ANNEX G
EFFECTIVENESS HEI.2

2.1 Which of the following STRIDE strategies contributed more to the improved capacity to innovate in your university? Rank among the following: Strategies, technical assistance and its various forms, strengthening links between innovation stakeholders, Policy improvements, and Institutionalization of STRIDE capacity building programs

STRIDE STRATEGIES CONTRIBUTED MORE TO THE IMPROVED CAPACITY TO INNOVATE IN YOUR UNIVERSITY							
Effectiveness Metric/Theme	National n= 6		HEI = 15*		Regional = 15*		Responses
	f	%	f	%	f	%	
Overall capacity building. Pertains to all activities increasing organizational capability through a combination of training, workshops and support of STRIDE institutions be it in a technical or non-technical capacity. Also includes activities that led to institutional changes and improvements such as curriculum development and etc.	0	0.00	11	73.33	0	0.00	"*May KTTO and DITO po kami pero hindi po ako yung naghahandle nun. Yung DLSU intellectual property office po yun, meron rin kaming DITO. Lahat po naman ng projects naming dumadaan sa legal counsel naming na head ng IPO naming*". (H6). "*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*" (H7) "*Attending technical trainings have laid the groundwork for institutionalizing structures and mechanisms such those relating to R&D, tech transfer, and business incubation.*" (H2)
Interorganizational Collaboration. Increased linkages between different actors in the Innovation Ecosystem (Government, Industry and Academe)	0	0.00	11	73.33	3	25.00	"*It's easier to talk and to find partners now. We really see the value of collaboration, the value of IT and getting connected through networking only. So that's a good factor.*" (R12) "*Because that is collaborative and with great partnership with the government, industry and academe.*" (R10)

Theme							Response
Policy optimization or implementation. Institutionalizing policies in order to improve organizational processes (i.e. procurement, research, and commercialization)	0	0.00	8	53.33	0	0.00	*"KTTO built capacity to integrate policy into the mindset of the stakeholders especially the researchers, faculty and students." (H8)* *"Policy improvements – 2 - Three (3) years ago we have a policy on Technology Transfer. STRIDE helped in creating that policy. However, there are still policies that need to be improved, especially on the policy on procurement. That is actually one of our challenges on how we can give research [the freedom] to procure rather than go into the process. One of the problems that we have here is the delay of the implementation of that research because of the procurement process. We need help on that aspect. There are still many rooms for improvements." (H12)*
Financial Assistance. Any form of financial assistance or financial grant	0	0.00	2	13.33	0	0.00	*"Assist stakeholders in linking with funding institutions. Scientists and researchers are linked with the whole ecosystem." (H8)*
Industry Responsive. Mechanisms aimed at increasing government or academe responses to industry needs such as market-feasibility or profitability.	0	0.00	2	13.33	0	0.00	*"Second is the R and D should be able to solve the problem from the industry. Try to sell R and D project to the industry through technology transfer, either by utilizing, adopting or commercialization." (H12)*
Behavioral Change. Shift in IE actors in terms of attitude and outlook on programmatic and institutional functions and processes.	0	0.00	0	0.00	1	6.66	*"Commitment dedication and having one goal and that is to help our region. From start we are very clear that what direction we want and particularly with the RIIC we see it as an innovative approach that all our actions in the region will be implemented in the most efficient and organized and cost-effective way." (R10)*
Communication strategy. Strategic structuring of communication plan for programmatic functions.	0	0.00	1	6.66	0	0.00	*"Region 3 Academe (BULSU): What we do sa region 3 is to adequately plan and overcome disruptions especially in this pandemic. So, what we do is to structure the innovation program for region 3." (H13)*

Note: * NA = 23HEI, 4 Regional

- Responses are italicized
- Choose a "best" response that represents the code under a specific theme
- Use Pseudonyms
  N = national
  H = HEIs
  R = Regional
  G = Government
  I = Industry
  A = Academe

Legend

N1 – Neda	R1 – Region4ADTI
N2 – DOST	R2 – Region 4ADOST
N3 – MSME	R3 – Region 4ANEDA
N4 – SUC	R4 – Region7DTI
N5 – DTI	R5 – Region7DOST
N6 – CHED	R6 – Region7NEDA
	R7 – Region10DTI
H1 – BSU	R8 – Region10DOST
H2 – CITU	R9 – Region10NEDA
H3 – MSUIIT	R10 – Region3CHED
H4 – DLSU	R11 – Region 3DTI
H5 – UP Cebu	R12 – Region3DOST
H6 – UPD	R13 – Region11LGU
H7 – UPLB	R14 – Region111DOST
H8 – USC	R15 –Region11DTI
H9 – USTSP	
H10 – TIP	I1 –
H11 – XU	I2 –
H12 – BULSU	I3 – Region 3 BCCI
H13 – UPMindanao	I4 – PhiliPILI
H14 – ADDU	

2.2 Revisiting the Innovation Ecosystem Assessment, on which mechanisms (procurement, R&D funding, intellectual property policy, collaboration, entrepreneurship) has STRIDE made the greatest impact in your university? Please explain

  2.2.1 To what extent did the STRIDE interventions improve your strategies to increase R&D funding in your university?
  2.2.2 What are some of the challenges for doing industry- responsive innovative research?
  2.2.3. What still needs to be done in R&D grants policies to promote an improved innovation ecosystem?
  2.2.4 What was the contribution of STRIDE in improving policy environment on procurements of R&D-related transactions?
  2.2.5 How has STRIDE interventions influenced the improvement of existing rules and guidelines on generating bids and quotations for R&D items/ equipment in your institution? (i.e., too long process and the reasons for this?)
  2.2.6 What still needs to be done in procurement policies to promote an improved innovation ecosystem?
  2.2.7 In what ways has STRIDE interventions influenced the improvement of internal policies and manuals in your institution on Intellectual Property Rights (IPR)?

