intervention	PSM	35(20)	Development of STI-related curricula. Consists of STEAM-related curricula that integrates business and management courses for graduates to be prepared for future leadership and entrepreneurial roles H: = 5, 45%	"Our school was able to ensure the approval of programs without the STRIDE but leveraging on this, when the STRIDE name came along it was additional magic. This is why the continued engagement of the STRIDE project in the PH will really help. Why will we invent something that is really out there. The new CHED graduate policies "We also have been revisiting our curricular program, the way I was influenced by STRIDE. It also enhanced our capacity on how to influence the decision makers in crafting policies conducive to innovation ecosystem. I am the Chair of the Technical Working Group on Graduate Education of CHED. What I learned from STRIDE has also influenced me on the CHED new polices on graduate education." H10)
	Activities of actors' capacity to innovate	Marketing the PSM program campaign (n =15)	1 (6%)		
		Good innovations n = 70			
		Equipment	19 (27)		
		Journal publications	23 (32.86)		
		Software applications	12 (17.14)		

STRIDE INTERVENTIONS UNDER IR2 AND POLICY CHANGES IN GIA AND RIIC

		Quantitative			Qualitative	
Activities		HEI-KII (n = 1)	GIA (n = 11)	RIIC (n = 11)	Themes	Responses
			f (%)	f (%)		National KIIs (n = 6), Regional KIIs (n = 7), GIA (n =4), and RIICs (n =3)
STRIDE interventions	Research on procurement policy	1 (100)			Assistance and understanding of the procurement process. Process of purchasing supplies, equipment, contract services, other services. Policy on procurement of goods, equipment and services (Consultants)	"Sa amin kasi sa DOST alam niyo naman kung ganyan dadaan pa po tayo sa mga procurement rules pero with STRIDE they have leeway.They can choose who to pick without having to go through the long procurement process." (GIA-G1) "Understanding the problem [on procurement)." H12)
Activities of actors capacity to innovate	· Procurement policy		5(22.7)	2(9.1)		
	· Research incentives		4(18.2)	6(27.3)		
	· Extension services		3(13.6)	7(31.8)		
	· Application for utility model		3(13.6)	4(18.2)		
	· Approval for utility model		3(13.6)	3(13.6)		
	· Approval for IP patent		4(18.2)	3(13.6)		
	· Scientific workforce		6(27.3)	6(27.3)		
	· Science-based guidelines		5(22.7)	6(27.3)		
	· New laboratories, institutions, and training programs		6(27.3)	8(36.4)		

STRIDE ASSISTANCE UNDER IR3

	Activities of GIA and RIICs	GIA (n = 11)	RIIC (n = 11)
		f (%)	f (%)
Product Innovation [Goods]	Equipment	2(9.1)	5(22.7)
	Journal Publications	3(13.6)	3(13.6)
	Software Applications	3(13.6)	4(18.2)
Product Innovation	Professional Science Master Curriculum	4(18.2)	2(9.1)

	Knowledge Technology Transfer Office	5(22.7)	5(22.7)
	Career Centers	2(9.1)	3(13.6)
	New to Discipline	8(36.4)	6(27.3)
	New to Institution	6(27.3)	5(22.7)
Process Innovation	Improved methods of manufacturing	6(27.3)	6(27.3)
	Improved logistics, delivery or distribution methods	1(4.5)	6(27.3)
	Improved supporting activities processes	--	7(31.8)

TABLE 2.4 STRATEGIES THAT CONTRIBUTED MORE TO THE IMPROVED CAPACITY TO INNOVATE

Quantitative					Qualitative
Strategies	KII	GIA	RIIC	Themes	Responses (National = 6, HEI = 11 = Regional = 8, GIA = 4, RIIC = 4)
	M				
Technical assistance	3.33			Technical assistance. Non-financial assistance by STRIDE in a form of sharing expertise (how to innovate), instruction (KTTO), skills (curriculum development), consulting services (sending of international or local experts)	"My experience with research is that they're very helpful in helping me. USAID do not want to pay for duties, so I had to apply for tax exemptions in DOF and BIR. So yes, wala pong problema when it comes to assistance be it technical and various form." (H6)
					"STRIDE is coordinating with us. We asked STRIDE help on turning CIP in Marikina as innovation center. STRIDE made a study and presented it to us. Some recommendation [form the study] were implemented. We asked STRIDE to help us in carrying out seminars and FGD. In order for us on the current shape of innovation in the region. In 2017 we presented IR4. STRIDe sent speakers in this event. We also asked STRIDE to carry out initial innovation assessment in 2015."(N5
Linkages	3.16				"Coming us together like discussing projects over dinner."N2

		Linkage. Networks facilitated by STRIDE and Interactions among GIA to encourage knowledge and technology exchange.	"We have known each other. Mr. Caedo was a member of the Board of Regents of Batangas State University. BSU met Mr. Gualberto through Mr. Caedo. Through them, BSU met seasoned coffee growers on some occasions. Since we know each other, collaboration was easier. There is always the DOST for possible funding for projects. There were also projects with the DTI on MSMEs. (RIIC2)
			"Linkages with stakeholders (the government, industry chamber, MSMEs, etc.) have been rewardingly promoted to converge knowledge assets to sustain local development." (H2)
Policy	2.83	Policy. Setting, formulation, and adoption of STI-related policies assisted by STRIDE	"There's lot of policy improvement assisted by STRIDE."(N2)
			"Hindi ako involved ma'am but based on my experience, there have been no improvements. PICARI is also trying to lobby improvements on the policy environment in research. So, there is still no change."(H6)
			I think the relationship that we were able to build between and among the members of the RIIC was in a way very productive because in the case of UP Mindanao, we were able to come up with policy briefs as mentioned earlier by DTI. The RIIC was able to submit policy briefs to the RRDIC with the approval by the RDC Region XI."(A4)
Institutionalizations	2.77	Institution building. Established offices (e.g. KTTO, etc); other initiatives for institution building and sustainability	" Also, the establishment of the KTTO office, ensuring and making a progress that whatever the knowledge that we have

	from STRIDE Training, we want it to sustain it. So that is why we put an office and institutionalize this policy."(H9)
	"During the strategic planning, the physical office will be hosted by the Davao City Chamber of Commerce of Industry, Inc. (DCCCII), but all these operations manual and the details on this is we're currently still finalizing and on process."" (I4) February to April 2019, that's the alignment activities and institutionalization of the RIIC through the RDC and the adoption of the MLA framework of the." (G4)

R&D PROCESSES OF HEIS			
	f	%	Responses (n = 9 HEI's) *
Increase funding and research	8	89	"Because of the STRIDE, we were able to get funding given our experience and knowledge. We were able to develop a proposal for CHED, under the NAFES (National Agriculture and Fisheries Education System). We are partnering with 4 Local Governments then." (XU) With strengthened R&D capabilities, the University has attained multi-million funding from DOST." (CIT)
Improvement in institutional policy	1	11	"The policy provides a technology Commercialization leave. That should be available in place for the next academic year. It is a bundle of policies, the Technology Commercialization Leave." (DLSU)

** Note: Not applicable to 2 HEIs*

CHALLENGES ON EFFECTIVENESS OF STRIDE							
Challenges	National n= 6		HEI = 9*		Regional = 5*		Responses
	f	%	f	%	f	%	
Mismatch of competencies and capacity between the academe and the industry. This challenge pertains to differences in the innovation competencies of GI partnerships specifically on mindsets, timeline of institutions, expertise of faculty, and scalability of product after it is developed by academe and industry.	3	50.00	6	66.67	4	80	" From the Planning Office of CHED, some of the challenges in doing industry-innovative research are availability of experts and researchers on HEIs, again this is, capacity. Then connecting the researchers to potential industry partners, and the funding for these kinds of research. It is time to rationalize all these funding." (N6). When we say industry-responsive innovative research, to me, the challenges are really with the academe's schedules. They're really busy. I have a problem with my fablabs, I have fablabs in three Cebu Technological Campuses I am pushing them. We have already put in millions of pesos in their equipment, but they have not been providing innovation because they do not have time. I do not have a problem working with the Academe, but they are just very busy. (R4) "The challenge is what we do after. When we presented our product to Monde Nissin, they had it tested, and it met their quality parameters. They get they dehydrated vegetables in China, so they are hoping that there is a local supplier, but they have not been successful. So, they asked us, what's next? The idea of what to do." (H11)
Protection of outputs (patenting/ indigenous knowledge). Protection of knowledge products/technology (patenting and IKSP)	--	--	2	22.22	--	--	"When we engage research with the industry and we have a project that is patentable, the industry wants to have a share of the patent. That is not on our look-out, that is on our KTTO. There are no existing policies. The university wants the patent solely; however, the industry wants to have a share. The industry shared funds and some chemicals." (H4)

Unresponsive policies. Policies pertaining to processes of purchasing supplies, equipment, contract services, other services, and financing program	2	33.33	--	--	1	20	"CRADLE for new normal." (N2) "Trust, resources and changing of policies – as mentioned above. How flexible are you with the changing policies. I could not say that. There are some orders that come from the central office. What I was mentioning is that if the secretary changes, then it would be a problem." (R7)
Lack of coordination	1	16.67	--	--	----		"Lack of coordination, adequate funding, electronics roadmap." (N3)

*Note: * NA = 2HEI, 4 Regional*

ANNEX F RELEVANCE FGD.1 CRT

1.1 What is the role of STRIDE in the formation of the RIIC?

ROLE OF STRIDE IN THE FORMATION OF THE RIIC					
CODES	RESPONSE	KI	GIA/RIIC	CATEGORY	THEME
Alignment	From the beginning at the onset, we have to make sure that there is no duplication rather a complementation for HEIs. Every province has a cybernetics center. They were able to mobilize the RIIC quickly. Given the limited resources of CHED, we also were able to mobilize.	Government (CHED)	Region 3 GIA	Alignment of programs	Complementation of programs refers to the alignment of programs among HEIS
Alignment	IND4A1: On the part of the cooperative, being a very promising project, specifically, in Siquijor, ACDI is also interested in the local cattle industry to improve the quality of cattle which has the potential to produce for meat and fresh milk for the children. Dairy cattle development is one of the priorities of ACDI,	Industry	Region 4A		
Alignment of programs	UPLB1: She used to work at the Department of Agriculture (DA) Regional Field Office 7 of which Siquijor is one of the provinces in the region. The DA 7 bought Siquijor native cattle; hence the Ubay Stock farm in Bohol has a gene pool. When she transferred to UPLB, went back to region 7 she proposed to STRIDE the project on dairy cattle. She invited UPLB2 who is an expert on molecular biology to join the project. The Stock Farm is also ideal to conduct the experiment because of its large number of stocks. In the project we have two cattle pools: one is the Stock Farm in Ubay, and the other one community based in Siquijor where the stocks are with the farmers.	Academe (UPLB)	Region 4A		
Alignment of programs	IND4A1: On the part of the cooperative, being a very promising project, specifically, in Siquijor, ACDI is also interested in the local cattle industry to improve the quality of cattle which has the potential to produce for meat and	Industry	Region 4A		

	fresh milk for the children. Dairy cattle development is one of the priorities of ACDI.				
Alignment of programs	"HEI71] I would like to connect with what Ms. Mae of Cebu Chamber mentioned. As an institution we have parallel programs and projects. DOST, DTI and CCI have their own programs, CITU have our own commitments. The real challenge is harmonizing these different programs and projects that are in parallel with STRIDE programs and projects. How to connect all of these to have inclusive growth. I see RIIC to be the umbrella that can consolidate the efforts of all these partners. "	HEI	Region 7		
Attitude	Meron po kaming tiwala sa isat isa despite the pandemic.	Industry (CamSurCCI)	HEI GIA DLSU	Trust in partners	Trust refers to creating trust among partners
Benchmarking	I was so impressed with the engagement in Bicol without STRIDE RTI we wouldn't have seen the onsite farms. So, we realize that there is a good potential to have these businesses grow up. Maybe we can be recognized as the best pili industry in the world.	Academe (DLSU)	HEI GIA DLSU	Realization of programs	capacity building refers to the capability of the players to establish innovation activities.
Capacity building	KTTO Impact workshops, more than 50 HEIs and RDIs went. In partnership with UPD, ang resource person po namin sina Doc S (Sison) together with STRIDE. The attendees were the clients in STRIDE. Yung PIEECRD. Resource person po namin si UPD.	Government (DOST)	HEI GIA UP Diliman	Guided and provided technical assistance through workshops.	
Capacity building	So meron talagang help through workshops and lectures.	Academe (DLSU)	HEI GIA DLSU		

