

## ANNEX F

### RELEVANCE HEI.1

#### 1.1 Did your university have programs on innovation capacity before the STRIDE intervention?

UNIVERSITY PROGRAMS ON INNOVATION CAPACITY BEFORE THE STRIDE INTERVENTION				
CODE	RESPONSE	KI	CATEGORY	THEME
Alignment to thrust of HEI	The research agenda in our university, that is one. Even in my predecessor, we have to do something with research because XU is a teaching university, but we are moving to research, and we are still in the transition. That is a big opportunity that the university has that vision already. We have already created a research office in the university and a research council. We also funded internal projects with limited funding.	XU	in line with the university's mission	Benchmarking Setting standards to the university from other HEIs that is also aligned to the thrust of the HEI
Benchmarking	The experience showed them how big universities in the US promote commercialization of research outputs – commercialized technologies.	USC	Setting standards to the university from other HEIs	
Capacity building	We were very happy at Graduate School because it was through PSM that the first batch composed of 3-5 UPLB students were given scholarships. We had conducted meetings about the Career Programs but did not take off. There were meetings to integrate the USAID STRIDE PSM Flavor at UPLB but did not succeed for some reasons. There are professors from the US who were speakers in various conference/workshop sessions that I have attended.	UPLB	Strengthening the capacity of the HEI's researchers, faculty, and students.	Overall Capacity building Refers to the Strengthening the capacity of the HEI's researchers, faculty, and students by creating infrastructure and programs for the development of R&D in the HEI.
Capacity building	The STRIDE Career Center initiative aims to build the capacity of universities in helping students jumpstart their careers after college. Through Career Centers, universities are able to design learning experiences for students that are aligned with workforce requirements and support students in job seeking, network building, and career development	BSU		
Capacity building	The director underwent training in America for the establishment of the KTTO	MSU-IIT		

Capacity building	The representatives of the university received a lot of trainings and were sent on study visits in the US as culminating activity facilitated by RTI (Feb. 2015: first batch out of two batches, with 6-7 trainees) together with other institution beneficiaries (Mindanao State University of Iligan (MSUIT – with Dr. Patricia Cruz as representative), Dela Salle University (represented by Atty. Christopher Cruz) and Visayas State University (VSU), etc. They attended a conference on the Association of Technological Managers Annual Meeting in New Orleans; visited technological transfer offices in big universities such as John Hopkins University, Rutgers's University, and North Carolina State University.	USC	
Capacity building	The three main activities are: STRIDE talk with faculty management on technology transfer and innovation, STRIDE coordinated with FGD for the creative industry of Cebu	UPCebu	
Capacity building	The director underwent training in America for the establishment of the KTTO	MSU-IIT	
Capacity building	We were very happy at Graduate School because it was through PSM that the first batch composed of 3-5 UPLB students were given scholarships. We had conducted meetings about the Career Programs but did not take off. There were meetings to integrate the USAID STRIDE PSM Flavor at UPLB but did not succeed for some reasons. There are professors from the US who were speakers in various conference/workshop sessions that I have attended. But I was not fully involved in research during the time of then Chancellor Fernando Sanchez.	UPLB	
Capacity building	The STRIDE Career Center initiative aims to build the capacity of universities in helping students jumpstart their careers after college. Through Career Centers, universities are able to design learning experiences for students that are aligned with workforce requirements and support students in job seeking, network building, and career development.]	BSU	
Knowledge Transfer	<ul style="list-style-type: none"> <li>● KTTO – Knowledge &amp; Technology Transfer Office</li> </ul>	CITU	Building of KTTO
Programs on Innovations Capacity	<p>CIT University has R&amp;D offices that drive its programs on innovation capacity:</p> <ul style="list-style-type: none"> <li>● RDCO – Research &amp; Development Coordinating Office</li> <li>● ITSO – Innovation &amp; Technology Support Office</li> <li>● Makerspace</li> <li>● WIL – Wildcat Innovation Labs</li> <li>● CREATE – Center for Robotics, e-Learning, and Technology Education</li> </ul>	CITU	Building of programs and offices to strengthen its R&D activities.

Programs on Innovations Capacity	ITSO launched in 2009 and formalized in March 2012, ITSO is a franchise of IPO PHIL Already have training on intellectual property protection; IPR, trademark but not much into the commercialization aspect	USC	Initiating programs that protect the patent or knowledge of the university.
Programs on Innovations Capacity	the ITSO (Innovation and Technology Support Office) was established; this was before having the KTTO. When the USAID STRIDE came, the KTTO was formalized. We have initiatives already in our office, the Vice Chancellor for Research and Extension which is the ITSO. The office is engaged on patent protection. The faculty members were trained as patent lawyers, 6 patent lawyers.	MSU-IIT	
Programs on Innovations Capacity	We have program on innovations	BSU	
Programs on Innovations Capacity (before STRIDE)	Maybe I can say, it was no, it was on the same year. Before the STRIDE, there was no innovation capacity or programs on innovation. It happened on the same time or year. (KII-HEI-USTP-Reg10)	USTP	There are initial programs that were made for the development of R&D activities in the HEIs. Some of these programs were made to help the public through research.
Programs on Innovations Capacity (before STRIDE)	We have had innovation programs. I believe it was not just focused on research but also teaching and social development and formation. There were also programs and projects that we had in the past, before STRIDE.	XU	
Programs on Innovations Capacity (before STRIDE)	CRD was established late in the 90s. The University realized the need to translate its research for commercialization and for public benefit. So UPD translated these researches into practical efforts. Any help we can get was welcomed. Lahat ng universities, just then, realized that they need to do something beyond publications and graduating students. OVCRD already has a tech transfer unit. It was done in 2018. Before that nagsastart na yung dissemination information with IP because most of our researchers are not yet well-versed in protecting their research.	UPD	
Programs on Innovations Capacity (before STRIDE)	Yes, we had the DLSU Innovation and Technology Office. (DITO) The students in the STEMS discipline should have an outlet on the outside world. There was a trip to the US. In this case we reformed some of the policies and processes of running the office. We also modified them to be more efficient and realistic. That's why I think even if we had that pre-STRIDE – being able to benchmark with universities who have been doing this for decades was really valuable to us.	DLSU	

Technical assistance	We are under recipient of the research grant, CARWIN. Collaborative research with the industry. There are two (2) in the College of Engineering, one of whom is me, the other one is Jeff on Electronics Engineering. A grant was only given to Dr. Lubguban in the PUREgrant of USAID STRIDE. Two (2) from CARWIN and one (1) PURE grant.	MSU-IIT	Providing technical assistance through research grants.	Technical Assistance refers in providing technical assistance through research grants.
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## 1.2 What was the value addition of the STRIDE intervention?

