ANNEX G
EFFECTIVENESS REGIONAL.1

2. Effectiveness

2.1 Which of the following STRIDE strategies contributed more to the improved capacity to innovate? (Technical assistance and its various forms, strengthening links between innovation stakeholders, policy improvements, institutionalization of STRIDE capacity-building programs)

- **technical assistance and its various forms**

TECHNICAL ASSISTANCE AND ITS VARIOUS FORMS					
CODES	RESPONSES	COUNT	KI	CATEGORY	THEME
Technical Assistance	I can feel the technical assistance in IBR and through FGDs; mapping IBR	6	DTI 7	Sharing of tools learned from STRIDE	Technical assistance as the venue to adopt the tools shared by STRIDE to guide the MSMEs, government and partner academe to recover from uncertainties like the pandemic.
Technical Assistance	Facilitate technical assistance		DOST 7		
Technical Assistance	Provided guidance and facilitated discussions and FGDs, and workshops to come up with a framework for the coffee industry		DOST 4-A		
Technical Assistance	Please explain the ranking I am not sure if our exposure to Israel will be considered		DOST 10		
Technical Assistance	The technical assistance would really focus on the adoption of the STRIDE tools that were shared to us, for example the Ideation Workshop tools as initiated by STRIDE. We also introduced the Bridge Program under OROBEST. The Bridge Program guided the MSMEs to help them recover the effects of pandemic, through the initiatives of STRIDE and partners, Xavier University and Ateneo de Manila. Actually, this is ongoing with OROBEST and Jill (one of the DTI representatives who are present during the interview) is part of the technical working group which regularly conducts this Bridge Program. They		DTI 10		

	usually assess the problems of a certain MSME, and they come up with a plan for business recovery				
Technical Assistance	Champions on the local government unit? In Cagayan de Oro, it is Councilor Goking. I already tried to ask him. He is supportive but what is see is, there a gap because of the lack of competence of his staff and an ordinance that will capture. Just 2 weeks ago, Councilor Nacaya just finished his Ph.D., he called for a meeting and wanted to have research on Cagayan de Oro and we talked about the innovation. I think he can be a good champion as well		DOST 10		
Capacity building	Enhances the capacity of the STI stakeholders to pursue innovation	4	DOST 4-A	Includes workshops, conferences, and related fora to pursue innovation among stakeholders	Attendance to workshops, conferences, and other related fora not only enhances the capacity of the partners but also where linkages are established, and commitments are documented.
Capacity building	Provided guidance and facilitated discussions and FGDs, and workshops to come up with a framework for the coffee industry		DOST 4-A		
Capacity building	STRIDE brought the stakeholders together for the coffee industry. Formal linkage is the greatest where commitments are documented for the industry to work		DTI 10		
Capacity building	The technical assistance would really focus on the adoption of the STRIDE tools that were shared to us, for example the Ideation Workshop tools as initiated by STRIDE. We also introduced the Bridge Program under OROBEST. The Bridge Program guided the MSMEs to help them recover the effects of pandemic, through the initiatives of STRIDE and partners, Xavier University and Ateneo de Manila. Actually, this is ongoing with OROBEST and Jill (one of the DTI representatives who are present during the interview) is part of the technical working group which regularly conducts this Bridge Program. They usually assess the problems of a certain MSME, and they come up with a plan for business recovery. In		DOST 4-A		

	the plan, it identifies the intervention areas, whether it is for DTI or DOST. This is the whole process being shared by STRIDE as far as this assessment tool that they are introducing. Of course, the networking and collaboration with the methodologies that they are sharing until now. That is as far as the technical assistance of STRIDE.			
Collaboration	RIIC is the mechanism where NEDA is one of the signatories as secretariat of the RDC. RDC provides venues for interventions, regional development planning, approval of STI related projects, allocates funding, conduct of annual regional statistics forum. Given the STRIDE project, the signatories of the RIIC are also members of the RDC. Thus, harmonize mechanism, convergence and collaboration.	2	NEDA 4-A	Collaboration harmonizes the mechanisms on how the RIIC can serve as venue for technology innovations.
Collaboration	STRIDE is successful in convincing RIIC and RDC on the value of RIIC; One is the FabLab in the University of Rizal System where all the food products of the MSMEs are processed. It has the latest state of the art laboratory on food processing.		DTI 4-A	
Assessment	NEDA as an external evaluator of Community Empowerment through Science and Technology (CEST) of DOST, Competitive Municipalities and Cities Index (CMCI) – innovation pillars or innovation matrix to gauge the performance of LGUs when it comes to STI. DTI in partnership with SUCs disseminate information while NEDA helps in the data gathering from the LGUs		NEDA 4A	The M&E practice can also be used to gauge the performance of RIIC