Capacity building	So yung mga event meet ups sila po nag spearhead nito.	Academe (BULSU)	Region 3 GIA	
Capacity building	We're very thankful for the group of USAID. From the very beginning they already guided us on how to establish the RIIC Davao. They also provided us technical assistance. When we started it's really STRIDE, the group of RIIC, who assisted us in conducting workshops like mapping of the new innovation ecosystem and coming up with activities such as ideation and design thinking workshops. We implemented other projects such as the Innovation for Business Recovery (IBR) and also our marketing research project with CHED. So, they're instrumental in why Davao RIIC is very active. We also got our constituents to work with us in the industry and the academe.	Region 11-Government (DTI)	Region 11 - RIIC	
Capacity Building / Industry responsiveness	Region 10 Industry: The role of STRIDE when we engaged with OROBEST, OROBEST was the main organization that we engaged with from ideation then we went to study our business and then we evaluated. The implementation was in coordination with Ateneo de Manila University (ADMU). After that, there was a monitoring activity after the recommendations have been submitted up to the mentoring stage. The way I see it, it was giving us a bigger picture from the beginning to the end result.	Industry (Oro Handmade)	Region 10 - RIIC	
Capacity building / Partnership	Region 10 Academe: Helped us facilitate in making the proposal. They helped us connect to the stakeholders that will be part in making the proposal and in the implementation. STRIDE has a major part in crafting, formulating, and connecting us to major stakeholders	Academe (MSU-IIT)	Region 10 - RIIC	
Catalyst	From that time on STRIDE has been a catalyst for us in establishing partnerships with Unis and Gov't. There have been a lot of activities before for these two areas, but I think that was the turning point on 2017,	Industry (IMI)	HEI GIA UP Diliman	vital role in establishing partnerships
Catalyst	We had several meetings from this company from Sorsogon and Bicol. During the pandemic, tahimik talaga but because of the initiative of the STRIDE na may	Academe (DLSU)	HEI GIA DLSU	

	contact pa rin kami may work from home kami, so I think we had several meetings with some of these partners, from the government as well.				
Catalyst	[IND71]: These are not only a DTI determined set industries. We have economic drivers that we have selected together, and this has been approved by the RDC which we can engaged in, which includes both the existing economic drivers such as foods, ICTs, constructions, and the like. There are also emerging industries which includes the creative industry, and certain agro-fishery industries that are part of the value chain. We are open to the 11 industries that have been identified.	Industry	Region 7		
Catalyst	"[HEI71] helped built the RIIC, served as glue for GIA stakeholders, especially to help MSMEs in the locality, lynchpin in trying to pull significant groups together to achieve results"	HEI	Region 7		
Catalyst	[IND71] Several interactions and conversations with academe for the last 5 years has taken place. STRIDE served as facilitator and focal person in connecting different partners from the academe to specifically focus in helping MSMEs'.	Industry	Region 7		
Collaboration	where after that our types of collaboration have increased in terms of value, value meaning we were able to look into how to provide or at least close the gap with these entities. There still is an existing gap. What we're looking at now from those initial engagements is to actually increase the value of those engagements such that there is skin in the game, meaning more value, so that there is a win-win situation for both Academe, Government and Industry.	Industry (IMI)	HEI GIA UP Diliman	bringing their expertise in bridging the gaps between the various parties	collaboration refers to closing the gaps among active players and increasing the value of engagements by creating opportunities to the partners to be active.
Collaboration	Already mentioned the link with the nature of engagement with the STRIDE. For our industry partnerships, dalawa yung mechanisms by which STRIDE helped facilitate the collaboration – one is we have a program called IGNITE and that's based on a lot of the industry, academe and government initiatives initiated by STRIDE so collaboration came from other initiatives they have already done another would be the ideation workshops. It's like dating for industry and	Academe (UPD)	HEI GIA UP Diliman		

	academe. We have a lot of getting to know events, but the ideation workshop is really different. We actually never met before.		
Collaboration	I agree with Sir Erwin Magsakay. We recognize the importance in gathering support of our stakeholders with our MSMEs. So, we had some meetings with BULSU, the business sectors and other sectors thinking of strategies for them. So, the Academe and Industry partner collaboration has been really good.	Government (PSTC-Pampanga)	Region 3 GIA
Collaboration	Ang kagandahan sa Region 3 is nagtutulong tulungan lahat ng government agencies. We already have 10 HEIs that are included in the RIICs. Angeles University Foundation, working hand in hand with BULSU. New partners – Central Luzon State University, Nueva Ecija University of Science and Technology, Tarlac Agricultural University, Tarlac State University, Don Honoria Ventures University, Bataan Peninsula University, Holy Angel University and Pampanga State Agricultural University. We like to acknowledge si Dr. Semana (of CHED) to the HEIs in Region 3, so we really appreciate her role.	Academe (BULSU)	Region 3 GIA
Collaboration	STRIDE is the arm of the USAID that's bringing in their expertise in connecting the various parties so talking about the government, academe and the business sectors, they're bringing in their expertise by ensuring cooperation between these GIA partners, especially towards achieving innovation. They're providing know-how, most of the THRIVE team are coming from their staff, when BCCI came on board, they were the ones who helped us catch up with the party since for example BULSU was already part of the program way back. STRIDE was the one who invited everyone to one party so they can talk together. Sila po yung party coordinator naming para mag-usap yung ibat ibang group na to.	Industry (BCCI)	Region 3 GIA
Collaboration	We are a partner of UP Mindanao in IBR and we're grateful for that they are helping in our needs.	Region 11-Industry (Healthy Sweets)	Region 11 - RIIC

Collaboration	I was about to share the same sentiment with the LGU. STRIDE helped us a lot in putting us together. There is now greater interaction between Academe, Industry and Government. Unlike before we just give our own interventions and there is not much interaction between the GIA, but now when STRIDE came in and helped us to come up with an RIIC, we have appreciated it more especially from us in the academe that there is a greater interaction and collaboration among GIA has. Academe interactions with Industry are easier as it is bridged by the Government.	Region 11-Academe (ADDU)	Region 11 - RIIC
Collaboration	We also got our constituents to work with us in the industry and the academe.	Government (DTI)	Region 11 - RIIC
Collaboration	STRIDE has been our convener in our Davao Innovation agenda setting. In our strategic planning, we have actually done our strategic plan for RIIC up to 2030. So that was the role of USAID STRIDE.	Government (DOST)	Region 11 - RIIC
Collaboration	Just like the other agencies we commit to this group to the RIIC. Our services, especially it's one of our primordial functions in higher education, providing research and development. We wish to convey once again our commitment to this group in whatever way we can provide, especially in terms of facilitation of whatever needs that the group may have wherein the higher education institutions are involved.	Government (CHED)	Region 11 - RIIC
Collaboration	STRIDE is doing a good job in bringing together people, especially the government. What I know and learn about science and technology and innovation, I have learned that from STRIDE every time I am invited for an activity. STRIDE is doing a big step in putting forward science and technology and innovation in Davao. Although I am not a direct member of STRIDE, knowing what the things that they are doing, I think this deserves a thumbs up.	Government (LGU)	Region 11 - RIIC
Collaboration	We are a partner of UP Mindanao in IBR and we're grateful for that they are helping in our needs.	Industry (Healthy Sweets)	Region 11 - RIIC

Collaboration	I was about to share the same sentiment with the LGU. STRIDE helped us a lot in putting us together. There is now greater interaction between Academe, Industry and Government. Unlike before we just give our own interventions and there is not much interaction between the GIA, but now when STRIDE came in and helped us to come up with an RIIC, we have appreciated it more especially from us in the academe that there is a greater interaction and collaboration among GIA has. Academe interactions with Industry are easier as it is bridged by the Government.	Academe (ADDU)	Region 11 - RIIC
Collaboration	DTI4A: We actually created a VIBER group with PCCI, VP Amante and DOST to streamline the coordination. But ultimately, the role STRIDE for us is to strengthen the linkages. If I may say, there is a weak link when it comes in the establishment of RIIC. The role of STRIDE is to collect all the strengths of the agencies and merge these para mas maganda ang collaboration for an RIIC.	Government (DTI)	Region 4A
Collaboration	IND14A: Okay naman. STRIDE acts as coordinators for the private sector, academe, and other government agencies.	Industry	Region 4A
Collaboration	UPLB2: STRIDE introduced collaboration between the government and the industry. STRIDE required the proposed project to have a collaborator from the industry but added the Province of Siquijor, Bohol Island State University (BISU), ACDI Multipurpose Cooperative, and other two cooperatives.	Academe (UPLB	Region 4A
Collaboration	LGU4A: LGU Siquijor is a partner of UPLB in the STRIDE project during the first phase of the project.	Government (LGU)	Region 4A

Collaboration	[DOST7] Science and technology for inclusive growth mandated by the Philippine government, STRIDE has brought this together by wielding the team of the government, industry, and academe partners. STRIDE helped	Government (DOST)	Region 7	
Collaboration	[IND71] Several interactions and conversations with academe for the last 5 years has taken place. STRIDE served as facilitator and focal person in connecting different partners from the academe to specifically focus in helping MSMEs'.	Industry	Region 7	
Collaboration	[IND71]: These are not only a DTI determined set industries. We have economic drivers that we have selected together, and this has been approved by the RDC which we can engaged in, which includes both the existing economic drivers such as foods, ICTs, constructions, and the like. There are also emerging industries which includes the creative industry, and certain agro-fishery industries that are part of the value chain. We are open to the 11 industries that have been identified.	Industry	Region 7	
Lead agency	HEI4A1BSU was identified as the lead agency, as the anchor as RIIC. We are not alone with this. We are in partnership with PCCI, DTI and DOST.	HEI	Region 4A	
Commercialization	Yung output, and the highlight of the project with the 14 universities are the licensing agreements, so may mga RDI owned projects na ma commercialize.	Government (DOST)	HEI GIA UP Diliman	commercialized outputs
Communication strategies	Creating a marketing opportunity for our MSMEs, we are crafting, and we already have a bridge bicol website and fb page na yung partners namin and MSMEs ay ineencourage naming magupload ng products and company profiles para mapromote yung products niyo.	Industry (CamSurCCI)	HEI GIA DLSU	marketing opportunities for MSMEs through

				social media	
Curriculum	The other one has to do with academic programs, normally kasi academic programs, we tend to be ostriches, ivory tower head in the sand mentality but one recent initiative where we had an interaction with IMI was to develop a new kind of program the PSM with STRIDE and the goal of that program was to have industry involvement built in, not just in terms of the student interacting with the industry, but even right at the beginning as the program was conceptualized we already had significant industry inputs. STRIDE created several curriculum workshops with UP and several industry partners, so that's the most recent work in progress. We are doing the curriculum now. Matagal yung process, and di pa kami nakakuha ng approval but we already have implemented transition programs to put the best practices in the programs. In fact, we already have graduated a transition batch using an intermediate program. It was primarily a START program; it was a new concept to have this kind of curriculum design and development process. The most that we had in terms of industry connection for a curriculum program was more towards the end, so that's thesis mga ganun or internships. So, this new mode was primarily initiated by STRIDE. We learned a lot. Both IMI and VistaLand participated in these workshops, and this was an eye opener for us in terms of understanding. STRIDE provided us a framework for convergence for the curriculum design.	Academe (UPD)	HEI GIA UP Diliman	provided us with a foundation for curriculum design convergence	creating curriculum design refers to the participation in actively creating academic programs
Funding	For our project with Filipinnovation it was funding. They bring in foreign consultants that would elevate innovation here in the Philippines. They also have that valuable role of ensuring sustainability that they can leave the legacy of training faculty, researchers and entrepreneurs	Academe (DLSU)	HEI GIA DLSU	provided funding sources to ensure	Funding support refers to the financial support

Funding	Region 10 academe: STRIDE funded the project under the CARWIN window	academe (XU)	Region 10 - GIA	sustainability	provided for the project
Funding	UPLB1: STRIDE provided the financial support of P10M [AC Rola for phases I and II?] to the project which ended in 2017. The cooperation with the partners including ACDI, provincial government of Siquijor, and other local cooperatives still exists up to the present.	Academe (UPLB)	Region 4A		
Funding	[DOST7]: We have our own item. We have our own role in the RIIC to collaborate with the different industries and academe in relation to technology in need for the development of innovation among MSMEs. We have our own funding. We have different programs (i.e., small enterprises, etc.) and services that DOST can offer.	Government (DOST)	Region 7		
Industry responsiveness	Enabling them to meet with their partners. I believed in the role of academe in the growth of industry and our enterprise. Through the sessions we had with her(Dean DLSU School of Business) , the academe urged us to look beyond the pandemic. I embraced everything made by their study. The study provided us a clarity of action as to how to handle the problems of the past and present and how to handle the future. We have followed all her suggestions we really went through each one of them and they are doing so well, far better than we expected. The STRIDE provided the opportunity, DTI provided the information, but most of what we have done right now is made possible by the linkage we made with Emilina Sarreal. We also opened ourselves to working with the fablab of Bicol.	Industry (PhilExport)	HEI GIA DLSU	enable to respond to the problems of the industry	Industry responsiveness refers to the activities that was made to answer the problems of the industry
Institution building	IBR partner, Innovation guidebook for the industry.	Government (DTI)	HEI GIA DLSU	provided very strategic and organized approach in leading the formation of the core-	enabling factors refers to the mechanisms that made the programs, activities, and intervention kept on moving forward.
Institution building	We're thankful for the USAID STRIDE in guiding the region in crafting the RIIC. STRIDE provided very strategic and organized approach in leading the formation of the core-group particularly the technical working group. They are very immersed in the conceptualization, crafting the activities and as well as implementing it. The involvement of STRIDE is very heavy particularly na hindi kami iniwan dahil within the journey they were there.	Government (CHED)	Region 3 GIA		