VALUE ADDITION OF THE STRIDE INTERVENTION				
CODE	RESPONSE	KI	CATEGORY	THEME
Alignment to thrust of HEI	Even with funding, STRIDE provides opportunities for government agencies to align their efforts in terms of direction shaping and direction setting	BSU	STRIDE provides opportunities for government agencies to align their efforts in terms of direction shaping and direction setting	Benchmarking refers in setting the standards of the key players and from its partner industry.
Benchmarking	It allowed us to benchmark what we've done so far in collaboration with different university partners. Our mentors were part of the Philippines. They were already mentors for DOST and USAID STRIDE.	UPD	Setting the standard of the HEIs and from its partner industry.	
Benchmarking	This was similar to a project in US that enabled customer discover. So, you take whatever you have in your lab and talk to potential business partners or clients and get a sense of the market.	DLSU		
Capacity building	Substantial Human Capital Development for the training series attended by CIT's TBI & KTTO. There was fundamental transfer of knowledge from their speakers which operationalize the said R&D offices.	CITU	Enhancement of the skills and linkages of the faculty/researchers in the R&D from the seminars and trainings that were being conducted.	Overall Capacity Building refers in the enhancement of the skills and linkages of the faculty/researchers in the R&D from the seminars and trainings that were conducted.
Capacity building	STRIDE helped in building capacity in the research and IP commercialization through the KTTO; capacitating IP commercialization	USC		
Capacity building	Through STRIDE, there was increased awareness among faculty management on value of innovation and technology transfer.	UPCebu		

Capacity building	The PSM, although not adopted was an inspiration. The value of STRIDE intervention is in terms of seminars and meetings conducted. We have faculty members involved in the business case writing. They first attended case study writing in the US. As an output, graduate faculty members were able to write several cases. It restrengthened our efforts/initiatives on higher education research and academic programs and linkages with the industry.	UPLB
Capacity building	STRIDE gave more knowledge and insights on how to undertake innovation in the program of BSU. It is giving more information through the training of staff by inviting them to seminars or capability building for gaining insights on innovation.	BSU
Capacity building	It was the enhanced capacity on innovation.	TIP
Capacity building	KTTO program. I was one of the participants. From Diliman there were 3-4 sessions. Essentially it was on tech-transfer and knowledge transfer. It allowed us to benchmark what we've done so far in collaboration with different university partners. Our mentors were part of the Philippines. They were already mentors for DOST and USAID STRIDE	UPD
Capacity building	There were also seminars focused on skills building of researchers in various stages of their careers. STRIDE provided resource persons to deliver seminars on particular topics. I was a resource person myself, and there would be people from the US to deliver talks. This was put on hold for a while, but now has been revived. The intent now was to develop the institutional infrastructure but not on seminars. This was supposed to enable delivery of programs and even sustainable delivery post-STRIDE. We actually just implemented 7 days ago; this was intended for skills training.	DLSU
Capacity building	There were also seminars focused on skills building of researchers in various stages of their careers. STRIDE provided resource persons to deliver seminars on particular topics.	DLSU
Capacity building	We benefited we as well actually had a speaker from John Hopkins University at DLSU	DLSU

Capacity building	It spans a broad range of interventions. Stride developed different mechanisms to fund projects. There was a branch of the project, which was focused on collaborative capabilities, there was a US university partnered with a local university. Phase 1 project was CARWIN and AGUILA. The partners would give you practical problems and how to solve them along with the recipients of the programmes.	DLSU		
Catalyst	Fostering of Industry Linkages for CIT's engagement with the future offering of PSM Industrial Automation (with Knowles Electronics Philippines), and IBR Program (with CCCI, DTI, and DOST)	CITU	Improving the industry linkages and establishment of the KTTO.	Collaboration Refers to the fostering of industry linkages to the industry and to other partners
Catalyst	As I have said earlier, it was the establishment of the KTTO. They guide us to establish that office. Our director, Pat Cruz, trained on how to manage the KTTO.	MSU-IIT		
Catalyst	This encouraged other universities to be part of the IMPACT program. It started with 8, and then after the KTTO it enabled an additional 8 again.	UPD		
Collaboration	It restrengthened our efforts/initiatives on higher education research and academic programs and linkages with the industry	UPLB	Involvement of partnerships between industry, other universities, and other partners.	
Collaboration	Ah dito High. We are able to connect with the industry and HEIs and those expert professors coming from the US universities.	UPLB		
Collaboration	Also, to make a link in business and industry.	XU		
Collaboration	There was a branch of the project, which was focused on collaborative capabilities, there was a US university partnered	DLSU		
Collaboration	STRIDE got involved with a lot of the grants were given, they involved with collaboration with US based partners. Especially Filipino Americans who want to help out the institution, near their hometown. For example, there was a university in LAOUG, MNSU.	DLSU		
Collaboration	STRIDE got involved with a lot of the grants were given,	DLSU		
Collaboration	they involved with collaboration with US based partners. Especially Filipino Americans who want to help out the institution, near their hometown. For example, there was a university in LAOUG, MNSU.	DLSU		

Funding	In addition, it allowed faculty to explore the funding agencies. In XU we had our own internal funding for research. It also gave u the confidence to seek other funding agencies to submit proposals.	XU	Discover and have the confidence to engage with other funding agencies to submit proposals	Funding opportunities Refers in exploring to the funding agencies to fund projects.
Funding\Financial Assistance	Stride developed different mechanisms to fund projects	DLSU	Funding of projects and other activities.	
Funding\Financial Assistance	We had co-funding from STRIDE and DOST and the speakers were from US.	DLSU		
Industry responsive curriculum	This is the flagship program of our School of Business. The concept behind this is that when we have engineers and scientists, they may miss out the simple business angle in commercializing the technologies so we thought this would be a good venue to bridge our labs and the outside world.	DLSU	Introducing technologies to the industry.	Industry responsive curriculum Refers to the commercializing of the technologies by the HEIs as bridge of the HEI labs to the outside world.
Institution building	They have established KTTO (under the President’s office) based on the KTTO program of STRIDE.	USC	Establishment of infrastructure that are R&D related.	Building of infrastructures and programs refers to the building of KTTO and other related offices for the improvement of R&D programs
Institution building	As I have said earlier, it was the establishment of the KTTO. They guide us to establish that office. Our director, Pat Cruz, trained on how to manage the KTTO.	MSU-IIT		
Institution Building	This was put on hold for a while, but now has been revived. The intent now was to develop the institutional infrastructure but not on seminars.	DLSU		
Knowledge creation and Increase KAP on innovation and technology	The focus on Research and Development that is really very important. That is the importance of STRIDE of what we really have, the innovation programs in the university.	XU	Recognizing that the focus on R&D is important.	
Knowledge transfer	I think the major addition was the KTTO program. I was one of the participants. From Diliman there were 3-4 sessions. Essentially it was on tech-transfer and knowledge transfer	UPD	Establishing the KTTO and to be enabled to share the knowledge/technology to the industry.	
Knowledge transfer	STRIDE also did these on regional concerns i.e., they would bring agricultural specialists from Mindanao, and then they brought academics from the same region that talked about their own issues and solutions.	DLSU		

Knowledge transfer	This is the flagship program of our School of Business. The concept behind this is that when we have engineers and scientists, they may miss out the simple business angle in commercializing the technologies so we thought this would be a good venue to bridge our labs and the outside world.	DLSU		
Knowledge creation	STRIDE gave more knowledge and insights on how to undertake innovation in the program of BSU.	BSU	provided greater information and insight about how to carry out innovation	
Linkages	Fostering of Industry Linkages for CIT's engagement with the future offering of PSM Industrial Automation (with Knowles Electronics Philippines), and IBR Program (with CCCI, DTI, and DOST)	CITU	Encourage industry linkages	Link to industry refers to the establishment of linkages to industry partners for future programs.
Solutions	The partners would give you practical problems and how to solve them along with the recipients of the programmes.	DLSU	Providing solutions to the problems of industry partners.	Technical support refers to providing assistance in implementing programs.
Technical assistance	Early-on they offered scholarships. I was part of the scholarships screening committee in 2020.	DLSU	Providing scholarships	

1.3 Based on your perception, how has the STRIDE intervention contributed to improvement of the innovation ecosystem in your university? Rate according to high, medium, or low the influence of the five elements. Explain the enabling environments for each rating.

