ANNEX H

SUSTAINABILITY FGD.2 ST

3.1 What might be the factors that can promote the sustainable linkages with the beneficiaries of innovations and R&D outputs?

FACTORS THAT CAN PROMOTE THE SUSTAINABLE LINKAGES WITH THE BENEFICIARIES OF INNOVATIONS AND R&D OUTPUTS						
Theme	National n=		FGD (GIA and RIIC) n=		Regional	Responses
	f	%	f	%	f	%	
Support and trust this refers to the reliance of partners to one another for the innovations and R&D outputs.			3				"People are ready to share mutual values, so parang ano ba to, and trust. So hopefully they can provide adding value. Para sa akin trust talaga yung pinaka importante" Academe (DLSU) "Fully supported po yung RIIC from the Regional GIAs." Government (PSTC Pampanga)
Grounded mechanisms this refers to the actions that driven based on the needs of the community and industry through awareness raising and collaboration.			5 (4)				"Resilient programs. We need to look at the resiliency of the region." Academe (BULSU) "It really bridged the gap on the lack of access of these MSMEs so they can avail of the government services." Industry (CamSurCCI) "Activities should be demand driven, industry driven, and community driven researches. Those alone one can have many clients." Industry (OROBEST)
Establish Research funds this refers to the provision of research grants			3				"Right now, we are funding our own TBI after the DOST PCIEERD had already run out of funds [as engagement ended]. The establishment of KTTO, the operation is funded by the university. We funded research centers to focus on one area, to whatever field the researchers are at. We have funded research centers because the enabling program of STRIDE and aligned with the mission of the university." Academe (USTP) "The benefits and support to the institutions especially the private higher education institutions must be established, because honestly speaking, the present landscape for the higher sectors, especially for private schools is quite unfavorable as of the present [time]. The trend right now is the enrolment in private higher education is really decreasing unlike state universities where their budgets are steady. So, assistance in this area in terms of research, development and production, as far as the private HEIs are concerned. SUCs have no problems because the budgets are provided by the state

		but private HEIs rely on the enrollment. The K-12 transition and then the flexible learning education, that is the situation of private HEIs" Government (CHED)
Industry-Academe relations refers to the rapport of the academe and industry in the development of the project.	4	"It is important that the organizations should be proactive, not wait for clients to come. They have to search for them like what they did to us." Industry (Oro Handmade) "The quality was okay for Monde Nissin, but we were not able to produce. On Santiago Fresh Miki Factory, we were able to produce but it was not sustained. It was not sustained because we do not have the capacity. Our dryer is for pilot stage only." Academe (XU)
Enhancement of harmonization of activities this refers to the improve and continue the congruence of the activities for the prject	7 (6)	"Additional factors that we were able to see in promoting sustainability is an Innovation Guidebook led by STRIDE. Like an operation manual. So mawala man po yung tao na naginitiate if there's a guide the programs can still work." Academe (BULSU) "Maybe we can integrate this with the RIIC. Councilor Pilar was correct earlier, we need to harmonize as we have several innovation facilities in the region, harmonization is lacking. The Davao City Innovation center was created so we need to harmonize all the projects with different RIIC partnered agencies." Government (DOST) "Continuing development and upgrading of facilities at the academe level, especially in terms of R&D centers, FabLab, as well as the incubation centers. If the academe continues to develop these kinds of facilities, then it would be a big help for the innovation center to sustain its operation in Davao City as well as in the entire Davao Region." Academe (UP Mindanao) "The programs that were facilitated by USAID STRIDE; KTTO, TBI, Ideation, research activity, those were the things that the university has a drive/push on how to promote research outputs. Encourage students and researchers to startup company on the startup program. The university has the vision and the intent to provide funding on these areas, thus this would lead us to sustainability." Academe (USTP)
Pathway to stability this refers to the mechanisms that will be employed to sustain the partnership and programs that was done.	13 (12)	"Maybe one factor is on the M&E integration of the RIIC, we need to have this Monitoring and Evaluation tool to be ingrained in the system so that we can monitor in terms of our projects and programs later on. The second one is that we have developed this with UNESCO, or the score card for the Sustainable Development Goals where we can assess the contribution of the program with the SDGs." "Continue the collaboration. It is very important, especially for small MSMEs because we lack resources, that is why we need the help of various sectors." Industry (Healthy Sweets) "Isang laudable thing po is that they made it a point that all the projects they're making they make sure merong sumasalo." Academe (DLSU)