- **strengthening links between innovation stakeholders**

STRENGTHENING LINKS BETWEEN INNOVATION STAKEHOLDERS					
CODES	RESPONSES	COUNT	KI	CATEGORY	THEME
Capacity Building	Strengthening the link with DOST	8	DTI 7	Includes training to pursue innovation among stakeholders	Capacity building strengthens the links among partners. Funding is needed for joint activities to sustain the link.
Capacity Building	strengthening links between innovation stakeholders		DOST 4-A		
Capacity Building	RDC provides the venue for exchanges on STI- related projects. Projects included in the Regional Development Plan are reviewed and approved by RDC and where budgets are allocated.		NEDA 4-A		
Capacity Building	The RIIC supports the existing RDC mechanisms and focusing on the MSMEs, with the DTI representing the industry and STI in the RDC. Thus, it is easier to endorse the policy to the RDC.		DTI 4-A		
Capacity Building	Explained already - collaboration and partnerships		DOST 7		
Capacity Building	DOST, DTI and the academe partnership		DTI 7		
Capacity Building	STRIDE brought the stakeholders together for the coffee industry. Formal linkage is the greatest where commitments are documented for the industry to work		DOST 4-A		
Capacity Building	Enhances collaboration among STI stakeholders for a more cohesive, effective and synergistic efforts towards innovative economy.		NEDA 10		
Funding	RDC provides the venue for exchanges on STI- related projects. Projects included in the Regional Development Plan are reviewed and approved by RDC and where budgets are allocated. Annual regional	1	NEDA 4-A		

research statistics and innovation forum is being done
annually under the RDC and the latest under the RIIC.

- **Policy improvements**

POLICY IMPROVEMENTS					
CODES	RESPONSES	COUNT	KI	CATEGORY	THEME
Technical knowledge	We have reached the RDC, nakapasok na kami sa policy since the RDC is supporting RIIC. The support is now formalized, thus facilitating the discussion on the RIIC proposals.	3	DOST 4-A	Includes workshops, conferences, and related fora to pursue innovation	Technical knowledge on innovation in support to policy improvements
Technical knowledge	We have been talking about innovation since time immemorial but this time it has become an intrinsic part of the RDC. RIIC is an example to showcase that innovation is a must.		DTI 4-A		
Technical knowledge	RDC is the highest policy making body which advocate technologies – endorses new technologies. There are resolutions to adopt the technologies that are disseminated through the concerned agencies. RIIC is always there when STI concerns are needed to be included and discussed in the agenda of the RDC.		NEDA 4-A		

- **institutionalization of STRIDE capacity-building programs**

INSTITUTIONALIZATION OF STRIDE CAPACITY-BUILDING PROGRAMS					
CODES	RESPONSES	COUNT	KI	CATEGORY	THEME
Technical knowledge	STRIDE was endorsed by RDC where investment promotion and academe industry linkage are included in their activities as well as the webinar by DICT [Department of Information and Communication Technology] and the Regional Research Agenda for 2018-2022.	4	NEDA 4-A	Includes workshops, conferences, and related fora to pursue innovation	The technical knowledge shared by STRIDE motivated natioal partners to cascade innovations on new fields like data science, artificial intelligence, and block change

Technical knowledge	I can directly link the intention of DOST to enhance IE. Outside of STRIDE there were efforts to cascade the innovations to the regional office such as calling meetings for new fields to enter like AI, data science, and block change technology or focus. These are discussed during the Management Committee meeting of the DOST Calabarzon attended by the provincial directors.		DOST 4-A	
Technical knowledge	AT DOST Central Office, one innovation is the one repository of all project proposals for funding was created under the BMPS [DOST Project Mgt Information System]. When there is call for proposal all the submissions are coursed through this portal and project proponents can visit the website to monitor the progress of their submission. It also facilitates the evaluation process that the staff of Usec Guevara can monitor how many proposals were submitted.		DOST 4-A	
Technical knowledge	We are not applying what we have learned yet. We have knowledge on innovation and innovation ecosystem, but we have not applied it on our own. The concept on innovation mapping para sa other commodities are head knowledge pa		DOST 4-A	
Collaboration	Republic Act 11293 (Philippine Innovation Act) and Republic Act 11337 (Innovation Start Up Act) provide the enabling laws that foster innovation in the country as a vital component of national development and sustainable economic growth and harness innovation efforts to help the poor and the marginalized and enable micro, small and medium enterprises (MSMEs) to be part of the domestic and global supply chain.	1	NEDA 10	Cooperation with other agencies but not bounded by contract.
Government capacity	Ensures sustainability of the outcome of policy improvement, technical assistance, and strengthen linkages of all innovation stakeholders	1	NEDA 10	
Knowledge source	STRIDE was able to come up with several policy manuals.	1	DOST 7	

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?