Institution building	Maganda yung mapping, and initially we will be moving forward smoothly kasi naka-map siya. The MSMEs will be gathered.	Government (DTI)	Region 3 GIA	group particularly the technical working group.
Knowledge transfer	[IND71] Several interactions and conversations with academe for the last 5 years has taken place. STRIDE served as facilitator and focal person in connecting different partners from the academe to specifically focus in helping MSMEs'.	Industry	Region 7	
Policies	Region 10 Government: Paved the way as policy support, helped us in coming up a resolution which we endorsed it to the RDC. It was done in 2019. The resolution specifically states that [RDC] is supporting the establishment of the RIIC in Region X. That was the policy support that paved the way with the intervention of STRIDE. After that, there were different series of meeting with the stakeholders they started in strengthening the convergence of all the innovation players.	Government (DTI)	Region 10 - RIIC	Paved the way as policy support, helped us in coming up a resolution which we endorsed it to the RDC. After that, there were different series of meeting with the stakeholders they started in strengthening the convergence of all the innovation players.
Changing policies	HEI4A1 STRIDE as convenor. They are very much involved in the RIIC. It was Marela who originally contacted BSU to form the RIIC in CALABARZON through the line agencies, it was officially approved by the Regional Development Council.	HEI	Region 4A	

Supportive admin	Government (PSTC-Pampanga) – with the commitment of the team talagang tatawagan, all means, na may representative for every meeting. That is why kahit papaano hindi ganun ka delayed kahit with the pandemic, so kudos po for the team. So, thank you so much for the extended help especially with DOST. We rarely discuss these to ourselves kasi kailangan naming tawagan lahat ng DOST offices.	Government (PSTC-Pampanga)	Region 3 GIA	able to communicate with the team despite in a pandemic.
Technical assistance	Mapping, Linking and Aligning activities, STRIDE has been very visible. So linking and progressing the region, STRIDE was successful. Even, na trace naming yung R&D facilities, and even with government agencies we had convergence so nagkakatulungan.	Academe (BULSU)	Region 3 GIA	they helped us conceptualize and provided us learning activities and collaborative engagement as well as technical support and mentoring.
Technical assistance	Region 10 Industry: The Oro Chamber and Industry came in 2018. On the 2nd extension, that is [the time] when we joined the RIIC. Maybe the part of STRIDE was to conceptualize and operationalize the RIIC. when Oro Chamber joined in the RIIC program through the launching of OROBEST Innovation program, they helped us conceptualize this and provided us learning activities and collaborative engagement as well as technical support and mentoring.	Industy (OROBEST)	Region 10 - RIIC	
Technical assistance	[IND71] Several interactions and conversations with academe for the last 5 years has taken place. STRIDE served as facilitator and focal person in connecting different partners from the academe to specifically focus in helping MSMEs'.	Industry	Region 7	
Coordination	DTI4A: Region 4A is really at the early stage of its establishment. Unfortunately, the Taal Volcano eruption and the pandemic happened simultaneously, and it would be difficult how can really STRIDE assist the RIIC. Primarily, overall naging maganda naman yong coordination. One of the STRIDES Focal person, Ms. Marela. I can talk to her on RIIC concern and easier to coordinate.	Government (DTI)	Region 4A	

"1.2 What is the additional assistance introduced by STRIDE to strengthen your partnership as GIA? Follow up: Which of these received funding (infrastructure, research grants, capacity building, etc.) from STRIDE, government, or private organizations? (i.e., to meet gap in funding?)"

ADDITIONAL ASSISTANCE INTRDUCED BY STRIDE TO STRENGTHEN PARTNERSHIP AS GIA					
CODES	RESPONSE	KI	GIA/RIIC	CATEGORY	THEME
Benchmarking	They gave us an opportunity to see what other RIICs were doing. We were able to improve our plans from RIIC. Ito po yung best-practices ng other RIICs, ano ba yung mas angkop sa Region 3?	Industry (BCCI)	Region 3 GIA	Able to witness other RIIC's activities in order to improve own plans for RIIC.	Overall Capacity Building refers in providing training, seminars, and sessions in order to enhance the capacity of the key players in doing the projects
Capacity building	One of the assistances na na provide nila during the KTTO assistance they didn't only provide the venue and the program, but they also trained the trainers. They opted to train the staff of Doc Louie which is also not limited to UPD but also to DLSU. So, it's basically trained the trainers, so we already have capabilities to train the people here as well.	Government (DOST)	HEI GIA UP Diliman	provided the venue for KTTO and conducted technical training	
Capacity building	Right now, the industry needs more technology-based trainings and as we go into the direction of heavy mechanization to reduce manual labor, I think we can have collaboration in terms of this direction, we will welcome it. We wanted more technical trainings, capacity building, even introduction to new technologies that we know but have not been adopted.	Industry (BCCI)	HEI GIA UP Diliman		
Capacity building	I just remembered one more STRIDE initiative. So, dun sa aming technology transfer one of STRIDE's biggest initiatives is the FEC Filipinnovation Entrepreneurship Core and partner namin yung DOST. It's patterned after the US's ICORE. The primary participants of the program are researchers of the HEIs and RTIs. So, we had several participants there. It helped the participants to connect with Industry and the skills to look at setting up the collaboration. Think of it as a very structured getting-to-know-you.	Academe (UPD)	HEI GIA UP Diliman		
Capacity building	When STRIDE organized a series of FGDs and Planning Sessions with the Pili Industry and the Stakeholders in Bicol in 2019 participated in by BU, DA, DTI, PCIEERD, industry players, we became aware of the various programs and	Industry (PhiliPILI)	HEI GIA DLSU		

	services that could be had as well as the opportunities to be able to work together to drive growth in the industry.		
Capacity building	Am not privy to this, but I believe some funding has been granted for capacity building.	Industry (PhiliPILI)	HEI GIA DLSU
Capacity building	Region 10 Industry: STRIDE provided capacity building with appropriate and best resource speakers, consultants on webinars and innovation talks and training for those who pitch. Also, they provided workshops for the ideation for the industry and academe to meet. Before the pandemic, they have the budget of the ideation workshop for the industry and academe will meet and discuss what they can come up with. During the pandemic, we meet online and do virtual ideation. They also provided the resource and facilitator from UPSCALE innovation hub. They did a lot of learning sessions for us. They guided us in making the 5-year strategic planning and roadmap. Late last year, they introduced us an MLA (Mapping, Linkaging and Aligning) Methodology.	Industry (ORO Chamber)	Region 10 - RIIC
Capacity Building	Last year, the OROBEST Bridge program, which is the direct consultancy and guidance to help MSMEs rethink their operations within the COVID-19 setting in the development of the individual business strategies that can help them recover through innovation. It comes in three (3) phases; assessment, post SNS (suggestive next steps), implementation and monitoring. Mr. Ray and Ms. Cabanlet are recipients of this aside from the other programs that they had.	Industry (ORO Chamber)	Region 10 - RIIC
Capacity Building	They helped us capacitate the people. They trained Ma'am Pat Cruz to train in managing the KTTO.	Academe (MSU-IIT)	Region 10 - RIIC
Capacity Building	It gave us confidence to traverse innovation ecosystem landscape.	Academe (MSU-IIT)	Region 10 - RIIC
Capacity Building	We were able to get the support of STRIDE particularly in the facilitation of the Ideation Workshop. Second, on the Capacity-building of our faculty	Academe (USTP)	Region 10 - RIIC

	researchers on the areas of KTTO that we want these research output to be adapted, used, utilized by the particular industry.				
Capacity Building	All of these are being facilitated and we are being trained by STRIDE. Lastly, on capacity-building on our personnel who is managing the TBI, wherein every year we are going to develop some entrepreneurs in the startups which we also introduce them to the Oro Chamber and to be part of its members. That connection is very important to us because there will be an additional network for them to get partners and to be funded.	Academe (USTP)	Region 10 - RIIC		
Capacity building	HEI71] USAID STRIDE is the key player wherein we are able to develop further our capacity as a university to extend our R & D capability to the communities. Three years ago, we were able to join a capability-building program of DOST supported by STRIDE to build our technology biz incubation lab, and second, building our capabilities in terms of technology transfer. These capability-building programs of USAID STRIDE have enabled us to extend our R & D capabilities to our MSMEs in the localities which is key to fostering the growth of the RIIC in the region.	HEI	Region 7		
Capacity building	UPLB2: Capacity building with the SUCs. Part of the project is capacitating the SUC partner. UPLB1 and UPLB2 went to the United States and Australia for study visits. STRIDE also had a scholarship program where one of the staff went to Iowa State University for a six-month training.	Academe (UPLB)	Region 4A		
Capacity building	BSU: STRIDE never promised to give funding.				
Capacity building	[DOST7] If proponents can provide all the needed requirements, they can easily access the funds. We have external evaluators who can facilitate in fulfilling all the requirements because the ultimate goal is to accomplish the job/task.	Govenrment (DOST)	Region 7		
Industry commitment	ACDI1: ACDI shared the principles and experience of a stable cooperative to small cooperatives in Siquijor and Bohol. ACDI which has branches all over the Philippines has large membership composed of retired military personnel	ACDI	Region 4A	established partners	Effective collaboration

	and family. ACDI can also assist in marketing the products like processed meat of cooperatives in Bohol and Siquijor.				this refers to the partnerships among key players which resulted to adoption of technology by having good communicatio n strategies.
Collaboration	There have been instances where USAID STRIDE through their linkages in the US and other countries have actually referred or proposed to us collaborations outside the Philippines. This has been introduced to us, since we are a global company, we are also able to get these opportunities as well.	Industry (IMI)	HEI GIA UP Diliman		
Collaboration	It however is managed by all our partners. We have a lot of information in our respective agencies, and we want to share this with everyone particularly in research and innovation. DTI is the lead, but it is co-managed by our other GIA partners.	Government (DTI)	Region 11 - RIIC		
Commercializatio n	We are trying to sell the technology present in the academe. STRIDE facilitated a meeting with Saliksik.ph to curate technologies and research technologies and put in a database. This has been captured by the DOST and has been approved already for the OROBEST Regional research database. Sometimes the academe will present, and it is too technical that sometimes the industry cannot understand. Now we have four (4) signed technology transfer. By way of our convergence, we were able to get one of our objectives which is adoption of technology.	Industry (ORO Chamber)	Region 10 - RIIC	trying to sell the technology present in the academe	
Communication strategies	They helped us in our communication strategy for our OROBEST innovation program as well as the innovation guidebook.	Industry (ORO Chamber)	Region 10 - RIIC	helped in communicatio n strategy	
Curriculum	The first is the joint curriculum development with IMI and VistaLand, where they were involved in the design of our PSM supply-chain project	Academe (UPD)	HEI GIA UP Diliman	involvement in the joint curriculum development design.	Curriculum Design this refers to the involvement in the joint curriculum

					development design.
Digitalization	We need to emphasize that while the world considers industry moving Into IR 4.0 we in the Abaca industry are still in IR 1 --mechanization but working with DLSU challenged us to into considering digitalization.	Industry (PhilExport)	HEI GIA DLSU	digitalization of outputs.	Digitalization this refers to digitalization of outputs.
Funding	Region 10 academe: Only funding. There were short programs before wherein they asked us to present our project or pitching presentation during one of the gatherings but basically it is more on the research funding. We received funding twice	academe (XU)	Region 10 - GIA	research funding	funding support this refers to the research that were funded
Funding	We have research that was funded by STRIDE. There are several programs that we have partnered with STRIDE.	Academe (MSU-IIT)	Region 10 - RIIC		
Funding	Region 11 government: We funded the development of iStrike Davao, the website.	Government (DTI)	Region 11 - RIIC		
Industry responsiveness	In academe usually tayo-tayo lang, so we really didn't have the framework in which industry partners can work with, so ito po yung mirror ng ideation workshops. This helped us to talk to industry companies and to propose the technologies needed.	Academe (UPD)	HEI GIA UP Diliman	understanding the needs of the industry to adapt the research output	Industry responsiveness this refers to identifying the needs of the industry to adapt the research output through partnerships
Industry-responsiveness	That engagement where research output needs to be promoted and we have to understand what the needs of the industry for them are to adapt the research output.	Academe (USTP)	Region 10 - RIIC		
Institution building	The DTI 5 has been a partner of STRIDE on IBR or Innovation Business Recovery. STRIDE tapped the expertise of Dela Salle for the project. DTI 5 identified the 4 MSMEs, initial beneficiaries of the project. Likewise, we are part of the BRIDGE Bicol, of which partnership extended to other government	Government (DTI)	HEI GIA DLSU	activities that STRIDE helped us in	