#### STRIDE'S INTERVENTION THAT CONTRIBUTED TO IMPROVEMENT OF THE INNOVATION SYSTEM IN THE UNIVERSITY

CODE	RESPONSE	DOCUMENT/RESPONDENT	CATEGORY	THEME
Benchmarking	For example, the director in John Hopkins University showed us how things could be done, it enabled our institution.	DLSU	Setting standards based on the activities that we made by other universities.	Benchmarking refers to the setting of standards based on the activities that we made by other universities.
Capacity building	<ul style="list-style-type: none"> <li>Key personnel in the University who are managing ITSO &amp; KTTO have acquired sufficient necessary training how to strategically run these R&amp;D Offices</li> </ul>	CITU	Strengthened the capacity of the university/researchers faculty to do research activities through various sessions and activities.	Overall capacity building refers to the strengthening of the capacity of the university/researchers/faculty to do research activities through various sessions, activities, and building linkages.
Capacity building	<ul style="list-style-type: none"> <li>Engagements (current &amp; past) with USAID STRIDE are so far geared toward training &amp; development as well as</li> </ul>	CITU		



	linkages with innovation ecosystem enablers in the locality	
Capacity building	● The TBI & KTTO trainings have tremendously strengthened the capacity of the University to support startups	CITU
Capacity building	Only special talk on innovation; no follow up after the talk	UPCebu
Capacity building	Only the training on KTTO of one of the staff; capacity building	UPCebu
Capacity building	Only FGD with creative industries (e.g., cartoonists, digital media); no follow-on after the FGD	UPCebu
Capacity building	There were only few who were trained. It was only Ma'am Pat Cruz and the staff.	MSU-IIT
Capacity building	Malaking bagay ang pag-implement of the PSM for our graduate students. PSM is STRIDE and not UPLB. These are individually initiated wherein many faculty members and students were sent abroad, although a few did not come back after the USAID STRIDE Program.	UPLB
Capacity building	STRIDE conducted various knowledge sessions about how we are able to influence policy makers in recrafting guidelines on procurement. These include sessions from the preparation of proposals up to the procurement process for research activities. STRIDE was able to project these low-capacity research activities because of the procurement process.	UPLB
Capacity building	STRIDE sent very knowledgeable experts whose expertise ay hindi matatawaran.	UPLB
Capacity building	STRIDE is more on capability building	BSU
Capacity building	They conducted ideation workshop with our faculty and with the industry. Through the ideation workshop, we were able to come up with a research proposal with the partner industry	USTP

Capacity building	There is an impact in terms of technical assistance that was given to us the by the USAID STRIDE. They trained us and sent us to Florida State University. They trained us on how to run the program in the Career Canter.	USTP
Capacity building	The output, the employment rate of our graduates is high. Six (6) months after graduation, they are already employed. That is the impact of the training given to us by the USAID STRIDE through the Career Center.	USTP
Capacity building	They conducted ideation workshop with our faculty and with the industry. Through the ideation workshop, we were able to come up with a research proposal with the partner industry. There is research that is ongoing right now with the industry and it is about to finish and deliver the equipment for the output. This research solving the problem of one of the MSME in Cagayan de Oro. That research is improving a certain equipment, an extruder machine. That is a product of the ideation workshop conducted by USAID STRIDE with the partner industry. The funding is from? The fund is from the DOST and USTP What is the name of the business sector? Best Friend Goodies, a food industry. Additional info:	USTP
Capacity building	knowledge transfer – H - The USAID STRIDE, helped us to capacitate the USTP in IT, Technology Assessment Promotion, Technology Transfer Negotiation, and the KTTO Basic Training. Also, the tactics on how to execute on what we have learned from the four (4) succession of capacity building [activities] for the whole duration of one year, we were able to practice the concepts and the cases studies that were being presented during our training for	USTP

	four (4) quarters. It showed in 2021, that we were able to execute what was being told to us.		
Capacity building	They trained us and sent us to Florida State University. They trained us on how to run the program in the Career Canter.	USTP	
Capacity building	human capital and education – M - The STRIDE program is not accessible to all. We are still on the process	XU	
Capacity building	Mentorship and the development of the PSM program. PSM was something that we never knew about, similar to KTTOs which we only knew about due to STRIDE. Provided training for ___ ***	TIP	
Capacity building	knowledge transfer – High - Provided trainings and support of intellectual property and knowledge transfer	TIP	
Capacity building	Given the budget constraints, the idea of STRIDE would be to improve scalability of these programmes. Having innovative degree programs as well as skills building programmes, research and faculty exchange, are essential elements in building STEM. So that’s why I rate them as high.	DLSU	
Capacity building	STRIDE has done a pretty good job in terms of DLSU’s capacity.	DLSU	
Catalyst	research and knowledge creation – High - Completion of the USAID STRIDE research – Prototype Research Project. This is a very competitive grant, and we are just so happy that we were able to get this one project in. This project enhanced research and knowledge creation.	TIP	Enhanced research project and knowledge creation and enabled partnerships.
Catalyst	There’s collaboration between me and the US university partners. In Local, through IMI, we tried but it didn’t progress. Yung nangyari po sa akin, I was able to get in touch with IMI but mostly on	UPD	

	a personal basis not through USAID. But USAID enabled the partnerships.			
Collaboration	(2) Competencies, services, and programs of cooperating business organizations, industry partners, government agencies and other institutions	CITU	Opened the partnerships between the academic and non-academic institutions/organizations	Collaboration refers to the building of partnerships between the academic and non-academic institutions/organizations
Collaboration	Only FGD with creative industries (e.g., cartoonists, digital media); no follow-on after the FGD	UPCebu		
Collaboration	One of the research grant products was commercialized. The commercialized research grant products were seambiotic serostress. It is a food supplement contains a combination of prebiotic and probiotic organisms in one capsule. We have collaborators, Nutra Tech Biopharma, Inc and MERAV Pharma. The industry partners worked on the FDA approval and they	MSU-IIT		
Collaboration	We collaborate with the industry, the MERAV Pharma. We also had a collaboration with a big company, _____ Technologies Inc. This is on our WARP grant. We started the collaboration last year (2020) and we will finish this December 2021.	MSU-IIT		
Collaboration	STRIDE introduced their networks to Batangas State University. But I cannot still rate. Nagkaroon ng bunga at partnership because of STRIDE.	BSU		
Collaboration	collaboration – H - Many sectors are involved.	XU		
Collaboration	collaboration - Very High - If there was a very high it would be very high. It really improved a lot of endeavors of the TIP through the project I mentioned earlier.	TIP		
Collaboration	If there was a very high, it would be very high. It really improved a lot of endeavors	TIP		

	of the TIP through the project I mentioned earlier.			
Collaboration	collaboration – Medium - There’s collaboration between me and the US university partners. In Local, through IMI, we tried but it didn’t progress. Yung nangyari po sa akin, I was able to get in touch with IMI but mostly on a personal basis not through USAID. But USAID enabled the partnerships. Ano yung IMI? - Agnes Integrated Micro Electronics – Semi-conductor manufacturing siya. We are currently in the negotiating stage with the industry we are looking for a research grant with DOST. (Note: Engaging with IMI semiconductors but on a personal capacity only)	UPD		
Collaboration	collaboration - High - At least the way I remembered DLSU a decade ago prior to STRIDE, there was a tendency for our researchers to think in isolation. So, we really pushed for seeking out academic and non-academic partners to collaborate with them. A lot of this has to do with what STRIDE did in the previous decade.	DLSU		
Collaboration	So, we really pushed for seeking out academic and non-academic partners to collaborate with them. A lot of this has to do with what STRIDE did in the previous decade.	DLSU		
Equipment Acquisition	Able to acquire equipment to generate quality products from mango waste products through Green Enviro Mgt (GEMs) system/program of the university; able to hire people who were formerly scavengers from the dumpsite; (processing system)	USC	Able to acquire and build equipment to generate quality products	Equipment Acquisition refers to the capacity to generate quality equipment for the research project.
Equipment acquisition	We were able to build equipment with our research collaboration. So even beyond this, the research will be sustainable. The	UPD		