CODES	RESPONSES	COUNT	KI	CATEGORY	THEME
Funding	STRIDE contribution is the discussion on how to tap various R&D funding sources to help RIIC.	7	DOST 4-A	Funds for innovation-related activities	STRIDE has been instrumental in tapping funds for R&D and extension activities, strengthening the collaboration among partners, and policy improvements.
Funding	In the case of Region X, STRIDE may have made the greatest impact on collaboration and R&D funding.		NEDA 10		
Funding	Availability of more R&D funding has been facilitated by implementation of STRIDE in the Philippines. Apart from the R&D funding directly provided by STRIDE, through its collaboration with various agencies of the Philippine Government, it induced availability of funding from these agencies.		NEDA 10		
Funding	For example, DOST-Philippine Council for Industry, Energy and Emerging Technology Research and Development (PCIEERD) granted 25.5 million pesos to the program "µC-IC: Design of Microcontroller Integrated with Energy Harvesting and Power Management." The program ran for three years from March 2017 to March 2020.		NEDA 10		
Funding	USAID-STRIDE provided research grant to Electronics Engineering faculty of MSU-IIT for the project entitled "Optimized chip implementation of indoor energy harvesting for sensor network and battery recharging." The grant allowed for the extension of the licenses of the integrated circuits (IC)design tools currently being used by the MicroLab. With this, the MicroLab continues to operate as the Virtual Center of Microelectronics in Mindanao recognized by the Department of Science and Technology (DOST). The project ran from May 1, 2015, to April 30, 2016.		NEDA 10		

Funding	Another USAID-STRIDE grant was provided to MSU-IIT in 2021 for a research project that focused on the conversion of waste from coconut oil processing into an economically viable substitute to imported chemicals used in insulating foam production, while also creating a higher-value pathway for the by-products of the researchers' industry collaborator (Chemrez Technologies, Inc. - a Philippine-based manufacturer of powder coatings).		NEDA 10	
Funding	The DOST-X provided P2.3 million worth of R&D funding to University of Science & Technology of Southern Philippines (USTP-CDO) in 2020. The two R&D projects of USTP resulted from the Ideation Activity of OROBEST Innovation Program otherwise known as Optimizing Regional Opportunities for Business Excellence thru Science, Technology and Innovation Program. OROBEST collaboration program is STRIDE-supported.		NEDA 10	
Collaboration	There is collaboration.	6	DOST 4-A	Cooperation with other agencies
Collaboration	Collaboration, entrepreneurship, and intellectual property policy. STRIDE has been very particular with intellectual property policy, you have to describe this to your partner, what is your policy para at the start you already know what your limitations are and what are your ganun, so if you want to collaborate you already know these things. You need to be transparent. If you don't have intellectual property policy, then you cannot start collaboration. If you were able to generate something, then it would be clear to understand who owns it. I think they don't have the Intellectual Property Transfer Office, but now many are encouraged. STRIDE helped in the IPTO.		DOST 7	
Collaboration	Then the capital outlay limit of 15,000 is a problem also because researchers usually go beyond this. Research is different from normal office operations. Sometimes research is dependent on the season so that is a problem as well.		DTI 10	
Collaboration	Collaboration, Intellectual Property Right (IPR) policy is part of the RIIC		DTI 4-A	

Collaboration	I think collaboration, particularly with Academe. Collaboration with the academe		DTI 7
Collaboration	Evident in terms of collaboration through various fora, meetings related to STI. The RDC and RIIC – are consistent with the project objectives of STRIDE.		NEDA 4-A
Policy	Collaboration, IP policy- have to describe to your partner, what is the IP policy, to know what the limitations are, and for transparency. STRIDE says that IP policy is needed, and clear to all partners. University has to present. Tripartite then needs to have transparent IP policy. STRIDE helped univ to have IP transfer service office. (ITSO)	2	DOST 7
Policy	Collaboration, Intellectual Property Right (IPR) policy is part of the RIIC		DTI 4-A
Branding	On IP – RIIC Calabarzon has branding, trademark so that RIIC can claim Calabarzon.	1	DOST 4-A
Procurement	STRIDE is the opportunity to share the best practice on procurement, champions on procurement, organized meeting with the DBM procurement unit on GPPD, and also invited govt institutions that shared their best practice.	1	DOST 4-A
R&D	I think it is on Entrepreneurship and R and D funding, because the intervention has led to quality of proposals.	1	DOST 10