	agencies and industry sectors. BRIDGE Bicol is still being implemented to date.			implementing these activities.	and institution building
Institution building	We have TBI and FabLab. We also have activities that STRIDE helped us in implementing these activities. We have the KTTO that we owe it to STRIDE.	Academe (MSU-IIT)	Region 10 - RIIC		
Partnership / Start ups	Now the export incubation program. This is a partnership with DTI, but STRIDE has a major role in providing startups of our partners in that activity. We also have market research with XU, to provide venues to meet potential partners.	Industry (ORO Chamber)	Region 10 - RIIC	provide venues to meet potential partners	
Policies	PhilPILI as the Pili Commodity Board has committed to develop industry policies that are science-based and technology driven, hence the STRIDE program is a welcome one.	Industry (PhiliPILI)	HEI GIA DLSU	able to develop industry policies that are science-based, and technology driven	Industry Driven Policies this refers to developing industry policies that are science-based and technology driven by aligning programs and projects from different agencies
Policies	Region 11 Government: Based on our activities and experiences with STRIDE, I will cluster this with products and policy, as STRIDE has helped us to craft our innovation guidebook and the business impact survey to our MSMEs and aligning our programs and projects from different agencies. We have iStrike Davao is a unique innovation made by the RIIC through the DTI. It is a portal, a one stop shops for programs and services that the MSMEs can access. In terms of policies, we chaired the DOST XI the RRDIC (Regional Research and Development Innovation Committee) of the Regional Development Council (RDC). There are several policies that were lobbied through RRDIC, and it has been approved and the resolution has been endorsed to the RDC. The latest policies have been on the COVID-19 related-policies with MSMEs and done by the UP Mindanao team as our researchers	Government (DOST)	Region 11 - RIIC		
Policy support	DTI: By virtue of the RDC resolution, the RIIC was created. But to make it impactful for the beneficiary and for the general public, mas maganda may launching na. STRIDE provided assistance by bringing in the consultants to give other options, perspective on geographic indicators (GI) on how things	Government (DTI)	Region 4A		

	can be done and suggestions on what are the best options for RIIC, e.g., possible fund sourcing.				
R&D Ecosystem	The second mode of collaboration with GIA was collaborative research. In the collaborative research, two of our partners represented here have on going collaborative research agreements with UP, Vistaland and IMI, both in terms of our material sciences program. STRIDE is not as involved now in terms of the conduct of the collaborative research but when it comes to the dating, they co-facilitated several of the Ideation workshops with us. So, these are some of the collaborations that have resulted from the ideation workshop.	Academe (UPD)	HEI GIA UP Diliman	collaborations that have resulted from the ideation workshop and involvement of partners in doing research	Collaborative research this refers to involvement of partners in doing research
Knowledge transfer	[DOST7] If proponents can provide all the needed requirements, they can easily access the funds. We have external evaluators who can facilitate in fulfilling all the requirements because the ultimate goal is to accomplish the job/task.	Government (DOST)	Region 7		
Resources	Providing us the expertise but also the personnel.	Industry (BCCI)	Region 3 GIA	Provided human resource and technical assistance	Shared resources this refers to the provision of resources to key players
Supportive admin	Gusto ko pong ipagmalaki ang ating SUCs especially BULSU. Isa po sila sa prime movers. And the mere fact that they were chosen to be the Regional Cybernetics Center (RCC) and the RIIC of the Region is already an image built by the BULSU. For BULSU we have research grants also. One and very prominent recipient of the SMART Campus under the Bayanihan 2. So meron pong certain provisions to build our SUCs so 11 universities in the region were provided financial assistance through SMART Campus.	Government (CHED)	Region 3 GIA	universities in the region was provided financial assistance through SMART Campus.	

Technical assistance	Mentoring po. Mostly the personnel involved in THRIVE was from BULSU but the one who guided them was an expert from STRIDE who was guiding these personnel so that they weren't completely starting from scratch.	Industry (BCCI)	Region 3 GIA	Offered mentoring sessions and guided the personnel so that they weren't completely starting from scratch.	Technical assistance this refers to the provisions; financial or mentoring support, that was given to the key players.
Technical assistance	We are engaged with STRIDE for the OROBEST Bridge program just last year. Other that the technical support that STRIDE has provided, STRIDE also provided funding support to the faculty consultant who acts as the leader facilitator to conduct the key activities of the program. Ms Querites mentioned that in the conduct of R&D sessions, SNS, STRIDE provided the funding for us to tap expertise from faculties from different colleges in the university. The assistance of STRIDE was key in the design of the program and the instrument. With the program and instrument, we are ensuring that the process flow is developed and can generate data driven output yet still friendly to MSMEs. With that connection, the direction is clear where the program wants to go.	Academe (XU)	Region 10 - RIIC		
Technical assistance	Region 11 government: no funding that I know of.	Government (LGU)	Region 11 - RIIC		
Technical assistance	Region 11 government: In STRIDE there was no monetary funding, it's more technical assistance. Rapid needs assessments, up to the innovation of the IBR there have been technical assistance.	Government (DTI)	Region 11 – RIIC		
Procurement	IND24A: The greatest challenge is the government procurement system. IND24A: There are project requirements which necessitated to buy from ordinary traders. The government is asking for a lot of registrations like PHILGEPS. PCCI/BSU is buying elite seeds for the revival of the mother Liberica, which is a rarity. The government is telling us to buy anywhere provided it is registered with the government procurement system which will not work with their project. It defeats the purpose of establishing the pure Barako Coffee industry.	Industry	Region 4A	Issues purchasing equipment	Conflicting policies Refers to the policies that needs to be reviewed that are not aligned to the key players'

					mechanisms in doing the project.

1.3 What are the challenges of partnership in putting up the RIICs and how are they addressed?

CHALLENGES OF PARTNERSHIPS IN PUTTING UP THE RIICS AND HOW THEY ARE ADDRESSED					
CODE	RESPONSE	KI	GIA/RIIC	CATEGORY	THEME
Alignment to the thrust of university / Knowledge creation and increase in KAP on innovation and technology	Region 11 academe: Time constraints that we have as faculty members of the university, especially in the delivery of the IBR plans for the MSMEs. We're also challenged to somehow integrate the IBR related activities in our academic programs, like in Master's in Management and in Agribusiness Economics. We are doing something about this to possibly integrate some of our services to the RIIC. Third, somehow, we have encountered some limited information on the various government programs for the MSMEs, although this is the initial stage of our IBR engagement, in such a way that they were not readily able to match the needs of the MSMEs to the specific programs of the various government agencies. Again, this is from initial stage of our IBR engagement. Fourth, we have also some challenges in terms of exposures of our faculty members to the industry. In such a way some of us were encountering problems with coming up with a good IBR plan for the identified MSME. Fifth, would be limited training on certain technical assistance required by the MSMEs particularly marketing intelligence and FDA registrations. Finally, the asymmetric information with MSMEs is what we all encountered also that is a problem, because of this, the information was very limited in such a way it also affected the formulations of the	Academe (UP Mindanao)	Region 11 - RIIC	Time constraints key players have, especially in the delivery of the IBR plans and limited information on the various government programs for the MSMEs.	inhibiting factors this refers to the limited time and information for the delivery of the outputs.

	IBR for the MSMEs. These are the problems we encountered in our IBR engagements so far.				
Data needs	IND71] Time management because we are in the middle of a pandemic now. We are addressing many very critical issues which includes the survival and continued operations of the MSME's. This implies the lack of time to be able to provide solutions to their problems. The needs may not just be about technical but may also include linkages or even rebooting their operations and their business models. We should really match the MSME needs and requirements with the academe expertise. Market demographics are changing, and industry cannot provide timely data.	Industry	Region 7		
Awareness	possible challenges would be promotion of the website. Although nalaunch na po, but problem is the promotion that we have RIIC and these programs and services and the MSMEs. It would be good to improve the promotion and also to keep it updated to help our MSMEs. Maintaining and updating our website will help MSMEs grow. BULSU THRIVE po yung nag mamanage ng website. DTI Regional Office has provided information on the facilities and other relevant information needed for the RIIC. From time to time we are coordinating with BULSU and Industry Sectors so they would know the present status of our MSMEs in Bulacan. I think RIIC will play an important role in preparation for the creation of the new airport.	Government (DTI)	Region 3 GIA	improve the promotion and also to keep it updated to help our MSMEs and become active partners.	Awareness this refers to involvement of the key players to promote the innovation and to be active.
Awareness	Region 11 government: Our challenge is how to become more active partners. We know bits and pieces as we were invited here and there, but we don't have any focus.	Govenrment (LGU)	Region 11 - RIIC		

Communication strategies	One of the challenges, sometimes there are disconnects when it comes to communication since we have the Government, Industry and Academe, so dito lang po sa FGD natin may problema in terms of getting everyone together. It's more of a logistics issue, it's actually one of the things that I want to recommend. So, if we really want to continue this we already have recurring meetings since we have different schedules. Ito po yung nagiging detriment, it's hard to set a meeting then find everyone's schedule. Similar to a board schedule, it might be easier to schedule. On the side of the BCCI, we have our own secretariat, and I would be stepping in to be the point person with regards to the THRIVE program. I can't speak for the government offices on who would be taking lead on their sides.	Government (CHED)	Region 3 GIA	disconnects when it comes to communication since players are coming from different institutions / agencies / organizations.	Communication issues this refers to the dynamics in disseminating key players gathering
Communication strategies	On networking, we thought this was a problem especially with the pandemic but with the help of STRIDE, once they pushed for the programs networking was made easier	Academe (BULSU)	Region 3 GIA		
Differing mandates	May kanya kanyang mandates, the HEIs, the provincial and regional offices of DOST. So, for us DOST, nakaharap kami with MSMEs and may mga programs po sa DOST where we can submit proposals for funding on research and development yung CRADLE po with MSMEs. So, when we partner with HEIs there's a problem of matching them to industry. So, with THRIVE CL, naka network na, madali na naming ngayong mahanap yung imamatch namin. For Thrive Central Luzon, wala pa kaming proposals, but we have talked about this with VP Magsakay. During the National Science Technology Week, we will be highlighting an activity where MSMEs will gather to present mapped expertise of HEIs para lulutang yung requirements ng MSMEs kung san sila required. MSMEs usually cannot find the problems on their own, so they need help in matching who can help them. We have	Government (DOST PSTC Pampanga)	Region 3 GIA	One challenge before was how to complement programs and activities to all players.	Different Dynamics this refers to the different mechanisms that are present in every institution/office that may hinder the development of the project.

	CRADLE programs but not under the THRIVE CL. With the THRIVE we can really connect with partnering HEIs and Industry.			
Differing mandates	One challenge before was how to complement RIIC and RCCs but we were able to help this and clear out the delineation of work	Government (CHED)	Region 3 GIA	
Differences in policy	[DTI7] We have shared service facilities such as fablabs. We need however a national policy as shared service facility is not for private university.	Government (DTI)	Region 7	Different policies are implemented in each key player
Differences in policy	UPLB2: STRIDE did not require a MOA between UPLB and STRIDE to release the funds.	Academe (UPLB)	Region 4A	
Differences in policy	HEI74] Speaking from experience in the past, a couple of year ago, we submitted a proposal to CHED for a grant related to a distance education project, after preparin. HEI74) But we are happy that DOST is not discriminating us, both private and public universities are welcome with them. [HEI73] We have no problem with DOST. I am not sure with DTI, but with CHED, we have a problem. everything, we were informed that we were not qualified because we are not an SUC.	HEI	Region 7	

Financial structure	First challenge would be financial in nature. Accounting in the academe is different from the government. The first really is the challenge on the consistency or the alignment of financial accounting for academe and the funder which are usually governments.	Academe (DLSU)	HEI GIA DLSU	alignment of financial structure in the academe and government.	
Flexibility	For STRIDE naman we don't have a problem with them because they give us a free hand. Humihingi po sila sa amin ng business plan business realignment and on how we can align our expenses. Kung sa government kasi if hindi naka align sa budget yung ginamitan niyo may problema na agad kami.	Academe (DLSU)	HEI GIA DLSU	flexibility of the budget allocated when the project is funded by the government.	
Funding	Is there an evaluation made before you submitted your final report? Region 10 academe: They had their regular monitoring during the project implementation. What was the role of CHED? CHED came after STRIDE. The experience that we gained from STRIDE, our focus was on the industry, and we have understood the farmers. In CHED's project, we focused also on the farmer's side. So, we were able to make mobile apps to assist the farmers. The farmers' practices are very traditional, even recording is a problem, and pest management and application of pesticide.	academe (XU)	Region 10 - GIA	There was a regular monitoring during the project implementation	Monitoring and Evaluation activities this refers to the regular monitoring and evaluation activities of the project implementation
Funding Opportunities	[DOST7] If proponents can provide all the needed requirements, they can easily access the funds. We have external evaluators who can facilitate in fulfilling all the requirements because the ultimate goal is to accomplish the job/task.	Government (DOST)	Region 7		
FabLab	[HEI71] CITU has its own fab lab (called maker's space) which is internally funded and is now part of the fablab community, even if we are not a state university.	HEI	Region 7	Provided funding opportunities	Provision of funds