	equipment built and bought will still be used			
Financial assistance	They were able to provide grants. Well in my case, in 1 year, hindi na siya na renew, iba ata yung dahilan kung bakit na renew. In terms of knowledge creation, it's still ongoing. We were able to build equipment with our research collaboration. So even beyond this, the research will be sustainable. The equipment built and bought will still be used.	UPD	Provided research grants.	Financial assistance refers to the provision of research grants to fund the project.
Industry responsive curriculum	Not only in KTTO, but we also tap Career Center, a partner with STRIDE, I think there is also an impact when it comes to human capital and education as much as the establishment of the Career Center	USTP	Made an impact for the enhancement of human capital and education and bridge the gap between industry and the academe.	Industry responsive curriculum refers to the effect of human capital, education, and bridging the gap between industry and the academe.
Industry responsive curriculum	The output, the employment rate of our graduates is high. Six (6) months after graduation, they are already employed. That is the impact of the training given to us by the USAID STRIDE through the Career Center.	USTP		
Industry responsive curriculum	From day 1 the attack was really not to keep the isolation of researchers and the academe but to find ways to bridge the gap to the market	DLSU		
Innovation as ecosystem	Cannot quantify either as low, medium, high because innovation is an ecosystem which involves not only capability building but also infrastructure development including laboratories and Center for Innovation, provision of staff, and reengineered curriculum. If we can cost it, BSU has allocated big amounts already because we have programs on innovation before STRIDE came. STRIDE is more on capability building Di pwede capability building is just one intervention.	BSU	Innovation was done before STRIDE came.	Institution Building refers to enhancing the capability of the HEI in R&D through infrastructure development, provision of staff, human capital and reengineered curriculum.

I [President Ronquillo] have not received any monetary intervention from STRIDE.

Institution Building	Not only in KTTO, but we also tap Career Center, a partner with STRIDE, I think there is also an impact when it comes to human capital and education as much as the establishment of the Career Center	USTP	Building of infrastructures	
Intellectual property	Creating awareness on the value of technology and IP generated by research among the stakeholders especially among faculty and students.	USC	Awareness raising on intellectual property and value of technology.	Protection of Intellectual property referring to building awareness raising on intellectual property and value of technology
Knowledge creation	Since we are grantees and we had 3 grants. It was only for College of Engineering and Technology. There were 3 of us who were faculty in the College of Engineering and Technology, at the same time, there were 2 of us who were grantees who are in the same department.	MSU-IIT	Provided research grants.	Knowledge creation refers to the provision of research grants and research experts.
Knowledge creation and Increase KAP on innovation and technology	research and knowledge creation – Medium - The reason for this is that it's not really a critique of stride per say but there's just a presumption that STRIDE is development oriented. There is an emphasis on taking low-hanging fruit technologies that might be used by industries or other sectors of society to improve the status of the PH. There is much less emphasis on basic research and knowledge creation. USAID really is a development program and not purely a knowledge creation program, which is probably on tasked to DOST.	DLSU	There is much less emphasis on basic research and knowledge creation as STRIDE is a development program.	

Knowledge source	<ul style="list-style-type: none"> <li>Dissemination of these primary knowledge, among others, has enabled CIT University to nurture its own innovation capacity:</li> </ul> <p>(1) Management of technology business incubation, and knowledge &amp; technology transfer;</p>	CITU	Provided resource persons for trainings / sessions / seminars for R&D related initiatives and intellectual property protection.	
Knowledge source	Knowledge gained from the commercialization of IP is crucial/important input to the Green Enviro Mgt program	USC		
Knowledge source	STRIDE sent very knowledgeable experts whose expertise ay hindi matatawaran.	UPLB		
Knowledge transfer	<ul style="list-style-type: none"> <li>Dissemination of these primary knowledge, among others, has enabled CIT University to nurture its own innovation capacity:</li> </ul> <p>(1) Management of technology business incubation, and knowledge &amp; technology transfer;</p> <p>(2) Competencies, services, and programs of cooperating business organizations, industry partners, government agencies and other institutions</p>	CITU	Breaking the isolation of the researchers and academe to the industry by fixing their gaps and attending the needs of the market.	Knowledge transfer Breaking the isolation of the researchers and academe to the industry by fixing their gaps and attending the needs of the market
Knowledge transfer	Knowledge gained from the commercialization of IP is crucial/important input to the Green Enviro Mgt program	USC		
Knowledge transfer	One of the research grant products was commercialized. The commercialized research grant products were seambiotic serostress. It is a food supplement contains a combination of prebiotic and probiotic organisms in one capsule. We have collaborators, Nutra Tech Biopharma, Inc and MERAV Pharma. The industry partners worked on the FDA approval, and they market the product. We have a licensing agreement.	MSU-IIT		



Knowledge transfer	With that knowledge, we were able to transfer it into a modular program for our students so that they will be career ready.	USTP
Knowledge transfer	The USAID STRIDE, helped us to capacitate the USTP in IT, Technology Assessment Promotion, Technology Transfer Negotiation, and the KTTO Basic Training.	USTP
Knowledge transfer	With that knowledge, we were able to transfer it into a modular program for our students so that they will be career ready. The output, the employment rate of our graduates is high. Six (6) months after graduation, they are already employed. That is the impact of the training given to us by the USAID STRIDE through the Career Center.	USTP
Knowledge transfer	knowledge transfer – M - We transfer some of the knowledge that we worked with after STRIDE, not within the STRIDE period. We were able to share what we have learned our technology to vegetable farmers and LGUs	XU
Knowledge transfer	We transfer some of the knowledge that we worked with after STRIDE, not within the STRIDE period. We were able to share what we have learned our technology to vegetable farmers and LGUs	XU
Knowledge transfer	Provided trainings and support of intellectual property and knowledge transfer	TIP
Knowledge transfer	Aside from KTTO, even before in 2014-2015, Field Dev already has a program with USAID. They were already there to help in the tech transfer part.	UPD
Knowledge transfer	knowledge transfer – High - From the KTTO alone we were exposed to the different approaches and techniques when it comes to knowledge transfer and technology transfer. Even beyond the	UPD

	program, maraming follow up activities lalo na yung mga IMPACT grants. (Note: Provided support to technology transfer through a prior USAID project PHILDEV in 2016)	
Knowledge transfer	From the KTTO alone we were exposed to the different approaches and techniques when it comes to knowledge transfer and technology transfer. Even beyond the program, maraming follow up activities lalo na yung mga IMPACT grants.	UPD
Knowledge transfer	There is an emphasis on taking low-hanging fruit technologies that might be used by industries or other sectors of society to improve the status of the PH. There is much less emphasis on basic research and knowledge creation. USAID really is a development program and not purely a knowledge creation program, which is probably on tasked to DOST.	DLSU
Knowledge transfer	knowledge transfer - High - From day 1 the attack was really not to keep the isolation of researchers and the academe but to find ways to bridge the gap to the market. For example, the director in John Hopkins University showed us how things could be done, it enabled our institution. STRIDE has done a pretty good job in terms of DLSU's capacity.	DLSU
Knowledge transfer	High - FEC program which I just mentioned is a way to transplant a program that already has been working at the US and institutionalize it by getting the cooperation of DOST. The intent is the same with what DOST wants, it's publicly funded projects that provides on the ground results. This is still a work in progress, however. A lot of the things I've learned from interactions from resources is that it often takes a long time for technologies to go from lab to market.	DLSU