2.2.2   What are some of the challenges for doing industry- responsive innovative research?

CHALLENGES FOR DOING INDUSTRY- RESPONSIVE INNOVATIVE RESEARCH					
CODES	RESPONSE	COUNT	KI	CATEGORY	THEME
Policy	Changing of the policy, Phil Innovation Act through IP policy, established innovation centers, to assist inventors and entrepreneurs, established the techno transfer board in the region, products to be transferred fairness opinion board. RDC nag initiate, Regional Development Innovation Committee.	2	DOST 7	Changes in the implementation of policies	Industry-responsive innovative research is challenged by the changing policies, delays in the purchase of equipment, facilities, supplies, and services due to problems in

				procurement, and the lack of time of teachers to actively engage in research due to teaching overload
Policy	Yung protecting the product through IP policies. We already encourage protection and the institutionalization of IP policies. There are already some innovation centers done by the government, DOST has already established these already to assist our inventors and entrepreneurs. We have established the part of the innovation technology transfer we have established the "Opinion Board". When we have a set of products to be marketed, we need the advice of the "Opinion Board". In RDC, we have initiated to have a regional innovation committee to be part of the RDC. These are all done to support the Philippine Innovation Act. I ask this question in the context of the changing policies, given the national policy now would there be some minimal changes at the regional level when it comes to operational policies? - from the RDC? – Agnes Commented [10]: DOST Secretary		DOST 7	
Teaching load of the academe	I had those fablabs and we're already doing with MSMEs prototype but it's not really on research. 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	2	DOST 10	Teaching overload
Teaching load of the academe	Maybe the teaching load of the faculty will reduce (de-loading). We had mentoring activities. I talked to the participants, and they said that they lack time and hopefully their loads will be reduced. This could be a policy in CHED. I asked the university on how much they allocate for Research and Development, they allocate only small budget, some only 1%.		DTI 7	
Procurement	There must be a separate policy on procurement for research and development. Procurement is a problem in the R & D. There is a need for supplies and researchers cannot for two months, the most is two weeks. Then the capital outlay limit of 15,000 is a problem also because researchers usually go beyond this. Research is different from normal office	2	DOST 7	Purchase of equipment, supplies, and services

Procurement	As usual there are delays especially now that there is a pandemic. Though we supported research proposal under USTP in developing specific machines for food processing. There are delays that they find it hard on the process of procurement (e.g., parts). And then, the alignment dynamics for startups. We understand that there is a gestation period. Sometimes we find it hard to pay. Our COA observation is increasing. The new DOST Usec for Regional Operations, Usec Sancho Mabborang and I talked about it, and I asked if there is a possibility that the guidelines will be amended. Though there are no interest charges but there is strict implementation of the amortization. If you miss it, there will be restructuring and penalties.		DOST 10
Entrepreneurship/ Commercialization	MSEs are finding ways through research and development to strengthen their operations but have difficulties focusing on research and development because of the pandemic. One stockholder is an industrial engineer who manually fabricated their equipment asked the help of DOST. DOST has programs on company led technology.	2	DTI 4-A
Entrepreneurship/ Commercialization	Laguna MSMEs collaborated with a school- and took courses relevant to their company's products		DTI 10

2.2.3   What still needs to be done in R&D grant's policies to promote an improved innovation ecosystem?

NEEDS TO BE DONE IN R&D GRANT'S POLICIES TO PROMOTE AN IMPROVED INNOVATION ECOSYSTEM					
CODES	RESPONSE	COUNT	KI	CATEGORY	THEME
Policy	I think we already have good policies in DOST. It is flexible. Our grant in aid for research is not limited to government institutions, even private research and companies can avail of the grant. So tinitingnan niya how can we really be relevant or how can we improve innovation? I am just not sure if this will be changed with the shift of administration. Sa mga prominent bills, kailangan may implementing rules and regulations. Good policy in R and D, Usec Gev, makes relevant to all, even private research and companies get money from DOST.	2	DOST 7	Policy on research funds	The DOST policy in research grants are accessible to both private and public institutions.