Funding opportunities	UPLB1: ACDI issued half a million pesos for the Catulayan Cooperative as a small brother big brother assistance.	academe (UPLB)	Region 4A		Refers to the funds that were allocated for the project
Funding Opportunities	[DOST7]: We have our own item. We have our own role in the RIIC to collaborate with the different industries and academe in relation to technology in need for the development of innovation among MSMEs. We have our own funding. We have different programs (i.e., small enterprises, etc.) and services that DOST can offer.	Government (DOST)	Region 7		
Industry responsiveness	Many research have been done for the pili industry by various HEIs/SUCs and other research arms of government agencies, however, the industry does not have full access to these.	Industry (PhilExport)	HEI GIA DLSU	commitment of the industry partners in co-innovation and co-operation of the project.	Industry-Academe Relationship this refers to the mechanisms and policies in the partnership of the academe and industry in doing the project.
Industry Responsiveness	Region 10 academe: For the challenges that we had first is in the part of MSU-IIT especially on the call of OROBEST last time in terms of stoneware. The best part is actually coming up. The second problem is coming immediately from the industry and understanding what we can do and conglomerating on what are the things that we can do on our part and what we can't do and then planning on the future of the activities.	Academe (MSU-IIT)	Region 10 - RIIC		
Industry Responsiveness	Another challenge is on the specific activity understanding, because it has something to do with the deliverables from the industry part and what we can deliver to the industry. That is why Dr. Bernales a while ago and Dr. Jamil, part of their presentation actually is on the commitment also with the industries. We apply co-innovation and co-operation.	Academe (MSU-IIT)	Region 10 – RIIC		

Industry Responsiveness	because of that the challenges that we have is to answer immediately what the industry needs. Since we cannot deliver immediately what they need so we have to come up with a background IT and the transparent communication with the industry and this is the challenge as they have their own timeline, and we have our own. We have to have that certain overlap and we have to free that overlap with them, so it is the time framing and coming up with the deadlines with the industry. Another is keeping what is confidential.	Academe (MSU-IIT)	Region 10 - RIIC	
Institution building	When we collaborate with Industry the technology transfer is always going to be a problem, along with IP and so on. We've gotten a lot of advice on that, part of the KTTO training involves how to set up these kinds of partnerships negotiating, so part yun ng program nila kasi yan yung "dating" and yung engagement, the last part naman yung negotiation yun yung kasal. The negotiation is leading to the nuptial agreement and marriage. So, for example for our collaborative research right now we have to anticipate that the goals of that research will be met and so what's next after that? That's also covered under the KTTO training. Yun yung challenge, yung last stage will really be a challenge for us. STRIDE has provided some training to address this. Now they have a manual. We are actually rolling out a training program for that Manual.	Academe (UPD)	HEI GIA UP Diliman	establish policies on KTTO when transferring technology to the industry
Institution Building	We tried to plan this out with Ma'am Pat before our training with the USAID STRIDE in establishing the KTTO. because of that we try to immerse ourselves. In 2017 our KTTO office was successfully approved which started as an IPU (Intellectual Property Unit),	Academe (MSU-IIT)	Region 10 - RIIC	
Institution Building / Technical Assistance	Region 11 government: Recently, we made an ordinance that establishes an invention innovation center. We'd like to thank DOST and DTI as we craft this ordinance because we are serious to help, promote, and even in terms of funding, technical, capacity building,	LGU	Region 11 - RIIC	

	marketing etc., that we can do for our Davao innovators and inventors. We now have this ordinance in place, and we are looking on how to implement it now.				
Mutual benefits (Opportunities)	ACDI1: The assistance is for the cooperative to procure quality dairy cattle produced out of the STRIDE project. If their dairy project will not develop, the cooperative can have meat processing. The money issued to them will be used in the procurement of native cattle. Moreover, as the cooperative develops, it will be the source of hybrid local cattle of ACDI.	ACDI	Region 4A		
M&E Tool	Region 10 Government: Provinces that are actively engaged are Misamis Oriental, and Misamis Occidental (Iligan). Now we are seeing the replication of the program in Bukidnon, so there is need for a regional structure to monitor the results of the performance of each partner. As what we did in the OROBEST, initially we have core members then we progress accordingly enrolling all other major players. All the other players are considered together with the OROBEST and ILIGANiCE that is one way going forward. But there is no problem right now with the convergence. Each of the local innovation program, OROBEST and ILIGANiCE have their management structure in place. What we really need is to oversee the M&E as far as the RIIC implementation in the region. We are really tracking the performance and ensuring that all the result of the different partners will be taken into account. That is to compliment the regional positioning as the innovation hub in this part of Mindanao.	Government (DTI)	Region 10 - RIIC	Missing M&E tool on the progress of the local innovation programs	Establishing of M&E Tool this refers to the tool that can monitor the results of the performance of each partner and to track the performance and ensuring that all the result of the different partners will be taken into account.
Pandemic restrictions	Another limitation would be being that our campus is closed off which makes it harder for us to collaborate with government.	Academe (DLSU)	HEI GIA DLSU	mobility constraints	Mobility constraints

				caused by the pandemic.	this refers to the limitation of development of the project due to the pandemic
Partnership / Collaboration	Region 10 industry: The program is good. We don't have any problem with the university. In fact, we have a very good coordination about the project. I don't see any problem with that. We had a very smooth transaction and coordination. There were delays because of certain issues, the rest are okay.	Industry (Monde Nissin)	Region 10 - GIA	ability of the academe to scale up the technology for the industry. There is also a delay on the response on the submitted research proposal grant.	Scaling up of the technology refers to the ability of the academe to scale up the technology for the industry.
Partnership / Collaboration	Region 10 industry: We had a project with XU on dehydrated vegetables. Currently, we are using carrots and chives from China, so we import it. We have also CSR program. We were very happy that we were contacted by XU for this project because we also wanted to help our farmer. We gave XU some samples of what output we want. The problem here is that farmers only produce, but they don't process it. As a company, certain standards are important to us. Producing a carrot is not a problem, but processing it is a problem. That is why XU came and we want to help the farmer to process it.	Industry (Monde Nissin)	Region 10 - GIA		
Partnership / Collaboration	Region 10 academe: The farmers in Bukidnon, they are producing high-value vegetables. They frequently supply it to a trading hub in Cagayan de Oro. The prices do not stay the same or are not always profitable, so much of the carrots, especially if the prices are very low, it will be thrown away. So, we thought of dehydration as a possible way of minimizing the losses of farmers. When we had our first project with STRIDE, we interviewed manufacturing companies on who are using dehydrated vegetables, and that is why our team met Mr. Welly Toha, who is kind enough to introduce to us the background on how to use the vegetables. We wanted to help the farmers. Make their livelihood more sustainable. We focused on 2	academe (XU)	Region 10 - GIA		

	vegetables, carrots and squash. Our partner on carrot dehydration is Monde Nissin. Our partner on squash dehydration is Santiago Fresh Mike. We were able to give Mr. Welly our sample carrots and they tested it and it was similar to what they get in China. The next question was, what is next?		
Partnership / Collaboration	Region 10 academe: For squash dehydration, Mr. Teope they are producing Fresh and Dry Pancit Miki. They are using squash powder as a substitute for natural coloring. They tried in drying squash before, but they find it rigorous, because they only use sun drying. Mark was able to design a dryer to dry squash better. Sun drying would take days for the squash to dry. Some of these samples from sun drying squash results in having molds. We designed a dryer that is circulating air and it is more sanitary. The powder can be mixed to their mixture.	academe (XU)	Region 10 - GIA
Partnership / Collaboration Industry responsiveness	Region 11 industry: When they started setting up for the RIIC, there are none. They linked us with the other sectors, academe and to the government. They helped identify our needs and worked from there on how to resolve it. When we started, ADDU was identified to be our partner in terms of the Technology that we need. So, we developed a proposal which was submitted to the CRADLE project of the DOST, a solar-powered cooker, it was submitted by ADDU and us. Until now, we have no update with this proposal. This was submitted before the pandemic. That's why we're asking for an update.	Industry (Healthy Sweets)	Region 11 - RIIC
Partnership / Collaboration	Region 11 industry: We're producing coconut sugar. In terms of production, the biggest expense is on fuel on cooking coconut sugar. That is one of our identified problems, since the fuel used for cooking is expensive. Together with Ateneo, when RIICs just started,	Industry (Healthy Sweets)	Region 11 - RIIC

Industry responsiveness	Ateneo partnered with us in developing the technology, a solar powered cooker for coconut sugar. We have our proposal that was submitted by ADDU to the CRADLE project of the DOST.		
Partnership / Collaboration Industry responsiveness	Region 11 industry: As of now, we are making the IBR together with UP Mindanao. We submitted our needs, then UP Mindanao will be the one to help us.	Industry (Healthy Sweets)	Region 11 - RIIC
Partnership / Collaboration Industry responsiveness	Region 11 academe: The IBR is a business recovery plan where the academe, on this case for Ma'am Betty, is we help them formulate their business recovery plan. That is the assistance that we are giving the MSMEs through the RIIC program. In the case of Ma'am Betty, their IBR plan is to be completed. For other MSMEs, we already have completed two of them and both of these MSMEs have already implemented some of the strategic actions that we agreed during the plan formulation. One is Malagos Foods Incorporated and the other one is A's & R's, both of them are engaged in food processing. Malagos was able to identify a new product as their pivot to recover from the impact of COVID and the other one is into meat processing. A's & R's was able to secure a purchase commitment from one of the major players in convenience retail in the Philippines. We assisted them in the formulation of their strategic plan in meeting the requirements of their particular client. Currently the A's & R's is already implementing some of the strategic actions that we have identified.	Academe (UP Mindanao)	Region 11 - RIIC
Partnership / Collaboration Industry responsiveness	Region 11 academe: So far, we finished 4 IBRs. In Coffee for Peace, they already have implemented some suggestions in terms of packaging and marketing. At the same time, I was also informed through DTI and Coffee for Peace, DTI is already bridging Development Bank of the Philippines with Coffee for Peace. With the help of DTI, they linked the MSME so they can get the necessary	Academe (ADDU)	Region 11 - RIIC

	funding they need. The other 3 MSMEs needed FDA approval. So, we reported that issue back to the group and at least the DOST knows about these 3 MSMEs need better equipment for FDA approval. There is bootcamp where the MSMEs will take part. For Ateneo de Davao, completed IBR Plans were AgriGrowLive Farms (cacao), Coffee for Peace, Inc., Lao Integrated Farms, Inc. (coconut), and Rehoboth Agricultural Cooperative (cacao) po.				
Policy	There are issues in terms of securing intellectual property rights/patents for completed research; research funding being granted to "select group" of researchers; issues of unliquidated research grants; etc.	Industry (PhilExport)	HEI GIA DLSU	review policies on property rights/patents of researches and research funding and documentation of funds	Policy review on property rights and procurement refers to revisit the policies and protection of property rights when doing a project.
Differences in policy	UPLB2: In terms of policy, UPLB did not want to include in the MOA that the technology will be commercialized by the cooperative. There should be a separate document, a licensing agreement.	Academe (UPLB)	Region 7		
Policy constraints	UPLB2: UPLB has Technology Transfer and Business Development Office (TTBDO). Had a meeting with them to consult the possibility of protecting the breed to be developed. After that, they learned that there is no law that will allow a new breed to be patented. There is a law on plants but not for livestock. [AC Rola: Do you think it is a gap?] UPLB2: Yes. It is for the whole livestock industry for the whole Philippines. [AC Rola: Did UPLB initiate to address the issue?] UPLB 1: There were several discussions on Intellectual Property Right (IPR) with the Bureau of Animal Industry (BAI) to draft which	Academe (UPLB)	Region 4A		

	was sponsored by Senator Cynthia Villar about genetic law improvement. UPLB1 attended meetings in the Senate but does not have any update on its status. UPLB is aware of this because UPLB1 and a colleague from the University attended the meetings as representatives of UPLB.			
Procurement	Region 10 industry: Delivery of the equipment because we have a timeframe. Maybe because of the pandemic, the procurement of materials is delayed, and it has affected the schedule. Up to now, we are still expecting for the delivery and turn-over of the equipment. Actually, they have already come up with the actual equipment, only refinements and very few improvements and amendments of the existing prototype of the project that they have undertaken. We have already also experimented on the type of formulation that we need so that it can match with the equipment. We are engaged with paper production and the innovation part is on the paper clay production because it is fiber-based, and all of the ingredients are natural and organic thus it is a sustainable product that we are promoting. We have received orders and inquiries for this product, that is why we enrolled in OROBEST to get the innovation that we needed in terms of technology and equipment that we can adopt so that we have a faster production and in a given amount of time we can produce huge quantity. For now, we do manual production thus the output very limited, if we want to produce more pieces given a period of time, we needed the technology.	Industy (Oro Handmade)	Region 10 - RIIC	the procurement of materials is delayed, and it has affected the schedule
Procurement	Region 10 industry: We were known because of the Oro Chamber. Most of the projects is on machines and how to make a farm out of the Spirulina? The problem is COVID situation that we have. Thus, there is a delay of the turn-over. They patent was delayed. We had a problem in importation as our main ingredient needs to be imported from abroad.	Industry (Green Pastures)	Region 10 - RIIC	