	Possibly in the future the infrastructure would be set in place particularly in DLSU and other universities.			
Linkage	<ul style="list-style-type: none"> <li>• Linkages with the MSMEs, non-profit organizations and government offices have paved way for the University to extend and consequently expand its innovation capacity.</li> </ul>	CITU	Able to create networks between the academe and the industry, thus extending the university's innovation capacity.	
Linkage	as well as linkages with innovation ecosystem enablers in the locality	CITU		
Linkage	<ul style="list-style-type: none"> <li>• Engagements (current &amp; past) with USAID STRIDE are so far geared toward training &amp; development as well as linkages with innovation ecosystem enablers in the locality</li> </ul>	CITU		
Linkage	Linkages with the MSMEs, non-profit organizations and government offices have paved way for the University to extend and consequently expand its innovation capacity.	CITU		
Linkage	Linkages with other universities through the KTTO; there are limited takers of the products (from GEMS) which are hurdles to consider	USC		
Linkage	STRIDE introduced their networks to Batangas State University. But I cannot still rate. Nagkaroon ng bunga at partnership because of STRIDE.	BSU		
Procurement challenges	Before, those sessions were conducted, my impression is that some universities and institutions are okay with the current procurement system. I have realized the need to influence decision makers to make the procurement system more responsive. After attending these sessions, the university leaders tell the staff to make it more efficient.	UPLB	Creating pathways to a much easier and efficient procurement process.	Procurement Challenges refers to the challenges with the procurement system in an institution.

Research grant	The three (3) of us who were grantees were capacitated. We started from the USAID grants. Because of the training, confidence, and we had outputs, we went to a higher grant, DOST PCIEERD	MSU-IIT	Becoming more confident in making proposals for research grants.	Capacity in creating Research Grants refers to becoming more confident in making proposals for research grants.
Scalability of programs	human capital and education -High -Given the budget constraints, the idea of STRIDE would be to improve scalability of these programmes. Having innovative degree programs as well as skills building programmes, research and faculty exchange, are essential elements in building STEM. So that's why I rate them as high.	DLSU	Provided sessions in order to improve the scalability of programs that will be conducted	Scalability of programs refers to the enhancement of the feasibility of the program that will be provided.
Solutions	This research solving the problem of one of the MSME in Cagayan de Oro. That research is improving a certain equipment, an extruder machine. That is a product of the ideation workshop conducted by USAID STRIDE with the partner industry.	USTP	Solving the problems of the MSMEs	Responding to MSMEs refers to giving solutions to the problems of the MSMEs.
Start-ups and spin-offs	start-ups and spin-offs – L - This is one of our areas of improvement. We don't have the mechanism yet in the university.	XU	Lacking on the innovation of start-ups and spin-offs as some of the HEIs are still on tech transfer and negotiation to the partner industry.	Lack of Start-ups and spin-offs refers to the innovation on start-ups and spin-offs that were still lacking
Start-ups and spin-offs	start-ups and spin-offs – Low - The innovation on start-ups and spin-offs were still lacking in STRIDE.	TIP		
Start-ups and spin-offs	start-ups and spin-offs – Low - Low kasi wala pa talagang initiative. Nasa Tech Transfer part pa lang. Yung training namin sa KTTO hanggang negotiation for example there is a patent for a technology we have training on how to negotiate for licensing pero wala pang how to do start-ups.	UPD		
Start-ups and spin-offs	Spin-offs created from research (that started with internal funding, but now partly funded by CHed)	USC		
Start-ups and spin-offs	It was not a start-up ma'am, because it was more on a licensing agreement that	MSU-IIT		

	we gave to the company. We did not commercialize it; it was our partner industry of			
Technical assistance	Able to acquire equipment to generate quality products from mango waste products through Green Enviro Mgt (GEMs) system/program of the university; able to hire people who were formerly scavengers from the dumpsite; (processing system)	USC	Able to acquire equipment to generate quality products. Also, HEIs were able to attend training and session to enhance skills in running a program or activity.	Overall technical assistance refers in acquiring equipment to generate quality products. Also, it refers in provision of training and session to enhance skills in running a program or activity.
Technical assistance	Malaking bagay ang pag-implement of the PSM for our graduate students. PSM is STRIDE and not UPLB. These are individually initiated wherein many faculty members and students were sent abroad, although a few did not come back after the USAID STRIDE Program.	UPLB		
Technical assistance	There is an impact in terms of technical assistance that was given to us the by the USAID STRIDE. They trained us and sent us to Florida State University. They trained us on how to run the program in the Career Canter. With that knowledge, we were able to transfer it into a modular program for our students so that they will be career ready. The output, the employment rate of our graduates is high. Six (6) months after graduation, they are already employed. That is the impact of the training given to us by the USAID STRIDE through the Career Center.	USTP		
Technical assistance	With that knowledge, we were able to transfer it into a modular program for our students so that they will be career ready.	USTP		
Technical assistance	human capital and education – High - Mentorship and the development of the PSM program. PSM was something that we never knew about, similar to KTTOs which we only knew about due to STRIDE. Provided training for ____ <sup>***</sup>	TIP		

Technical assistance	Completion of the USAID STRIDE research – Prototype Research Project. This is a very competitive grant, and we are just so happy that we were able to get this one project in. This project enhanced research and knowledge creation.	TIP
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#### 1.4 What are the challenges and opportunities for your university to foster a robust innovation ecosystem given the STRIDE interventions?

CHALLENGES AND OPPORTUNITIES FOR THE UNIVERSITY TO FOSTER A ROBUST INNOVATION ECOSYSTEM GIVEN THE STRIDE INTERVENTIONS					
CODE	RESPONSE	KI	CATEGORY	CHALLENGE/ OPPORTUNITY	THEME
Alignment to thrust of HEI	The research agenda in our university, that is one. Even in my predecessor, we have to do something with research because XU is a teaching university, but we are moving to research, and we are still in the transition. That is a big opportunity that the university has that vision already. We have already created a research office in the university and a research council. We also funded internal projects with limited funding.	XU	Moving the university to work more on research.	Opportunity	Alignment to thrust of HEI refers to the transitioning of the HEI’s agenda to research
Bureaucracy	It is difficult to seek approval for changes in the curriculum. There are universities which are able to institute PSM like MMSU and Adamson University. It is okay for the private university because they have the leeway to do it. CHED has to revisit its policies.	UPLB	Difficult to create changes especially if other players to do not conform to these changes.	Challenge	Bureaucracy refers to the present policies that hinders in the development of programs and activities of the project.
Bureaucracy	There are many actors in the IE. We have to look at innovation capital, human resource, curriculum, and infrastructure. We might have a program but if the other players do not conform. Our challenge is to produce the output, meaning how to implement ideas which means infrastructure like laboratories. It cannot be done overnight by anyone. Even us or STRIDE cannot do that.	BSU		Challenge	
Bureaucracy	When it comes to government funding meron talagang problem, gusto ng private company ng ano but the tech transfer law states that the ownership goes to the implementing agency which is the university. Yung negotiation na nangyayari is right to first refusal. When it comes to government funded projects may qualms talaga ang industry.	UPD		challenge	