"Greatest factor to sustainability is the people. It is the greatest asset. We need to find champions." Academe (BULSU)

3.2 What emerging partnerships, initiated by institutions as brought by their connection to USAID STRIDE, may support the sustainability of the project? E.g., Cities Development Initiative (CDI) and other USAID projects nearby; and the political economy challenge (political/power connections, social capital, policy support)

EMERGING PARTNERSHIPS, INITIATED BY INSTITUTIONS AS BROUGHT BY THEIR CONNECTION TO USAID STRIDE, MAY SUPPORT THE SUSTAINABILITY OF THE PROJECT							
Theme	National n=		FGD (GIA and RIIC) n=		Regional		Responses
	f	%	f	%	f	%	
Inter-LGU collaboration this refers to the increase awareness of other LGUs in the region in creating the same framework as the RIIC.			1				"A suggestion for the RIIC to consider. It is good that we have an increase collaboration with LGUs. Hopefully the experience of Davao City creating RIICs can influence other LGUs in the region in creating the same. At the LGU level, I think it would be nice to use the Davao experience in having its own innovation center will be translated to others." Academe (UP Mindanao)
Enhancing networks refers to the expansion of current key players through capacity building workshops of other untapped players			12 (8)				"Recently we have an ICANVAS tool training so we're holding an event like this and we're offering to train you and your network. Wala pong MOA, but more on offering na lang kung may icoconduct sila na event." Government (DOST) "To work with a whole industry group would be good. Starting with Networking, this will help sustain collaborations." Academe (UPD) "We are looking forward to involving the DA in the agriculture side, the other industry associations." Government (CHED) "If the project is something that addresses a certain technology for example that we will be using over a long period of time, then the sustainability question is quite long-term just like what we're doing now with some projects with DOST, so that's in collaboration with DLSU. That's another point, but for sustainability on per project, that will really just be based on the life of the project, since we're addressing industry issues, then I can probably say that once we've addressed the problem

		then the sustainability will depend on if we'll use it or whether we'll advance to a new technology." Industry (IMI)
Revisiting of the curriculum refers to the review of the curriculum in relation to the interventions that were made.	1	"Marami po kami sa COB depende sa CMO ang CHED kasi marami nang ganun na binubukod yung professional track. Sa college of business po. Sa ngayon kasi suspended lahat ng autonomous status, so ngayon bawat galaw po naming kailangan ng permiso sa CHED." Academe (DLSU)
Provision of research grant this refers to the programs of the HEI where their researchers can submit proposals and can be funded.	1	"We have several programs. We have advanced technology commercialization (ADTECHCOM) where our researchers can submit proposals to our office, and we can fund." Academe (MSU-IIT)
Gender Inclusion refers to the involvement of all genders in the project.	1	"Women development in SURGE." Industry (OROBEST)
review academic policies this refers to the revisiting of the academic policies that involves faculty researchers and to continue to enhance their capacity in doing research and innovation	1	"The researcher is also doing another work/job. As much as we want to continue the project and sustain it. In the project, there are no money, we cannot even use the administrative cost to repair the unit in case it needs to be fixed. If there is a policy that will look into the whole chain of technology development up to commercialization, that would be very helpful for projects like this. The project helps the researcher to reach its output to commercialization. We don't have the "business attitude", only as a researcher. If there is a program that could support us, sustain us to develop that mindset. We have the fear that what if the business will fail? Up to now, the technology is just in the pilot scale. If we produce 1 kilo of powdered squash, it is very expensive. The one that we gave to Mr. Teope are subsidized by the project. There is still the need to optimize the technology and be ready for the supply. Also, the production supply should follow from the quality standards of the industry." Academe (XU)
Inclusive mechanisms refers to the all action that will sustain the intervention thus it will involve all key players in other LGUs/organizations/agencies through effective collaboration	18 (16)	"We see complementation especially with the CMCI because for this year aside from the 4 pillars, the innovation cluster is added. So, this is a complementation that is added relative to the CMCI (Cities and Municipalities Competitive Index). This year they include for monitoring the innovation, but it will be included in the ranking by next year." Government (DTI) "We also have a program, research and researches for MSMEs, where we connect our researchers to MSMEs. Our researchers can submit a proposal and they have to identify an MSME as their beneficiary of that proposal. That is also part of ILIGANiCE. The ILIGANiCE will help smoothen the process when we try to connect with MSME and MSMEs we try to connect