Procurement	Region 10 academe: Currently, we are involved with some companies under Oro Chamber in terms of R&D projects, I see that there are two (2) problems that we are continuously facing; 1) procurement law as an SUC, it is very hard and a tedious process. As a consequence, is the second problem, we are not in lock step with the industry timeline. Along with this 2nd problem, majority of the faculty members who are part of the R&D they have other designated positions, aside from the teaching they are doing research and some administrative tasks that is being put to them. Those are the things that we need to manage. There should be a hand-in-hand journey with the industry in completing the project. The pressing problem is the procurement law because we cannot do something about that.	Academe (USTP)	Region 10 - RIIC
Procurement	Region 10 academe: The same problem when it comes to procurement. Before we created this special BAC. We have color code documents. If it is colored yellow, means it is externally funded. So, if they see this, this is somehow a "Fastlane". We have that kind of modality because the externally funded projects have to catch up with the time. If we want to connect with the industry, they also have their own timeline. Academic institutions can sometimes hardly catch up. We still have this problem; it is not a perfect process because we have to go through the bidding process which takes some time. It may not totally solve the delay, but it reduces the stopping points of the documents.	Academe (MSU-IIT)	Region 10 - RIIC
Procurement	BSU: Amante – There is access to mother Liberica seedings, but it is difficult to access [buy] seedlings because of the government procurement system. We are buying 80,000 seedlings. BSU: We are not hiring consultants, but we are buying seeds. Procurement that is beyond PhP50,000 will undergo PHILGEPS. [CReyes: What can be your recommendation?]	BSU	Region 4A

	BSU: The project that was mentioned by Mr. Gualberto is about the revitalization of the Barako Coffee in Batangas funded by DA BAR. It has two components: 1) propagation of Barako seedlings from elite mother tree and 2) establishment of nursery. This project is lodged with the University of Batangas. We cannot do away with the procurement system so what we do is to follow up with all the offices. It takes time. It is possible for papers to be remain long in one office for one reason or another. Minsan natatabunan, ako mismo and nag-uuli ng paper para madali ang pagpapapirma. BSU is very thankful to the group of Mr. Teng Caedo and Mr. Gualberto who shelled out money from their own funds for the continuous operation of the project.				
Protection of outputs (patenting/indigenous knowledge)	For example, on the ownership and who owns what. The nice thing is when we started it, we understand each other already and we thank USAID STRIDE as well as OROBEST in coming up activities wherein the industry has already pinpointed on what they really need. So, it is easier for MSU-IIT, the R&D team when it comes to preparing on what are the things needed.	Academe (MSU-IIT)	Region 10 - RIIC	ownership of the technology	
Resources	When we look at the challenges, we tried to understand the elements of the ecosystem, so we need to check the physical, economic and networking, assets. On physical assets we really encountered challenges. Ang kagandahan po sa R3 is that flexible yung other institutions that they can easily embrace the challenges. On economic asset, instrumental si RD Tess (CHED) on how to converge the different stakeholders, the HEIs on solving this problem.	Academe (BULSU)	Region 3 GIA	availability of all resources from all key players.	Availability of resources this refers to the existing means of each key player for the development and sustainability of the project.
Resources	Region 10 industry: Availability of resource from the academe to assist the industry or the MSMEs	Industy (OROBEST)	Region 10 - RIIC		

Scalability	I think STRIDE did try to produce an inventory of completed research, am just not sure if this has been completed. Also, PCAARRD, through Pili NICER developed a system which supposedly should be a repository of all completed research. The system has already been launched, but am not sure how successful they are in terms of getting the system populated with all the researches from various research entities.	Industry (PhilExport)	HEI GIA DLSU	mechanism to be made by key players to scale up the project. A tool that can measure the success rate of the project
Scalability of projects-programs	We put an agreement at that time, we will buy the produce as long as it is similar to our standard. One problem is that, before it is like the "chicken and egg" scenario. The farmers wanted to produce but they worry that they don't have a market. On our side, we want to buy it but who are we referring to? XU is helping the farmers to teach them on how to process it, but they want somebody to manufacture it for us or to link it for us, farmer and the buyer. Right now, I don't know who I should talk or call if there are problems or supply. The farmers are not entrepreneurs; they just want to produce it.	Industry (Monde Nissin)	Region 10 - GIA	
Scalability of projects-programs	As of now, there is a lack of supply of squash. Although the results were good. Our production every day is 50 bags.	Industry (Santiago Fresh Miki Factory)	Region 10 - GIA	
Scalability of projects-programs	That is what we have mentioned before, "who will supply?". We already have the technology. We can teach it to the farmers, but we cannot supply Monde Nissin the dehydrated carrots even if it meets their standard.	academe (XU)	Region 10 - GIA	
Scalability of projects-programs	Region 10 academe: We were not able to supply the needs of the farmers. We put that in the recommendation in our report. We have to upscale the quantity from the pilot scale; 10x the size. We take in the supply from the farmers, but we also need the capacity sustained. At the same time, the industry has their own needs. XU can only offer processing. The problem is we cannot make an	academe (XU)	Region 10 - GIA	

	upscale because we are not allowed to sell. This is the policy of the university.				
Scalability of projects-programs	In 2018, we decided to close the business but because the Oro Chamber through OROBEST always pursues us, it gave us the hope to continue the business. One of the challenges is to look for a location that we can put up our farm. We have to consider the water supply though we need not a large area. We have three (3) areas that we are considering. Of the three (3) sites, water supply is also a problem, thus we need to construct our water system and it is very costly and spirulina cultivation. We are still waiting for the turn-over from the MSU-Naawan. Hopefully we can catch up with the financial requirement in coming up with the spirulina cultivation.	Industry (GreenPastures)	Region 10 - RIIC		
Supportive admin	In terms of challenges probably continuity. It's more on really a continuous effort in terms of the module collaboration with UPD that was really good	Industry (Vistaland)	HEI GIA UP Diliman	sustained support from all key players	
Product development	HEI73]: From the CVFIC perspective (a project with DOST), it assists the MSMEs in research on product development. We also allow them to use the equipment in the center to test their capability or do research so that the contract research with them will be able to generate new food concepts that are attractive not only at the local but at the foreign market. Assist the DOST in implementing the project, reviewing proposal, the academe uses the facilities.	HEI	Region 7	assists the MSMEs in research on product development	Permission to use Refers to allowing the partner industry to use the technology to generate new concepts that are attractive to the local and foreign market

ANNEX F RELEVANCE FGD.2 ST

1.1 What is the role of STRIDE in the formation of the RIIC?

ROLE OF STRIDE IN THE FORMATION OF THE RIIC						
THEME	NATIONAL N=		FGD (GIA AND RIIC) N= 8		REGIONAL	RESPONSES
	f	%	f	%	f %	
Complementation of programs refers to the alignment of programs among HEIS			5 (3)	37.5		"From the beginning at the onset, we have to make sure that there is no duplication rather complementation for HEIs. Every province has a cybernetics center. They were able to mobilize the RIIC quickly. Given the limited resources of CHED, we also were able to mobilize." Government (CHED) Region 3 GIA "UPLB1: She used to work at the Department of Agriculture (DA) Regional Field Office 7 of which Siquijor is one of the provinces in the region. The DA 7 bought Siquijor native cattle; hence the Ubay Stock farm in Bohol has a gene pool. When she transferred to UPLB, went back to region 7 she proposed to STRIDE the project on dairy cattle. She invited UPLB2 who is an expert on molecular biology to join the project. The Stock Farm is also ideal to conduct the experiment because of its large number of stocks. In the project we have two cattle pools: one is the Stock Farm in Ubay and the other one community-based in Siquijor where the stocks are with the farmers." Academe (UPLB) Region 4A
Trust			1	12.5		"Meron po kaming tiwala sa isat isa despite the pandemic." Industry (CamSurCCI) HEI GIA DLSU

refers to creating trust among partners			
capacity building refers to the capability of the players to establish innovation activities.	13 (6)	75	“I was so impressed with the engagement in Bicol without STRIDE RTI we wouldn’t have seen the onsite farms. So, we realize that there is a good potential to have these businesses grow up. Maybe we can be recognized as the best pili industry in the world.” Academe (DLSU)HEI GIA DLSU “We're very thankful for the group of USAID. From the very beginning, they already guided us on how to establish the RIIC Davao. They also provided us technical assistance. When we started its STRIDE, the group of RIIC, who assisted us in conducting workshops like mapping the innovation ecosystem and coming up with activities such as ideation and design thinking workshops. We implemented other projects such as the Innovation for Business Recovery (IBR) and also our marketing research project with CHED. So, they're instrumental in why Davao RIIC is very active. We also got our constituents to work with us in the industry and the academe.” Region 11-Government (DTI) Region 11 – RIIC “Region 10 Industry: The role of STRIDE when we engaged with OROBEST, OROBEST was the main organization that we engaged with from ideation then we went to study our business and then we evaluated. The implementation was in coordination with Ateneo de Manila University (ADMU). After that, there was a monitoring activity after the recommendations have been submitted up to the mentoring stage. The way I see it, it was giving us a bigger picture from the beginning to the result.” Industry (Oro Handmade) Region 10 – RIIC "[HEI71] helped built the RIIC,

			served as glue for GIA stakeholders, especially to help MSMEs in the locality, lynchpin in trying to pull significant groups together to achieve results" HEI Region 7
collaboration refers to closing the gaps among active players and increasing the value of engagements by creating opportunities for the partners to be active.	23 (6)	75	"Already mentioned the link with the nature of engagement with the STRIDE. For our industry partnerships, dalawa yung mechanisms by which STRIDE helped facilitate the collaboration – one is we have a program called IGNITE and that's based on a lot of the industry, academe and government initiatives initiated by STRIDE so collaboration came from other initiatives they have already done another would be the ideation workshops. It's like dating for industry and academe. We have a lot of getting to know events, but the ideation workshop is different. We never met before." Academe (UPD) HEI GIA UP Diliman "I agree with Sir Erwin Magsakay. We recognize the importance of gathering the support of our stakeholders with our MSMEs. So, we had some meetings with BULSU, the business sectors, and other sectors thinking of strategies for them. So, the Academe and Industry partner collaboration has been really good." Government (PSTC-Pampanga) Region 3 GIA "I was about to share the same sentiment with the LGU. STRIDE helped us a lot in putting us together. There is now greater interaction between Academe, Industry, and Government. Unlike before we just give our interventions and there is not much interaction between the GIA, but now when STRIDE came in and helped us to come up with a RIIC, we have appreciated it more especially from us in the academe that there is greater interaction and collaboration among GIA has. Academe interactions with Industry are easier as it is bridged by the Government." Region 11-Academe (ADDU) Region 11 – RIIC

			"[IND71] Several interactions and conversations with academe for the last 5 years has taken place. STRIDE served as facilitator and focal person in connecting different partners from the academe to specifically focus in helping MSMEs." Industry Region 7 "[IND71]: These are not only a DTI determined set industries. We have economic drivers that we have selected together, and this has been approved by the RDC which we can engaged in, which includes both the existing economic drivers such as foods, ICTs, constructions, and the like. There are also emerging industries which includes the creative industry, and certain agro-fishery industries that are part of the value chain. We are open to the 11 industries that have been identified." Industry Region 7
creating curriculum design refers to the participation in actively creating academic programs	1	12.5	"The other one has to do with academic programs, normally kasi academic programs, we tend to be ostriches, ivory tower head in the sand mentality but one recent initiative where we had an interaction with IMI was to develop a new kind of program the PSM with STRIDE and the goal of that program was to have industry involvement built-in, not just in terms of the student interacting with the industry, but even right at the beginning as the program was conceptualized we already had significant industry inputs. STRIDE created several curriculum workshops with UP and several industry partners, so that's the most recent work in progress. We are doing the curriculum now. Matagal yung process, and di pa kami nakakuha ng approval but we already have implemented transition programs to put the best practices in the programs. We already have graduated a transition batch using an intermediate program.