Bureaucracy	Main Challenge is that it is an ecosystem. No matter how advance DLSU or a university becomes, you always have to work with universities in the local environment. The main challenge is to have enough universities to be in the same level as DLSU or UPD, especially outside Metro Manila. We need to build what the US already has and that is natural trust between industry and academia. Such as Silicon Valley, but of course they already have decade's worth of experience. There is no natural culture of trust yet, but it has been cultivated with STRIDE with some selected companies in the Philippines.	DLSU		Challenge	
Capacity building	We still have 2 DOST CRADLE projects. Because of the experience that we had, there were many opportunities that opened up. I knew how to make a proposal and I know now how to engage with the industry. I learned all of this from CARWIN.	MSU-IIT	Enhancing research capabilities and gaining confidence in making proposals	Opportunity	Establishing collaboration refers to establishing a rapport to the partner industry
Capacity building	For levelling up/enhancing research capacity building that would translate to higher levels of publication outputs and related activities.	UPLB		Opportunity	
Collaboration	Collaboration, especially with the industry that will utilize the output of research and other HEIs. There are opportunities to benchmark. I know of the many educational trips conducted by STRIDE among academic leaders in the Philippines.	UPLB	A strong collaboration between the government, industry, and the academe.	Opportunity	
Collaboration	The advantage of having a CARWIN is you have an industry collaborator. The industry has a different mind-set from that of the researcher. As a project leader or a principal investigator, I have to understand their mind-set as well in a business sense point of view. They will not undergo into a certain enterprise if they cannot get any profit.	MSU-IIT		Opportunity	
Collaboration	If there is a strong collaboration with industries and government agencies, with the help of STRIDE, I think we can pursue as much as we can the establishment of Science and Technology Park. There is a potential in this region to have a Science and Technology Park, specifically that there are industries that are willing to partner with the academe or with the university. For example, the PHIVIDEC is an industrial zone so many industries wanted to go there. In fact, we will be establishing an academic institution in that area. It is already approved and there is already a Republic Act establishing a campus. In fact, the industries are willing and the PHIVIDEC and USTP underwent an agreement for the location of the academic institution. We have started talking to industries, industry locators and they are willing to partner with us in converting to the Industrial Park to a Science and Technology Park. That is an opportunity were STRIDE can help us. There are also two (2) other locations, the agroindustry site in Alubijid and Claveria Campus. So, there are actually three (3) potential sites for Science and Technology Park. STRIDE can help	USTP		Opportunity	

us on that. We consider that as a big opportunity for the USTP to pursue on that vision or plan. We see the future of this region, maybe there will be a “Silicon Valley” here.

Collaboration	The university to have a strong linkage to an industry. For example, an Ideation Workshop cannot be successful if it is not participated by the industry, the right person to participate. For example, a technical person or even a CEO of a particular industry participating in a workshop can [provide] link. That is one important aspect to have a robust innovation ecosystem, is the strong linkage with the stakeholders, the government, industry, academe, and even the community.	USTP		challenge	
Collaboration	We are very open to have engagement with other groups, especially with government agencies and international [agencies/groups]. In fact, we have several research partnerships with the international groups also	XU		Opportunity	
Design inconsistency	Design of academic programs. For example, the current curricular programs have required number of academic units to graduate. The PSM has certain standard that could be adopted by the University but there is inconsistency in terms of the higher number of units required under PSM.	UPLB	Inconsistency on the design of the curriculum to the priority key areas or agenda of STRIDE.	Challenge	Aligned academic programs refers to academic policies that needs to be reviewed in response to the intervention that has been given.
Design inconsistency	Some STRIDE priority areas are not within the STRIDE’s priority agenda such as agriculture and health. TIP is focused on engineering, but we do still provide business and other subjects. We have narrowed down the areas and complemented them with the priority agendas of STRIDE. It is not the problem of STRIDE, but this is how we just did it.	TIP		challenge	
Design of academic program	Design of academic programs. For example, the current curricular programs have required number of academic units to graduate. The PSM has certain standard that could be adopted by the University but there is inconsistency in terms of the higher number of units required under PSM.	UPLB	Inconsistent number of units to the CHED guidelines.	Challenge	



Design of academic program	Mas mataas ang number of units required in professional masters, e.g., four units for specialization course, that is, the number of units related innovation/technical courses. There is a need for industry immersion which is not consistent with the CHED guidelines. It is difficult to seek approval for changes in the curriculum. There are universities which are able to institute PSM like MMSU and Adamson University. It is okay for the private university because they have the leeway to do it. CHED has to revisit its policies.	UPLB		Challenge	
Design of academic program	CHED has to revisit its policies.	UPLB		Challenge	
Friendly/Responsive policies	6. Review of policy on academic loading to encourage researches towards commercialization.	USC	Researches that leads to commercialization.	Opportunity	
Funding	1. More potential funding for innovative projects are made possible by government agencies, non-government and civil society organizations	CITU	Funds were coming from the government and other organizations.	Opportunity	Financial resources refers to the funding support coming from different institutions or agencies.
Funding	4. Funding Support from government	USC	However, some universities pose a challenge on funding as they were not able to fund additional budget for STRIDE intervention activities and programs.	Opportunity	
Funding	Funding is a big challenge. STRIDE intervention is very innovative but the University that would wish to join may not do so because of funding and human resource requirements. There are universities without staff trained to respond to STRIDE intervention	UPLB		Challenge	
Funding	We also funded internal projects with limited funding	XU		Opportunity	
Funding\Financial Assistance	We have the research funding, the legislation in place, it's just a matter of some smart research group and some company to use these resources to provide something.	DLSU	Funding and financial assistance has increased, and policies are in place for other needs.	Opportunity	
Funding\Financial Assistance	The funding has increased drastically over the past decade. If you got a 1 million peso grant back in 2005, you'd feel like superman but now it already has been set as the minimum	DLSU		Opportunity	
Funding\Financial Assistance	More potential funding for innovative projects is made possible by government agencies, non-government and civil society organizations	CITU			

Grounded academic actors	Faculty and students need to be sensitized further about the actual problems in the society in general in order to conceptualize more technologies that are relevant and impactful	CITU	Encourage faculty and students to create products that would aid the industry.	Challenge	innovation driven refers to the interventions that are responsive to the industry.
Innovation as ecosystem	There are many actors in the IE. We have to look at innovation capital, human resource, curriculum, and infrastructure. We might have a program but if the other players do not conform. Our challenge is to produce the output, meaning how to implement ideas which means infrastructure like laboratories. It cannot be done overnight by anyone. Even us or STRIDE cannot do that.	BSU	Other players may not conform on the programs that will be implemented	Challenge	
Innovation driven	1. Better intervention then more robust innovation, IE, data on start-ups, roadmaps,	UPCebu	Establishment of database system for better intervention and a more robust innovation.	Opportunity	
Innovation driven	2. A database system can be established	UPCebu		Opportunity	
Institution Building	The plan is to establish a Science and Technology Park. If there is a strong collaboration with industries and government agencies, with the help of STRIDE, I think we can pursue as much as we can the establishment of Science and Technology Park.	USTP	Establishment of a Science and Technology Park through a strong collaboration between the industries and the government agencies.	Opportunity	Knowledge protection and creation refers to the establishing of knowledge through collaboration and establishing sharing scheme of technology between university and industry partners.
Intellectual property	1. The need to protect research outputs (e.g., patentable technology) and IP.	USC	Emphasis on the protection of intellectual property and research outputs.	Challenge	
Knowledge creation	USAID STRIDE was able to enhance the understanding to build capacities, to cultivate research culture, and that the procurement process should be well-in place. Researchers would be discouraged to build more capacities if they will still attend to the nitty-gritty of the procurement processes.	UPLB	was able to improve understanding of how to build capacities, cultivate a research culture, and how to	Challenge	