		our research related innovation infrastructures at MSU-IIT." Academe (MSU-IIT)
		"We are expanding the coverage of the RIIC initiatives to other provinces. Recently, we designated also innovation point person in 5 provinces of Davao Region." Government (DTI)
		"We'd go to the food innovation center on how to package it then to the DOST to provide an FDA. Yung packaging ng mga bulacan products ginagawa yun sa food innovation center. BULSU is really pushing that for the academe and the students, andito na tayo eh, so let's become the top not only for the region but also for the Philippines. On Thursday we would be having a MOA signing with BCCI and BULSU so we're strengthening our ties with the academe. We're providing them a means that we're providing an online OJT to the students to work for the industry partners. Before in my company, I was accepting 30 students in my companies, so mostly yung kinukuha ko mga engineering, architecture and accounting. So, around mga 20-30 students talaga, mostly they're from BULSU. Sa ibang schools naman mostly HRM yung amin." Industry (BCCI)
Review ownership protection policies refers to the streamlining of the policies that safeguards the ownership of the projects.	3	"When we started this, we don't have KTTO. At the end of the project, we were able to build the design. If this would be upscale, and if there is a group that who wants to take on the technology, one concern is how will we protect the ownership of the researcher. Right now, we are trying to apply for the patent, the process is long and there is no office that is assisting." Academe (XU)
		"However, the ecosystem that will include choosing, protyping, funding and commercialization and the IPR issues need to be streamlined." Industry (VistaLand)
Development of the offshoot of the technology refers to the sustainable actions to be done in the facilitation and in the formation of final output of the project that needs to be scaled-up or in the creation of start-ups and spin-offs	8	"As a matter of fact, we don't have any more squash powder, so we made our own, however the squash here is very expensive unlike there in Cagayan de Oro, as a result, there will be an income loss. That is why we stopped making powdered squash." Industry (Santiago Fresh Miki Factory)
		"Mas technology talaga, sometimes it's the process and sometimes we are of course since we are a tech company, most of it is really based on that. Technologies really have a shelf-life, once it's done and the shelf-life is over even if you have it you might not be able to use it because it's obsolete. We are also looking at the process on a way that makes it

sustainable because that of course will help us when it comes to providing efficiency and faster outputs." Industry (IMI)

3.3 What are the challenges and opportunities needed to achieve sustained improvements in the partnership? (RIICs)

3.3, Given your USAID STRIDE connection, what emerging partnership/networks may support the sustainability of the project? i. e. other USAID projects nearby.

The political economy (political connections, social capital). (HEIs)