MECHANISMS (PROCUREMENT, R&D FUNDING, INTELLECTUAL PROPERTY POLICY, COLLABORATION, ENTREPRENEURSHIP) OF STRIDE THAT MADE THE GREATEST IMPACT IN YOUR UNIVERSITY						
Effectiveness Metric/Theme	National n= 6		HEI = 15(11)*		Regional = 15(9)*	Responses
	f	%	f	%	f	%	
Overall capacity building. Pertains to all activities increasing organizational capability through a combination of training, workshops and support of STRIDE institutions be it in a technical or non-technical capacity. Also includes activities that led to institutional changes and improvements such as curriculum development and etc.	1	16.66	11	73.33	1	6.66	"Well, I think more on ginawang benchmark ang UP system when it comes to IP. They then shared these with other SUCs. Sa KTTO program, nag present kami ng existing policy and then it was learned from. UP's IPR policy was benchmarked for sharing with other universities". (H7). "Inspired when he was Dean of UPLB Graduate school which enable him to come up with systems of technical assistance to other HEIs. The provision of technical assistance to other HEIs is already within the tradition of UPLB. STRIDE is able to raise that level of awareness as a public service university that we need to provide technical assistance" (H8) "There has to be a regular training, but it is not regular. Maybe it depends on the availability of the resource person. To make the rating 1, there has to be visibility. We can improve on that." (H1)

Interorganizational Collaboration. Increased linkages between different actors in the Innovation Ecosystem (Government, Industry and Academe)	0	0.00	11	73.33	3	20.00	"STRIDE made a great impact on collaboration between industry, government i.e., CHED, DOST and DTI. Also, with the US universities. So, US Universities such as Stanford, UC Berkeley, and Pennsylvania State University. STRIDE helped also in research." (H10) "Region 11 government: We are doing a consortium-based approach, so yes later on we would have SOPs through RIIC and iSTIRKE Davao." (R14)
Policy optimization or implementation. Institutionalizing policies in order to improve organizational processes (i.e., procurement, research, and commercialization)	0	0.00	11	73.33	0	0.00	"We actually realized this late in 2020. We have a policy in place which has been a prudent principle. But the problem is it has to be packaged along with a family of other policies. 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." (H4) "Continue to gather feedback from stakeholders through FGDs and use them for continuous policy improvements. On Grant policies, for one the CHED does not give to for-profit schools, the prohibit grants. Sometimes they would, but then take them back. There is a pending legislation that talks about this connection of the innovation ecosystem, but again the for profit-schools are not included. I think this is an important issue that needs to be addressed. STRIDE has known this matter and has initiated networks that try to seek this problem." (H10) "Aside from that, on the procurement policy. I don't know if there is a need or if we can do that the researchers and R&D grants will not be subjected to procurement process. The proponent should a control of the funding like the foreign universities, rather than the university controlling it. If we can come up with a policy that all R&D grants will not be subjected to procurement process." (H12)
Financial Assistance. Any form of financial assistance or financial grant	0	0.00	11	73.33	0	0.00	"There is an increase of external funding that we have, because of that we increase our network with industry and to the government agencies. Right now, we have established more research centers in the university." (H12)

						"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." (H11)
Industry Responsive. Mechanisms aimed at increasing government or academe responses to industry needs such as market-feasibility or profitability.	0	0.00	7	46.66	0	0.00	"Marami tayo tulad ng ating magsasaka na may magandang idea pero wala silang technical know-how, and having RIIC, you can go there and say, "pare may idea ako pero di ko alam paano gawing negosyo", so RIIC would give the process on how to make these a negosyo linking them to academe, industry fablabs and then government partners. At the end of the day everyone is collaborating and there would be new technologies and you can also feed them back and support other industries." (I3)
Complementarity, availability, and sustaining of all resources from all key players. Also having an M&E tool to measure the success rate of the project. To review policies on property rights/patents of research, research funding and documentation of funds, and procurement.	0	0.00	7	46.66	0	0.00	"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 after research. In our university, we do not have that mechanism. We wanted to form farmers to be able to do that but drying is a very technical work and they might end up frustrated and raising their hopes. In collaboration there is not much problem, but what to do after. The same happened with our partner in Pagadian. They were happy because we were able to produce squash powder to them. They incorporated it with their fresh miki, but after the project, we were still able to provide them with squash powder but after that [we were not able to sustain the supply]." (H11)
Behavioral Change. Shift in IE actors in terms of attitude and outlook on programmatic and institutional functions and processes.	0	0.00	3	20.00	1	6.66	"Mutual trust, respect and confidence Integrity of the institutions, their systems and management/leadership." (I4)
Intellectual property and incentives to start-ups and spin-offs. Pertains to the protection for original works, inventions or the appearance of research and other scientific developments.	0	0.00	3	20.00	0	0.00	"Another would be Intellectual Property. If a company engages funding research in academia there is usually an intent to improve the bottom-line and gains. There is a fundamental difference in worldview. We have tried to improve this in DLSU, pre-STRIDE our programs would possibly turn off industry partners." (H4)

| Low effectiveness. No seen change in relation to STRIDE's programs | 0 | 0.00 | 3 | 20.00 | 0 | 0.00 | "In our institution, no, I guess not much because we already have our systems in place. Maybe we were even able to share with STRIDE the good practices. The guidelines before are not the lowest price but the best value. These are already included in our systems." (H10) |

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