			properly buy goods and services.		
Knowledge transfer	2. Foreign academic institutions, and local industries & consortia are now more keen to partner with the University to uplift and share each other's competencies	CITU	establishing sharing scheme of technology between university and industry partners	Opportunity	
Knowledge transfer	Vibrant startup ecosystem in the locality whereby the University can contribute given that its RDCO, KTTO, ITSO & TBI can work together to address specific needs of these startups	CITU		Opportunity	
Knowledge transfer	2. KTTO could help in the establishing sharing scheme of technology between university and industry partners	USC		Opportunity	
Knowledge transfer	1. IP policy is already present that sets the sharing of ownership of the technology among University, researcher's department and the researcher himself/herself. 2. KTTO could help in the establishing sharing scheme of technology between university and industry partners	USC		Opportunity	
Knowledge transfer	We still have 2 DOST CRADLE projects. Because of the experience that we had, there were many opportunities that opened up. I knew how to make a proposal and I know now how to engage with the industry. I learned all of this from CARWIN.	MSU-IIT		Opportunity	
Knowledge transfer	For levelling up/enhancing research capacity building that would translate to higher levels of publication outputs and related activities.	UPLB		Opportunity	
Knowledge transfer	Our strength is we are engaged with the communities, and we cannot compete with state universities and college in terms of cutting edge research. Our opportunity is more on social development related research. We do not have the equipment, but we are strong in forming leaders.	XU		Opportunity	
Knowledge transfer	It was very value adding because you can just imagine ano yung growing behind the strength and experience of the institutions in the US and applying them to ours. This is why the continued engagement of the STRIDE project in the PH will really help.	TIP		Opportunity	
Knowledge transfer	We will continue to grow the ecosystem not just innovation but also the tech-transfer and business development. We are doing mostly awareness campaigns sa ating mga faculty researchers and we are already involving their researchers. Masyadong busy yung faculty, sometimes naka salalay sa Res niya yung project. In fact we started workshops and they have already small labs and we have designated people for IP and prior-art search.	UPD		challenge	
Lack of awareness	1. Lack of awareness on programs and opportunities STRIDE can offer	UPCebu	Lack of knowledge about	Challenge	Lack of knowledge

			available programs and opportunities that STRIDE can offer		refers to the deficiency of awareness of programs that are being provided. As a result, there is a lack of capability and confidence to engage with different projects.
Lack of Expertise - Low Capacity	One challenge that we have at present in the university is the capability and confidence of other researchers to engage with STRIDE. We need to prepare more and equip our faculty researchers. In the policy of the university, to support the innovation ecosystem. We are still in the transition although we are moving towards that direction, as we want to be strong in our research, but not only research but also finding the results, what do we do with them? We must do extension, communication, policies, innovation, development, we should have done that in the university. Little by little if we have the mechanism, resources, and people to do it, I think we can move forward and sustain our programs and projects started with STRIDE. We do not have KTTO.	XU	capability and confidence of other researchers to engage on research and to handle collaborative efforts to a partner industry	challenge	
Lack of Expertise - Low Capacity	Main Challenge is that it is an ecosystem. No matter how advance DLSU or a university becomes, you always have to work with universities in the local environment. The main challenge is to have enough universities to be in the same level as DLSU or UPD, especially outside Metro Manila. We need to build what the US already has and that is natural trust between industry and academia. Such as Silicon Valley, but of course they already have decade's worth of experience	DLSU		challenge	
Lack of expertise/Low capacity	Constrained pool of in-house experts that can be deployed to handle collaborative industry-based projects and/or programs	CITU		Challenge	
Lack of expertise/Low capacity	3. No experience yet in the sharing scheme between university and industry partners	USC		Challenge	
Lack of human capital	Constrained pool of in-house experts that can be deployed to handle collaborative industry-based projects and/or programs	CITU		Challenge	
Lack of human capital	One challenge that we have at present in the university is the capability and confidence of other researchers to engage with STRIDE. We need to prepare more and equip our faculty researchers. In the policy of the university, to support the innovation ecosystem. We are still in the transition although we are moving towards that direction, as we want to be strong in our research, but not only research but also finding the results, what do we do with them? We must do extension, communication, policies, innovation, development, we should have done that in the university. Little by little if we have the mechanism, resources, and people	XU		challenge	

to do it, I think we can move forward and sustain our programs and projects started with STRIDE. We do not have KTTO.

Leadership	The research agenda in our university, that is one. Even in my predecessor, we have to do something with research because XU is a teaching university, but we are moving to research, and we are still in the transition. That is a big opportunity that the university has that vision already. We have already created a research office in the university and a research council.	XU	A leader in the university to push for their research agenda.	Opportunity	Leadership refers to leading an institution to establish its research agenda.
Leadership	Our opportunity is more on social development related research. We do not have the equipment, but we are strong in forming leaders.	XU		Opportunity	
Linkage	Vibrant startup ecosystem in the locality whereby the University can contribute given that its RDCO, KTTO, ITSO & TBI can work together to address specific needs of these startups	CITU	The government, academe, and industry were able to build linkages and collaborate with their programs, outputs, and activities.	Opportunity	Linkages refers to the government, academe, and industry were able to build linkages and collaborate with their programs, outputs, and activities.
Linkage	The advantage of having a CARWIN is you have an industry collaborator. The industry has a different mind-set from that of the researcher. As a project leader or a principal investigator, I have to understand their mind-set as well in a business sense point of view. They will not undergo into a certain enterprise if they cannot get any profit.	MSU-IIT		Opportunity	
Linkage	Because of the experience that we had, there were many opportunities that opened up. I knew how to make a proposal and I know now how to engage with the industry. I learned all of this from CARWIN.	MSU-IIT		Opportunity	
Linkage	Collaboration, especially with the industry that will utilize the output of research and other HEIs. There are opportunities to benchmark. I know of the many educational trips conducted by STRIDE among academic leaders in the Philippines.	UPLB		Opportunity	
Linkage	There are many opportunities from the linkages, but it is up to BSU to harness the opportunities.	BSU		Opportunity	

Linkages	If there is a strong collaboration with industries and government agencies, with the help of STRIDE, I think we can pursue as much as we can the establishment of Science and Technology Park. There is a potential in this region to have a Science and Technology Park, specifically that there are industries that are willing to partner with the academe or with the university. For example, the PHIVIDEC is an industrial zone so many industries wanted to go there. In fact, we will be establishing an academic institution in that area. It is already approved and there is already a Republic Act establishing a campus. In fact, the industries are willing and the PHIVIDEC and USTP underwent an agreement for the location of the academic institution. We have started talking to industries, industry locators and they are willing to partner with us in converting to the Industrial Park to a Science and Technology Park. That is an opportunity were STRIDE can help us	USTP		Opportunity	
Linkages	We are very open to have engagement with other groups, especially with government agencies and international [agencies/groups]. In fact, we have several research partnerships with the international groups also. We are also addressing the problem even in the students. We have service-learning program where students are engaged with communities or even institutions in trying to address problems. The training and mind-set are set at the early stage. This can go a long way. Our strength is we are engaged with the communities, and we cannot compete with state universities and college in terms of cutting-edge research.	XU		Opportunity	
Linkages	Partnering with our network within UP. Kami po we have already partnered with NGOs the ERFI. We are also talking to the Philippine chamber of commerce and industry ganun. We also have activities such as INNOVATION HUDDLE where it is a reverse pitching where industry presents their problems, and we look for researchers to solve these problems. They will be asking us if we have the capacity to solve problems. Ito po yung galing sa IMI model where the researchers presented.	UPD		Opportunity	
Low innovation	Develop an army of hard science researchers who will be trained purposively on innovation. There is a need to find a good number of researchers and determine what percentage of them would go to science, technology, and engineering. We need a good number of innovation leaders.	BSU	To enhance researcher on their innovation capacities.	Challenge	Low innovation refers to the low innovation capacities of the researchers to engage in a project.
Low innovation	Roster of alumni / industry experts that can be tapped to cultivate further the culture of innovation in the University need to be reinforced	CITU		Challenge	
Mapping of experts (Human	Roster of alumni / industry experts that can be tapped to cultivate further the culture of innovation	CITU	Identify researchers that will solely focus	Challenge	Mapping of experts (Human resource,