CHALLENGES AND OPPORTUNITIES NEEDED TO ACHIEVE SUSTAINED IMPROVEMENTS IN THE PARTNERSHIP						
Theme	National n=		FGD (GIA and RIIC) n=		Regional	Responses
	f	%	f	%	f	%	
issues on the accomplishment of the output refers to the challenge if the tangible output will be achieved.			2				"The biggest challenge is to see the actual realization of the efforts. To see that it actually happens. Because as of today, we are still waiting. Once we will be receiving the technology, there will be unlimited opportunity. With this experience, we rely so much with our partners. The sooner, the more active participation our partners, will be really helpful in attaining this ultimate objective, the fruition of all our efforts." Industry (OROBEST)
discontinuity of partnerships refers to the gap of the collaboration that will happen from the partnerships that is well-established			3				"If we try to look at the entire ecosystem, the ecosystem does not only consist of academic institution but also consist of the LGU. But the LGU has a timeline like in every 3 years they change officials. If that set of officials that are managing the city will not have the same mindset., that is one challenge there. So, we have to mainstream this mindset so that who will ever take the office in the future, we can still smoothly implement the programs that we have started. The main challenge is the mindset. If we don't have the same mindset and if don't share the same values, then that will be a big challenge. Of course, the partnerships and collaborations, if we have the same goals and objectives, there might be challenges that we can share and embrace." Academe (MSU-IIT)
context-specific commercialization this refers that commercialization of the technologies is a case-to-case basis.			1				"This will be something that has to be arranged by the teachers, students and the businessmen, but this is usually a case-to-case basis. For me, personally, not as part as BCCI, because the Dean from BULSU is a good friend of mine, if the kids" Industry (BCCI)
Digital platform issues refers to the challenges in the transition of a different platform in			2				"Business Recovery. How is business going to move forward in the future? Everything is digital now; everything is going online now is the time to innovate." Industry (BCCI)

business operations cause by the pandemic.		
enhancing inclusive actions refers to the development of mechanisms that will strengthen the active collaboration of all key players.	4	"Second one is on deployment, all of our projects should be deployed to all partners, and also our stakeholders, and with this, there is a gap in our deployment and project. For this to be sustained we need to fix the gaps when it comes to deployment." Government (DOST) "There is this issue of Industry-Academe gap that the academe is not responsive with the needs of the industry. With the RIIC, I hope it would be able to further strengthen Academe and Industry collaboration. The perennial issue of collaboration can be resolved." Academe (UP Mindanao) "From the Bridge program that I am engaged in, there is real time in adoption of their recommendation. Their recommendations are good in terms of business development and expansion. We are looking it like a "bible". We are looking at it every day on how we can adopt whatever mentioned there by ADMU. because you cannot avail such expertise every day. We have followed the majority of the recommendations, so far. For example, in our market development, it is doing very well except we are still waiting for another recommendation which is still we can hopefully do something about. Everything is in real time. It is not a matter of receiving a report or recommendation, but an actual implementation of the recommendation. That is why STRIDE is alive, it evolves, it has good mutation." Industry (Oro Handmade)
involvement of all key players refers to the active participation of all key players in the discussions and activities for the sustainability of the program	4	"Re the Innovation Guidebook, MSMEs already have the guidebook. Next thing to do is for stakeholders to sit down, discuss action plan per MSME and firm up commitment by organizations involved. Hence, everything stated in the plan, based on the needs of the concerned MSME, will be implemented accordingly." Government (DTI)
Growth of collaboration this refers to the expansion of partnerships to other organizations and offices guided from the plans and objectives that were established.	4	"It was already mentioned that the effort of expanding the membership or participation of other organizations in RIIC is already mentioned, and we appreciate that, as this would further expand the reach of RIIC. At the same time, we could say that its implementation in Davao is successful, and we need to expand that especially on the part of NGAs, because our function as regional offices must not only be in Davao but for the entire region. This was mentioned earlier, and we are happy for that. In terms of the involvement of the academe vis-à-vis the industry, I think that is really innate upon the initiatives of the individual institutions. We would that there are quite a number of institutions, both private and public, who are quite successful in terms of their reach and collaboration with industries. That is why it is important, and we are quite happy that the RDC had been very active in terms of policy direction and at the same time in the implementation of the programs of the national government agencies." Government (CHED)