			It was primarily a START program; it was a new concept to have this kind of curriculum design and development process. The most that we had in terms of industry connection for a curriculum program was more towards the end noh, so that's thesis mga ganun or internships. So, this new model was primarily initiated by STRIDE. We learned a lot. Both IMI and VistaLand participated in these workshops, and this was an eye-opener for us in terms of understanding. STRIDE provided us a framework for convergence for the curriculum design." Academe (UPD) HEI GIA UP Diliman
Funding support refers to the financial support provided for the project	4	50	"For our project with Filipinnovation, it was funding. They bring in foreign consultants that would elevate innovation here in the Philippines. They also have that valuable role of ensuring sustainability that they can leave the legacy of training faculty, researchers and entrepreneurs" Academe (DLSU) HEI GIA DLSU "STRIDE funded the project under the CARWIN window" academe (XU) Region 10 – GIA "UPLB1: STRIDE provided the financial support of P10M [AC Rola for phases I and II] to the project which ended in 2017. The cooperation with the partners including ACDI, provincial government of Siquijor, and other local cooperatives still exists up to the present." Academe (UPLB) Region 4-A
Industry responsiveness refers to the activities that were made to answer the problems of the industry	1	12.5	"Enabling them to meet with their partners. I believed in the role of academe in the growth of industry and our enterprise. Through the sessions we had with her, the academe urged us to look beyond the pandemic. I embraced everything made by their study. The study provided us clarity of action as to how to handle the problems of the past and present and how to handle the future. We have followed all her suggestions we really went through each one of them and they are doing

			so well, far better than we expected. The STRIDE provided the opportunity, DTI provided the information, but most of what we have done right now is made possible by the linkage we made with Emilina Sarreal. We also opened ourselves to working with the fablab of Bicol." Industry (PhilExport) HEI GIA DLSU
enabling factors refers to the mechanisms that made the programs, activities, and interventions kept on moving forward.	11 (5)	62.5	"We're thankful for the USAID STRIDE in guiding the region in crafting the RIIC. STRIDE provided a very strategic and organized approach in leading the formation of the core group particularly the technical working group. They are very immersed in the conceptualization, crafting the activities, and as well as implementing them. The involvement of STRIDE is very heavy particularly na hindi kami iniwan dahil within the journey they were there." Government (CHED) Region 3 GIA "Paved the way as policy support, helped us in coming up a resolution which we endorsed it to the RDC. It was done in 2019. The resolution specifically states that [RDC] is supporting the establishment of the RIIC in Region X. That was the policy support that paved the way with the intervention of STRIDE. After that, there were different series of meeting with the stakeholders they started in strengthening the convergence of all the innovation players." Government (DTI) Region 10 – RIIC "Mapping, Linking and Aligning activities, STRIDE has been very visible. So, linking and progressing the region, STRIDE was successful. Even, na trace naming yung R&D facilities, and even with government agencies we had convergence so nagkakatulungan noh." Academe (BULSU) Region 3 GIA "DTI4A: Region 4A is really at the early stage of its establishment. Unfortunately, the Taal Volcano eruption and the pandemic happened simultaneously, and it would be difficult how can really STRIDE assist the RIIC. Primarily, overall naging

	maganda naman yong coordination. One of the STRIDES Focal person, Ms. Marela. I can talk to her on RIIC concern and easier to coordinate." Government (DTI) Region 4-A
	"[IND71] Several interactions and conversations with academe for the last 5 years has taken place. STRIDE served as facilitator and focal person in connecting different partners from the academe to specifically focus in helping MSMEs'." Industry Region 7

"1.2 What is the additional assistance introduced by STRIDE to strengthen your partnership as GIA? Follow up: Which of these received funding (infrastructure, research grants, capacity building, etc.) from STRIDE, government, or private organizations? (i.e., to meet gap in funding?)"

ADDITIONAL ASSISTANCE INTRODUCED BY STRIDE TO STRENGTHEN PARTNERSHIP AS GIA							
THEME	NATIONAL N=		FGD (GIA AND RIIC) N=8		REGIONAL		RESPONSES
	f	%	f	%	f	%	
Overall Capacity Building refers in providing training, seminars, and sessions to enhance			16 (6)	75			"One of the assistances na naprovide nila during the KTTO assistance they didn't only provide the venue and the program, but they also trained the trainers. They opted to train the staff of Doc Louie which is also not limited to UPD but also to DLSU. So, it trains the trainers, so we already have capabilities to train the people here as well." Government (DOST) HEI GIA UP Diliman

the capacity of the key players in doing the projects		"When STRIDE organized a series of FGDs and Planning Sessions with the Pili Industry and the Stakeholders in Bicol in 2019 participated in by BU, DA, DTI, PCIEERD, industry players, we became aware of the various programs and services that could be had as well as the opportunities to be able to work together to drive growth in the industry." Industry (PhiliPILI) HEI GIA DLSU "STRIDE provided the capacity building with appropriate and best resource speakers, consultants on webinars and innovation talks and training for those who pitch. Also, they provided workshops for the ideation for the industry and academe to meet. Before the pandemic, they have the budget of the ideation workshop for the industry, and academe will meet and discuss what they can come up with. During the pandemic, we meet online and do virtual ideation. They also provided the resource and facilitator from the UPSCALE innovation hub. They did a lot of learning sessions for us. They guided us in making the 5-year strategic planning and roadmap. Late last year, they introduced us to an MLA (Mapping, Linkaging, and Aligning) Methodology." Industry (ORO Chamber) Region 10 – RIIC "They helped us capacitate the people. They trained Ma'am Pat Cruz to train in managing the KTTO." Academe (MSU-IIT) Region 10 – RIIC "HEI71] USAID STRIDE is the key player wherein we are able to develop further our capacity as a university to extend our R & D capability to the communities. Three years ago, we were able to join a capability-building program of DOST supported by STRIDE to build our technology biz incubation lab, and second, building our capabilities in terms of technology transfer. These capability-building programs of USAID STRIDE have enabled us to extend our R & D capabilities to our MSMEs in the

			localities which is key to fostering the growth of the RIIC in the region." HEI Region 7
Effective collaboration this refers to the partnerships among key players which resulted in the adoption of technology by having good communication strategies.	4	50	"It however is managed by all our partners. We have a lot of information in our respective agencies, and we want to share this with everyone particularly in research and innovation. DTI is the lead, but it is co-managed by our other GIA partners." Government (DTI) Region 11 - RIIC "We are trying to sell the technology present in the academe. STRIDE facilitated a meeting with Saliksik.ph to curate technologies and research technologies and put them in a database. This has been captured by the DOST and has been approved already for the OROBEST Regional research database. Sometimes the academe will present, and it is too technical that sometimes the industry cannot understand. Now we have four (4) signed technology transfers. By way of our convergence, we were able to get one of our objectives which is the adoption of technology" Industry (ORO Chamber) Region 10 – RIIC "They helped us in our communication strategy for our OROBEST innovation program as well as the innovation guidebook." Industry (ORO Chamber) Region 10 - RIIC
Curriculum Design this refers to the involvement in the joint curriculum development design.	1	12.5	"The first is the joint curriculum development with IMI and VistaLand, where they were involved in the design of our PSM supply-chain project" Academe (UPD) HEI GIA UP Diliman
Digitalization	1	12.5	"We need to emphasize that while the world considers industry moving Into IR 4.0, we in the Abaca industry are still in IR 1 --mechanization but working with DLSU

this refers to the digitalization of outputs.			challenged us to into considering digitalization." Industry (PhilExport) HEI GIA DLSU
funding support this refers to the researches that were funded	3	37.5	"Only funding. There were short programs before wherein they asked us to present our project or pitching a presentation during one of the gatherings, but it is more on the research funding. We received funding twice" academe (XU) Region 10 – GIA "We have research that was funded by STRIDE. There are several programs that we have partnered with STRIDE." Academe (MSU-IIT) Region 10 - RIIC
Industry responsiveness this refers to identifying the needs of the industry to adapt the research output through partnerships and institution building	5 (3)	37.5	"In academe usually tayo-tayo lang noh, so we didn't have the framework in which industry partners can work with, so it po yung mirror ng ideation workshops. This helped us to talk to industry companies and to propose the technologies needed." Academe (UPD) HEI GIA UP Diliman "We have TBI and FabLab. We also have activities that STRIDE helped us in implementing these activities. We have the KTTO that we owe it to STRIDE." Academe (MSU-IIT) Region 10 – RIIC "Now the export incubation program. This is a partnership with DTI, but STRIDE has a major role in providing startups with our partners in that activity. We also have market research with XU, to provide venues to meet potential partners." Industry (ORO Chamber) Region 10 - RIIC
Industry Driven Policies this refers to developing industry policies that are science-based and	3	37.5	"PhilPILI as the Pili Commodity Board has committed to developing industry policies that are science-based and technology-driven, hence the STRIDE program is a welcome one." Industry (PhiliPILI) HEI GIA DLSU

technology-driven by aligning programs and projects from different agencies			"Based on our activities and experiences with STRIDE, I will cluster this with products and policy, as STRIDE has helped us to craft our innovation guidebook and the business impact survey to our MSMEs and aligning our programs and projects from different agencies. We have iStrike Davao is a unique innovation made by the RIIC through the DTI. It is a portal, a one-stop-shop for programs and services that MSMEs can access. In terms of policies, we chaired the DOST XI the RRDIC (Regional Research and Development Innovation Committee) of the Regional Development Council (RDC). Several policies were lobbied through RRDIC, and it has been approved and the resolution has been endorsed to the RDC. The latest policies have been on the COVID-19 related-policies with MSMEs and done by the UP Mindanao team as our researchers" Government (DOST) Region 11 – RIIC "DTI: By virtue of the RIDC resolution, the RIIC was created. But to make it impactful for the beneficiary and for the general public, mas maganda may launching na. STRIDE provided assistance by bringing in the consultants to give other options, perspective on geographic indicators (GI) on how things can be done and suggestions on what are the best options for RIIC, e.g., possible fund sourcing." Government (DTI) Region 4-A
Collaborative research this refers to the involvement of partners in doing research	2	25	"The second mode of collaboration with GIA was collaborative research. In the collaborative research, two of our partners represented here have ongoing collaborative research agreements with UP, Vistaland, and IMI, both in terms of our material sciences program. STRIDE is not as involved now in terms of the conduct of the collaborative research but when it comes to dating, they co-facilitated several of the Ideation workshops with us. So, these are some of the collaborations that have resulted from the ideation workshop." Academe (UPD) HEI GIA UP Diliman

			"[DOST7] If proponents can provide all the needed requirements, they can easily access the funds. We have external evaluators who can facilitate in fulfilling all the requirements because the ultimate goal is to accomplish the job/task." Government (DOST) Region 7
Shared resources this refers to the provision of resources to key players	2	25	"Providing us the expertise but also the personnel." Industry (BCCI) Region 3 GIA "Gusto ko pong ipagmalaki ang ating SUCs especially BULSU. Isa po sila sa prime movers. And the mere fact that they were chosen to be the RCC and the RIIC of the Region is already an image built by the BULSU. For BULSU we have research grants also. One and very prominent recipient of the SMART Campus under the Bayanihan 2. So meron pong certain provisions to build our SUCs so 11 universities in the region were provided financial assistance through SMART Campus." Government (CHED) Region 3 GIA
Technical assistance this refers to the provisions; financial or mentoring support, that was given to the key players.	4	50	"Mentoring po. Mostly the personnel involved in THRIVE was from BULSU but the one who guided them was an expert from STRIDE who was guiding these personnel so that they weren't completely starting from scratch." Industry (BCCI) Region 3 GIA "We are engaged with STRIDE for the OROBEST Bridge program just last year. Other than the technical support that STRIDE has provided, STRIDE also provided funding support to the faculty consultant who acts as the lead facilitator to conduct the key activities of the program. Ms. Querites mentioned that in the conduct of R&D sessions, SNS, STRIDE provided the funding for us to tap expertise from faculties from different colleges in the university. The assistance of STRIDE was key in the design of the program and the instrument. With the program and instrument, we are ensuring that the process flow is developed and can generate data-driven

						output yet still friendly to MSMEs. With that connection, the direction is clear where the program wants to go." Academe (XU) Region 10 - RIIC
Conflicting policies Refers to the policies that needs to be reviewed that are not aligned to the key players' mechanisms in doing the project.		1	12.5			"IND24A: The greatest challenge is the government procurement system. IND24A: There are project requirements which necessitated to buy from ordinary traders. The government is asking for a lot of registrations like PHILGEPS. PCCI/BSU is buying elite seeds for the revival of the mother Liberica, which is a rarity. The government is telling us to buy anywhere provided it is registered with the government procurement system which will not work with their project. It defeats the purpose of establishing the pure Barako Coffee industry." Industry Region 4-A