resource, curriculum and infrastructure)			on the innovation programs and activities.		curriculum and infrastructure) refers to the
Mapping of experts (Human resource, curriculum and infrastructure)	There are many actors in the IE. We have to look at innovation capital, human resource, curriculum, and infrastructure. We might have a program but if the other players do not conform. Our challenge is to produce the output, meaning how to implement ideas which means infrastructure like laboratories. It cannot be done overnight by anyone. Even us or STRIDE cannot do that.	BSU		Challenge	identification of researchers to do innovation projects that could address the needs of the industry through collaboration with the different actors.
Mapping of experts (Human resource, curriculum and infrastructure)	Develop an army of hard science researchers who will be trained purposively on innovation. There is a need to find a good number of researchers and determine what percentage of them would go to science, technology, and engineering. We need a good number of innovation leaders.	BSU		Challenge	
Mismatch skills	3. Faculty and students need to be sensitized further about the actual problems in the society in general in order to conceptualize more technologies that are relevant and impactful	CITU	To be able to address the needs of the industry and improve collaboration.	Challenge	
Mismatch skills	Mas mataas ang number of units required in professional masters, e.g., four units for specialization course, that is, the number of units related innovation/technical courses. There is a need for industry immersion which is not consistent with the CHED guidelines.	UPLB		Challenge	
Mismatch skills	How to encourage faculty researchers to go beyond publication and graduating of students. Right now, we are trying to improve and reaching out to our faculty researchers to protect their research. This is critical. Slowly, we are improving when it comes to disclosure and collaboration.	UPD		challenge	
Multi-agency collaboration	I was a researcher for so long already and usually I got funding from the government, and you are the proponent. The advantage of having a CARWIN is you have an industry collaborator. The industry has a different mind-set from that of the researcher. As a project leader or a principal investigator, I have to understand their mind-set as well in a business sense point of view. They will not undergo into a certain enterprise if they cannot get any profit.	MSU-IIT	Able to collaborate with different actors and addressing their needs.	Opportunity	
Multi-agency collaboration	it's just a matter of some smart research group and some company to use these resources to provide something.	DLSU		Opportunity	
Pandemic situation	Also, the current situation of the pandemic (COVID-19), we cannot have our workshop, or we cannot proceed. We plan to have more workshops with industry, a face-to-face workshop, but the challenge we cannot make it. I think there is already a design on how we can conduct it virtually, by talking with Academe and Industry and other agencies.	USTP	Mobility constraint due to pandemic.	challenge	Limiting factors refers to the situations where a researcher is hindered to do

Policy improvement	6. Review of policy on academic loading to encourage researches towards commercialization.	USC	Review on policies to encourage researches towards commercialization.	Opportunity	interventions on the program.
Procurement challenges	One of the challenges is the procurement of the equipment. Since USAID STRIDE has a definite schedule, they will release the funds if we have completed a milestone. Since we are an SUC, sometimes we have to control on the procurement of the materials and chemicals, thus there is a delay on the experiment. We negotiate with them if we got delayed. That is why we had an extension of six (6) months.	MSU-IIT	A need to revise the procurement policies of the HEIs when conducting a research activity.	Challenge	
Procurement challenges	Institutional arrangements – USAID STRIDE was able to enhance the understanding to build capacities, to cultivate research culture, and that the procurement process should be well-in place. Researchers would be discouraged to build more capacities if they will still attend to the nitty-gritty of the procurement processes.	UPLB		Challenge	
Procurement challenges	Researchers would be discouraged to build more capacities if they will still attend to the nitty-gritty of the procurement processes.	UPLB		Challenge	
Procurement challenges	So, one would be procedural such as procurement. One is government procurement law. In Diliman I would say the need for plenty of signatures is a problem.	UPD		challenge	
R & D budget	The eco-system in the Philippines has developed. Some of it has already been in motion even without STRIDE. The funding has increased drastically over the past decade. If you got a 1 million peso grant back in 2005, you'd feel like superman but now it already has been set as the minimum. On the policy development, we have an innovation act that incentivises industry start-ups.	DLSU	The budget for research activities has been increased.	Opportunity	
Restricted	2. Fear of faculty to divulge and share researches because of ownership (IP) and patent concerns	USC	Lack of awareness on the impact of doing research.	Challenge	
Restricted	1. Lack of awareness on programs and opportunities STRIDE can offer	USC		Challenge	
Scalability	We had a grant with a company, and we still work with them now in our Laguna Campus. We need to scale these up however, so that we can do it in 10-12 different universities and have constant contact with them. This also applies to different universities in the Philippines.	DLSU	Working in on the scaling up of the programs that will be implemented.	challenge	cultivating partnerships refers to the support in the development of scaling up of the project that was
Scalability of programs	We had a grant with a company, and we still work with them now in our Laguna Campus. We need to scale these up however, so that we can do it	DLSU		challenge	



	in 10-12 different universities and have constant contact with them. This also applies to different universities in the Philippines.				implemented by the partners.
Start-ups and spin-offs	Support for start-ups and spin-offs, I hope this will be supported by STRIDE.	TIP	Support in creating start-ups.	Opportunity	
Start-ups and spin-offs	On the policy development, we have an innovation act that incentivises industry start-ups.	DLSU		Opportunity	
Sustainability	3. Sharing of the outputs with society in general	USC	Sharing outputs to the public.	Challenge	
Technical assistance	The Professional Masters Science degree programs. I hope STRIDE will continue beyond its mandates.	TIP	Able to create PMS degree	Opportunity	Technical assistance refers to the support
Technical assistance	TIP 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. It was very value adding because you can just imagine ano yung growing behind the strength and experience of the institutions in the US and applying them to ours. 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.	TIP	programs and providing experiences from other institutions.	Opportunity	given to the institution to develop its implemented programs.
Trust	Because of the experience that we had, there were many opportunities that opened up	MSU-IIT	Opportunities opened up with some companies	Opportunity	Building of trust refers to the confidence of the partnership that was established through active collaboration.
Trust	There is no natural culture of trust yet, but it has been cultivated with STRIDE with some selected companies in the Philippines.	DLSU	and the culture of trust is being cultivated.	Challenge	
Weak collaboration	The university to have a strong linkage to an industry. For example, an Ideation Workshop cannot be successful if it is not participated by the industry, the right person to participate. For example, a technical person or even a CEO of a particular industry participating in a workshop can [provide] link. That is one important aspect to have a robust innovation ecosystem, is the strong linkage with the stakeholders, the government, industry, academe, and even the community. That is a challenge on how we can penetrate on the industries, specifically on the right problems that the academe with actively participate or solve or have inputs. Also, the current situation of the pandemic (COVID-19), we cannot have our workshop or we cannot proceed. We plan to have more workshops with industry, a face-to-face workshop, but the challenge we cannot make it. I think there is already a design on how we can conduct it virtually, by talking with Academe and Industry and other agencies.	USTP	Industries that are not convinced with the plans of the academe.	challenge	Weak collaboration refers to organizations that are not convinced with the plans of the academe.

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Weak collaboration	Industry problems. I think problema to sa mga industries na inaapproach namin. They are not convinced with our plans and the trust is not there yet. Transferring samples is a problem also. We have Material Transfer Agreements pero yun lang yung ibang industries hesitant talaga. Slowly we are gaining their confidence.	UPD	challenge
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