development of M&E Tool refers to the need to have an M&E tool to revisit the gaps and learn from it	1	"Third would be on learning, we need to have an M&E tool to revisit the gaps and learn from it in benchmarking from other RIICs, DOST X, who are doing well." Government (DOST)
Develop more partnerships refers to the expanding and sustaining the collaboration	5	"Would like to see more parties brought into the network/conversation. Linkages to USAID projects that speak to environment protection, climate change adaptation. I would like to see how research could be used to support various platforms for carbon trading." Industry (PhiliPILI) "In approach, the RIIC should have approaches to solve any gap pointed out in the strategic planning especially on how we can sustain the partnerships." Government (DOST)
involvement of policymakers refers to the participation of the policymakers in the conversation when building a sustainable innovation ecosystem	1	"a pathway that we can connect with the policy-makers that we can have the same mindset. Connecting how policy-makers can be actively involved in our conversation when building a sustainable innovation ecosystem." Academe (MSU-IIT)
Enhancement of funds refers to the increase of funds needed as more programs are implemented	7	"Problem would be on infrastructure. Once we increase the programs, we need to build on the existing infrastructures. Malaking tulong kung magkakaroon ng grants particularly in enhancing the center." Government (CHED)
institutionalize the innovation assistance service refers to creating a system in assisting innovation mechanisms.	1	"Through STRIDE, RIIC has a plan to institutionalize the innovation assistance service of key partners from Davao Chamber, DOST, DTI and CHED etc." Government (DTI)
developing more start-ups - spin-offs refers to encouraging the key players to create start-ups - spin-offs and make the culture part of the economy	4	"Sinabi na po lahat ni Doc S. KTTO participants po. They are now forced to talk to the industry, nakita po natin na may mga nanganganak. They have projects now when it comes to licensing." Government (DOST)
sustaining the momentum refers to the continuity of doing innovation programs and activities	2	"Just go on what we have, and we are doing well. Sustain the momentum. The same program will be placed or enhanced, the MSME will be really grateful." Industry (OROBEST)

3.4 What are the challenges and opportunities needed to achieve sustained improvements in the partnership? (HEIs)

CHALLENGES AND OPPORTUNITIES NEEDED TO ACHIEVE SUSTAINED IMPROVEMENTS IN THE PARTNERSHIP			
THEME	NATIONAL N=	FGD (GIA AND RIIC) N=	REGIONAL RESPONSES

	f	%	f	%	f	%
Behavioral shift a paradigm shift in organizational behavior or perspective	3						"LGU4A The LGU is happy that UPLB discovered the potential of the native cattle of Siquijor. It has also led to the mushrooming of other projects. The LGU of Siquijor is all out in support for this project. The LGU now has semen collection for 80 cattle and has a building being funded by the local government."
Interorganizational Collaboration. Increased linkages between different actors in the Innovation Ecosystem (Government, Industry and Academe)	2						"Tita Med, we have an ongoing project with BU FABLAB on Webinar Series and Product Development dubbed as Connect to Create. We will provide you the list and please share it among your colleagues po. FYI, we've already shared the list of webinars with OKB." Government (DTI) "Fostering mutual cooperation and openness among institution and industry stakeholders Collective and collaborative efforts to address common needs, issues/conflicts Clear/open communication lines; agreed roles and responsibilities" Industry (PhiliPILI)
Commitment of R&D ecosystem actors refers to an improvement to R&D Ecosystem players	2						"Our ongoing two programs start with the entrepreneurial mindsets, after which the development of their business improvement plans follows. At the end of this year, we will have over 3,200 entreps in Cebu City alone and over a hundred in the region whom we will filter through for other technical requirement our assistance needs which we may introduce to this program. But they have to go through the process because that's the only way we can build commitment. And that we have seen that happened in the last two years where our clients are committed people at the end of the program. It is true, if it is not demand driven, they might ask why are spending so much time to this?"
Communication strategy. Strategic structuring of communication plan for programmatic functions.	5 (2)						"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." Academe (BULSU)
Resilience. Institutional resilience on maintaining the same level of impact and initiative regardless of external circumstances.	1						"Institutionalized contingency planning (even well- thought plans are bound to break, especially when there are a number of independent players involved)"
Funding. Financial requisites for programmes to continue	1						"There is always a need for money but the determination whether you need that money comes only after when you have decided where to go - you know your direction. Whether you need to change your business model, whether you need to change your market. That soul-searching is what STRIDE is all about. At the end of the soul-searching, you will determine what your financial requirements are."