1.3 What are the challenges of partnership in putting up the RIICs and how are they addressed?

CHALLENGES OF PARTNESHIP IN PUTTING UP THE RIICS AND HOW THEY ARE ADDRESSED						
THEME	NATIONAL N=		FGD (GIA AND RIIC) N=8		REGIONAL	RESPONSES
	f	%	f	%	f %	
inhibiting factors this refers to the limited time and information for the delivery of the outputs.			2	25		"Time constraints that we have as faculty members of the university, especially in the delivery of the IBR plans for the MSMEs. We're also challenged to somehow integrate the IBR-related activities in our academic programs, like in Master's in Management and Agribusiness Economics. We are doing something about this to possibly integrate some of our services into the RIIC. Third, somehow, we have encountered some limited information on the various government programs for the MSMEs, although

			this is the initial stage of our IBR engagement, in such a way that they were not readily able to match the needs of the MSMEs to the specific programs of the various government agencies. Again, this is from the initial stage of our IBR engagement. Fourth, we have also some challenges in terms of exposure of our faculty members to the industry. In such a way some of us were encountering problems with coming up with a good IBR plan for the identified MSME. Fifth would be limited training on certain technical assistance required by the MSMEs particularly marketing intelligence and FDA registrations. Finally, the asymmetric information with MSMEs is what we all encountered also that is a problem, because of this, the information was very limited in such a way it also affected the formulations of the IBR for the MSMEs. These are the problems we encountered in our IBR engagements so far." Academe (UP Mindanao) Region 11 – RIIC "IND71] Time management because we are in the middle of a pandemic now. We are addressing many very critical issues which includes the survival and continued operations of the MSME's. This implies the lack of time to be able to provide solutions to their problems. The needs may not just be about technical but may also include linkages or even rebooting their operations and their business models. We should really match the MSME needs and requirements with the academe expertise. Market demographics are changing, and industry cannot provide timely data." Industry Region 7
Awareness this refers to the involvement of the key players to promote innovation and to be active.	2	25	"Possible challenges would be the promotion of the website. Although nalaunch na po, but problem is the promotion that we have RIIC and these programs and services and the MSMEs. It would be good to improve the promotion and also to keep it updated to help our MSMEs. Maintaining and updating our website will help MSMEs grow. BULSU THRIVE po yung nag mamanage ng website. DTI Regional Office has provided information on the facilities and other relevant information needed for the RIIC. From time to time we are coordinating with BULSU and Industry Sectors so they would

			know the present status of our MSMEs in Bulacan. I think RIIC will play an important role in preparation for the creation of the new airport." Government (DTI) Region 3 GIA "Region 11 government: Our challenge is how to become more active partners. We know bits and pieces as we were invited here and there, but we don't have any focus." Govenrment (LGU) Region 11 - RIIC
Communication issues this refers to the dynamics in disseminating key players gathering	2 (1)	12.5	"One of the challenges, sometimes there are disconnects when it comes to communication since we have the Government, Industry, and Academe, so dito lang po sa FGD natin may problema in terms of getting everyone together. It's more of a logistics issue, it's one of the things that I want to recommend. So, if we want to continue this we already have recurring meetings since we have different schedules. Ito po yung nagiging detriment, it's hard to set a meeting then find everyone's schedule. Similar to a board schedule, it might be easier to schedule. On the side of the BCCI, we have our secretariat, and I would be stepping in to be the point person with regards to the THRIVE program. I can't speak for the government offices on who would be taking lead on their sides." Government (CHED) Region 3 GIA "On networking, we thought this was a problem especially with the pandemic but with the help of STRIDE, once they pushed for the program's networking was made easier" Academe (BULSU) Region 3 GIA
Different Dynamics	7 (4)	50	"May kanya kanyang mandates, the HEIs, the provincial and regional offices of DOST. So, for us DOST, nakaharap kami with MSMEs and may mga programs po sa DOST where we can submit proposals for funding on research and development yung CRADLE po with MSMEs. So, when we

this refers to the different mechanisms that are present in every institution/office that may hinder the development of the project.			partner with HEIs there's a problem of matching them to industry. So, with THRIVE CL, naka network na, madali na naming ngayong mahanap yung imamatch namin. For Thrive Central Luzon, wala pa kaming proposals, but we have talked about this with VP Magsakay. During the National Science Technology Week, we will be highlighting an activity where MSMEs will gather to present mapped expertise of HEIs para lulutang yung requirements ng MSMEs kung san sila required. MSMEs usually cannot find the problems on their own, so they need help in matching who can help them. We have CRADLE programs but not under the THRIVE CL. With the THRIVE we can really connect with partnering HEIs and Industry." Government (DOST PSTC Pampanga) Region 3 GIA "The first challenge would be financial. Accounting in the academe is different from the government. The first is the challenge on the consistency or the alignment of financial accounting for academe and the funder which are usually governments." Academe (DLSU) HEI GIA DLSU "HEI74] Speaking from experience in the past, a couple of year ago, we submitted a proposal to CHED for a grant related to a distance education project, after preparin. HEI74) But we are happy that DOST is not discriminating us, both private and public universities are welcome with them. [HEI73] We have no problem with DOST. I am not sure with DTI, but with CHED, we have a problem. g everything, we were informed that we were not qualified because we are not an SUC." HEI Region 7
Monitoring and Evaluation	2	25	"Is there an evaluation made before you submitted your final report? Region 10 academe: They had their regular monitoring during the project implementation. What was the role of CHED? CHED came after STRIDE.

this refers to the There was regular monitoring during the project implementation			From the experience that we gained from STRIDE, our focus was on the industry, and we have understood the farmers. In CHED's project, we focused also on the farmer's side. So, we were able to make mobile apps to assist the farmers. The farmers' practices are very traditional, even recording is a problem, and pest management and application of pesticide." academe (XU) Region 10 - GIA
Provision of funds Refers to the funds that were allocated for the project	3 (2)	25	"[DOST7]: We have our own item. We have our own role in the RIIC to collaborate with the different industries and academe in relation to technology in need for the development of innovation among MSMEs. We have our own funding. We have different programs (i.e., small enterprises, etc.) and services that DOST can offer." Government (DOST) Region 7 "UPLB1: ACDI issued half a million pesos for the Catulayan Cooperative as a small brother big brother assistance." academe (UPLB) Region 4-A
Industry-Academe Relationship this refers to the mechanisms and policies in the partnership of the academe and industry in doing the project.	8 (5)	62.5	"Another challenge is on the specific activity understanding because it has something to do with the deliverables from the industry part and what we can deliver to the industry. That is why Dr. Bonales a while ago and Dr. Jamil, part of their presentation is on the commitment also to the industries. We apply co-innovation and co-operation." Academe (MSU-IIT) Region 10 – RIIC "When we collaborate with Industry the technology transfer is always going to be a problem, along with IP and so on. We've gotten a lot of advice on that, part of the KTTO training involves how to set up these kinds of partnerships negotiating, so part yun ng program nila kasi yan yung "dating" and yung engagement, the last part naman yung negotiation yun yung kasal. The negotiation is leading to the nuptial agreement and marriage. So, for example for our collaborative research right now we have

			to anticipate that the goals of that research will be met and so what's next after that? That's also covered under the KTTO training. Yun yung challenge, yung last stage will be a challenge for us. STRIDE has provided some training to address this. Now they have a manual. We are rolling out a training program for that Manual." Academe (UPD) HEI GIA UP Diliman "ACDI1: The assistance is for the cooperative to procure quality dairy cattle produced out of the STRIDE project. If their dairy project will not develop, the cooperative can have meat processing. The money issued to them will be used in the procurement of native cattle. Moreover, as the cooperative develops, it will be the source of hybrid local cattle of ACDI."
Establishing of M&E Tool this refers to the tool that can monitor the results of the performance of each partner and to track the performance and ensuring that all the results of the different partners will be taken into account.	1	12.5	"Region 10 Government: Provinces that are actively engaged are Misamis Oriental and Iligan. Now we are seeing the replication of the program in Bukidnon, so there is a need for a regional structure to monitor the results of the performance of each partner. As we did in the OROBEST, initially we have core members then we progress accordingly enrolling all other major players. All the other players are considered together with the OROBEST and ILIGANiCE that is one way going forward. But there is no problem right now with the convergence. Each of the local innovation programs, OROBEST and ILIGANiCE have their management structure in place. What we need is to oversee the M&E as far as the RIIC implementation in the region. We are tracking the performance and ensuring that all the results of the different partners will be taken into account. That is to compliment the regional positioning as the innovation hub in this part of Mindanao." Government (DTI) Region 10 - RIIC
Mobility constraints this refers to the limitation of development of the project due to the pandemic	1	12.5	"Another limitation would be being that our campus is closed off which makes it harder for us to collaborate with government." Academe (DLSU) HEI GIA DLSU

Scaling up of the technology refers to the ability of the academe to scale up the technology for the industry.	9 (2)	25	"We had a project with XU on dehydrated vegetables. Currently, we are using carrots and chives from China, so we import them. We have also a CSR program. We were very happy that we were contacted by XU for this project because we also wanted to help our farmer. We gave XU some samples of what output we want. The problem here is that farmers only produce, but they don't process it. As a company, certain standards are important to us. Producing a carrot is not a problem, but processing it is a problem. That is why XU came and we want to help the farmer to process it." Industry (Monde Nissin) Region 10 - GIA "When they started setting up for the RIIC, there are none. They linked us with the other sectors, academe and to the government. They helped identify our needs and worked from there on how to resolve them. When we started, ADDU was identified to be our partner in terms of the technology that we need. So, we developed a proposal which was submitted to the CRADLE project of the DOST, a solar-powered cooker, it was submitted by ADDU and us. Until now, we have had no update with this proposal. This was submitted before the pandemic. That's why we're asking for an update." Industry (Healthy Sweets) Region 11 – RIIC "So far we finished 4 IBRs. In Coffee for Peace, they already have implemented some suggestions in terms of packaging and marketing. At the same time, I was also informed through DTI and Coffee for Peace, DTI is already bridging the Development Bank of the Philippines with Coffee for Peace. With the help of DTI, they linked the MSME so they can get the necessary funding they need. The other 3 MSMEs needed FDA approval. So, we reported that issue back to the group and at least the DOST knows about these 3 MSMEs need better equipment for FDA approval. There is a boot camp where the MSMEs will take part. For Ateneo de Davao, completed IBR

			Plans were AgriGrowLive Farms (cacao), Coffee for Peace, Inc., Lao Integrated Farms, Inc. (coconut), and Rehoboth Agricultural Cooperative (cacao) po." Academe (ADDU) Region 11 - RIIC
Policy review on property rights and procurement refers to revisit the policies and protection of property rights when doing a project.	9 (4)	50	"There are issues in terms of securing intellectual property rights/patents for completed researches; research funding being granted to "select group" of researchers; issues of unliquidated research grants; etc." Industry (PhilExport) HEI GIA DLSU "Delivery of the equipment because we have a timeframe. Maybe because of the pandemic, the procurement of materials is delayed, and it has affected the schedule. Up to now, we are still expecting the delivery and turn-over of the equipment. They have already come up with the actual equipment, only refinements, and very few improvements and amendments of the existing prototype of the project that they have undertaken. We have already also experimented on the type of formulation that we need so that it can match with the equipment. We are engaged with paper production and the innovation part is on the paper clay production because it is fiber-based, and all of the ingredients are natural and organic thus it is a sustainable product that we are promoting. We have received orders and inquiries for this product, that is why we enrolled in OROBEST to get the innovation that we needed in terms of technology and equipment that we can adopt so that we have a faster production and in a given amount of time we can produce huge quantity. For now, we do manual production thus the output is very limited, if we want to produce more pieces given a period, we needed the technology." Industry (Oro Handmade) Region 10 – RIIC "For example, on the ownership and who owns what. The nice thing is when we started it, we understand each other already and we thank USAID STRIDE as well as OROBEST for coming up with activities wherein the

industry has already pinpointed what they need. So, it is easier for MSU-IIT, the R&D team when it comes to preparing on what are the things needed." Academe (MSU-IIT) Region 10 – RIIC

"UPLB2: In terms of policy, UPLB did not want to include in the MOA that the technology will be commercialized by the cooperative. There should be a separate document, a licensing agreement." Academe (UPLB) Region 7

"UPLB2: UPLB has Technology Transfer and Business Development Office (TTBDO).
Had a meeting with them to consult the possibility of protecting the breed to be developed. After that, they learned that there is no law that will allow a new breed to be patented. There is a law on plants but not for livestock.

[AC Rola: Do you think it is a gap?]

UPLB2: Yes. It is for the whole livestock industry for the whole Philippines.

[AC Rola: Did UPLB initiate to address the issue?]

UPLB 1: There were several discussions on Intellectual Property Right (IPR) with the Bureau of Animal Industry (BAI) to draft which was sponsored by Senator Cynthia Villar about genetic law improvement. UPLB1 attended meetings in the Senate but does not have any update on its status. UPLB is aware of this because UPLB1 and a colleague from the University attended the meetings as representatives of UPLB." Academe (UPLB) Region 4-A

Availability of resources this refers to the existing means of each key player for the development and sustainability of the project.	9 (5)	62.5	"When we look at the challenges, we tried to understand the elements of the ___, so we need to check the physical, economic and networking, assets. On physical assets we encountered challenges. Ang kagandahan po sa R3 is that flexible yung other institutions that they can easily embrace the challenges. On economic asset, instrumental si RD Tess on how to converge the different stakeholders, the HEIs on solving this problem." Academe (BULSU) Region 3 GIA "That is what we have mentioned before, "who will supply?". We already have the technology. We can teach it to the farmers, but we cannot supply Monde Nissin the dehydrated carrots even if it meets their standard." academe (XU) Region 10 – GIA "In 2018, we decided to close the business but because the Oro Chamber through OROBEST always pursues us, it gave us the hope to continue the business. One of the challenges is to look for a location that we can put up our farm. We have to consider the water supply though we need not a large area. We have three (3) areas that we are considering. Of the three (3) sites, water supply is also a problem, thus we need to construct our water system and it is very costly and spirulina cultivation. We are still waiting for the turn-over from the MSU-Naawan. Hopefully, we can catch up with the financial requirement in coming up with the spirulina cultivation." Industry (GreenPastures) Region 10 – RIIC

			"In terms of challenges probably continuity. It's more on really a continuous effort in terms of the module collaboration with UPD that was good" Industry (Vistaland) HEI GIA UP Diliman
Permission to use Refers to allowing the partner industry to use the technology to generate new concepts that are attractive to the local and foreign market	1	12.5	"HEI73]: From the CVFIC perspective (a project with DOST), it assists the MSMEs in research on product development. We also allow them to use the equipment in the center to test their capability or do research so that the contract research with them will be able to generate new food concepts that are attractive not only at the local but at the foreign market. Assist the DOST in implementing the project, reviewing proposal, the academe uses the facilities." HEI Region 7