Policy/R&D	Local GIA funds go to MSME, encourage R and D needs of the region. Specific R and D can be funded, projectized by phase. Prioritization is needed. Convergence ang pag identify ng priority, then DTI and DA priority ay coffee din. Innovation funding, DTI wala ng problem. There are issues on overlap programs but can still be resolved.	DOST 4-A

2.2.4   What was the contribution of STRIDE in improving policy environment on procurements of R&D-related transactions?

CONTRIBUTION OF STRIDE IN IMPROVING POLICY ENVIRONMENT ON PROCUREMENTS OF R&D-RELATED TRANSACTIONS

CODES	RESPONSE	COUNT	KI	CATEGORY	THEME
Procurement	There are improvements in the implementation of the procurement law. There are options which facilitate procurement for highly technical or specialized R&D project, but I am not sure it if was due to STRIDE. The region follows the national law. Ang pupuntahan ng STRIDE ay ang DBM because we follow DBM.	2	DOST 4A	Purchase of equipment, supplies, and services	With the procurement law, partners have to follow its provisions.

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?)

STRIDE INTERVENTIONS INFLUENCED THE IMPROVEMENT OF EXISTING RULES AND GUIDELINES ON GENERATING BIDS AND QUOTATIONS FOR R&D ITEMS/ EQUIPMENT IN YOUR INSTITUTION

CODES	RESPONSE	COUNT	KI	CATEGORY	THEME
Procurement	Even if STRIDE extends help to DOST region, we cannot still move or adopt any suggestion because of the national law on procurement. So far, there is no intervention, yet.		DOST 4A		With the procurement law, partners have to follow its provisions.

2.2.6   What still needs to be done in procurement policies to promote an improved innovation ecosystem?

NEEDS TO BE DONE IN PROCUREMENT POLICIES TO PROMOTE AN IMPROVED INNOVATION ECOSYSTEM

CODES	RESPONSE	COUNT	KI	CATEGORY	THEME

Procurement	There must be a separate policy on procurement for research and development. Procurement is a problem in the R & D. There is a need for supplies and researchers cannot for two months, the most is two weeks.	DOST 7	Buying/acquisition of equipment, facilities, supplies, and services	All need to follow the procurement law but buying/acquisition can be facilitated by having a detailed database on the of supplies, equipment, and facilities; and directory of partners including their skills and backgrounds by industry.
Procurement	On shared services facilities program, our challenge is to have information on the service providers. These are administrative matters which are very important. We want to know who the suppliers of these specific equipment are, specifications, models, and we also want to have technical persons to evaluate this equipment. Sometimes, if it is not in our team, we can source out other resource person from outside. We also have in our institutional structure; we have Regional Technical Working Group for SSF. One of the chairs is the president of the Oro Chamber and we have representatives from the academe and also from the Metalworking Industries Association of the Philippines (MIAP), Misamis Oriental Chapter, the engineers are also there to help us evaluate the project, we also have from Xavier University.	DTI 10		
Procurement/database	Maybe something that needs to be improved is to come up with a directory that includes academe partners with their skills and backgrounds in a particular industry.	DTI 7		
Procurement	Many. There is need for huge improvement because innovation cannot wait. There is time element when it comes to research. Research/innovation is not a normal [regular] service being provided that is predictive. It cannot be boxed because it follows a process based on the outputs of activities. There are certain protocols that are responsive unique to the process of promoting the innovation because the results are not boxed. Can plan but you should respond to the output of what was done.	DOST 4-A		

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)?

STRIDE INTERVENTIONS INFLUENCED THE IMPROVEMENT OF INTERNAL POLICIES AND MANUALS IN YOUR INSTITUTION ON INTELLECTUAL PROPERTY RIGHTS					
CODES	RESPONSE	COUNT	KI	CATEGORY	THEME
Branding	It is through the RIIC which crafted the branding for recall of the stakeholders. Meron nang konting initiatives for protection - MSMEs trademarking of their name. We also help SUCs by facilitating the seminars and initiatives to talk about IP protection.	1	DOST 4-A	Putting a name on the RIIC for easy recall	The influence of STRIDE is demonstrated in naming the RIIC for easy recall, promotion of intellectual property rights at the region, and improvement in mapping of resources for better linkages not only on technology innovation but also in other fields.
IPR	DOST 4A is starting up on IPR. Unti-unti nang ibinababa na sa region on how to promote intellectual property promotion among the stakeholders. Before, IPR is being handled specifically by each agency. With the IPR Law, it was downloaded to the region. We handle technology application and promotion.	1	DOST 4-A		
Technical Assistance	STRIDE did not influence us to change policies, but there was an improvement such as mapping of resources which was very important to us so we would know what would be needed i.e., physical or manpower resources, would know what the physical manpower are, improve mapping, linking, aligning, consolidation of resources. We already had an initial policy, but we are improving on this through the influence of STRIDE. We are doing this to other sectors as well.	1	DOST 7		