

## ANNEX I.5

### CASE STUDY/RIIC REGION 11

(Storyline: What are the elements that bring key players in Science, Technology and Innovation (STI) from government, industry and academe together (or apart) towards strengthening innovation ecosystem and collaboration/partnership via the Regional Inclusive Innovation Centers (RIICs)

#### RESPONDENT INFO

Date: 06/29/2021

Name: Maria Belenda Q. Ambi

Sex: Female

Agency: Department of Trade and Industry

Designation: Regional Director

Role in RIIC: Prime movers or Core Group in RIICs together with agency partners such as DOST, CHED and DICT.

Project Setting: Urban - The seat of the RIIC is in the Davao City but the initiatives under RIIC, we include academe and MSMEs coming from other parts of Davao Region. In the initial stages of identification of priority sectors, we involve the other Provincial stakeholders but the seat is in Davao City since this is where you can find the support facilities for support innovation such as research institutes, FabLab, Technology Business Incubators and other facilities that support innovation and all the regional offices are also located here so we meet together in Davao City. Hub of RIIC is in Davao City but the coverage is the whole region

Specify location unit of analysis- (city, province, whole region?) Region 11 - RIICs

Questions	Answers
<b>A. PLANNING THE RIIC</b>	
1. Why did you establish an RIIC in the region?	We were one of the four pilot regions identified at the national level. We also said readily that we were interested to be one of the four pilot regions since Davao region is one of the biggest road centers when it comes to level of competitiveness. Davao City has been consistently in the top 5 of the most competitive highly urbanized cities.
2. For partners, why did you join the RIIC in the region?	Partners: Academe – Ateneo de Davao University, UP Mindanao, University of Southeastern Philippines, University of Immaculate Conception and other state universities as well as

	<p>in the provinces that have partnered MSMEs within their own area not in Davao City.</p> <p>Private – Davao City Chamber of Commerce and Industry.</p> <p>MSMEs – Healthy Sweets Mindanao Corporation, Malagos Foods, As&amp;Rs Food products, D’Farmer’s Market, and King’s Baked Food . These are located in majority in Davao City. Healthy Sweets production is in Panabo City.</p>
<p>3. Why was your location chosen for the RIIC implementation?</p>	<p>(Answered in Number 1)</p>
<p>4. Is the proximity to the Cities Development Initiative (CDI) a factor in the selection of your location?</p>	<p>No</p>
<p>4.1 If yes, how did the CDI influence RIIC formation?</p>	<p>NA</p>
<p>5. Are there other similar projects as the RIICs in your location?</p>	<p>Yes. If you’re talking about collaboration where we converge with other industries and academes, we have one back in 2004 our industrial development strategy is Industry Cluster Development Strategy. For this strategy to be implemented we had to converge with other stakeholders since we realize that by doing it ourselves (in DTI) we cannot push for industry development. We are looking at the whole value chain of the industry and we understand the need for interventions from other agencies such as Department of Agriculture, for production, Philippine Coconut Authority, for coconut industry, Department of Tourism, for tourism related programs and projects, and other equally important agencies. We prioritized 8 industries in Davao Region and the approach we did to improve these industries is to get the commitment of partner agencies. We have industry cluster teams composed of government, industry, academe, and private (chamber of commerce and other industry partners). It is similar to the RIICs because we collaborate in the same way with other stakeholders within the innovative ecosystem of the Davao Region, when we push through with our projects under RIIC.</p>

	<p>For each industry, we have an Industry Innovation Plan that indicates the participation of the agencies, on what they can offer for the industry to grow/upgrade.</p> <p>In Industry Cluster Approach, we have an RDC (Regional Development Council) resolution since we wanted to make the collaboration of other government agencies official. Under the RDC we can support the Industry Cluster Development Strategy. RDC resolution in pushing for the RIICs have been integrated into the Industry Cluster Strategy. If you look at the RDC resolution it says there that we are adopting the inclusive innovation center as a strategy to develop the innovative potential of the industry clusters. So, it looks to be an alignment to our industry initiatives.</p>
<p>5.1. If yes, how did the STRIDE initiated RIIC add value to your projects?</p>	<p>Something new with STRIDE- RIIC is the focus on the innovation on industry development. RIIC has the emphasis on innovation for the industry to be more competitive. Aside from the alignment, RIIC have also introduced tools where we had assessed the capacity of the region or Davao City for that matter, as far as programs and projects are concerned on innovation. They also assess the innovation capacities of our MSMEs. They used the landscape innovation of Davao Region as a whole for their assessment. (So parang ginawa nilang assessment yung landscape of innovation on Davao Region as a whole.)</p> <p>On innovation on Business Recovery Program</p> <ul style="list-style-type: none"> <li>- This in in line with the pandemic. When the pandemic set in, hindi na maka move ang mga MSMEs because of the restrictions, they have encountered many challenges in terms of marketing, accessing supplies and raw materials for their value adding activities. Meron din challenges in terms of logistics kasi nga very strict yung movement ng people and services within the island of Mindanao and even other parts of the country. The IBR (Innovation for Business Recovery) plan is to provide, inform, and assess the MSMEs on how are their businesses is doing and provide them strategies</li> </ul>

	<p>on how they can overcome these challenges in the face of the pandemic.</p>
<p>6. Towards convergence: What were the planning challenges and how were these overcome? (project management, budget, capacities etc.)</p>	<p>The structure is loose; we have an equal structure so we put our services on the table. For example, there's research specific to a product of a certain MSME then we look for academic partners who would want to do such research. Through series of consultations and write shops, they developed the project idea, then we make a team where they can access funding from DOST, if it is funded the project proceeds but if it is not funded, we channel other support to our MSMEs such as the IBR. There are certain funds from the DTI for the preparation of IBR for certain MSMEs and we contact universities.</p> <p>Specific projects – If projects funded by the agency, we usually monitor and facilitate or supervise the implementation of those and we of course ensure the project is completed by the providers which is the universities.</p> <p>As to the alignment meetings, DTI usually convenes meetings so we act as the secretariat for the RIIC in the Davao Region. During Alignment Meetings we report on innovation. There is no structure or program, but it really is a network of agencies.</p> <p>Flat Organization  Budget – DTI provides the budget on the projects they do. DOST has also their own innovation programs and they also allocate budget for that. For example, the Technology Business Incubators is funded by the DOST and are located in universities. Davao Region has 3 or 4 TBIs. DTI has funded a FabLab and we hosted the University of the Southeastern Philippines (USEP). University of the South Eastern Philippines is also a host of a TBI. The TBIs have also innovation programs for start-ups that they collaborate with both DTI, DOST, and DICT in some cases.</p> <p>This type of set-up has emanated from the RIIC. The RIIC has provided the platform where we can talk about innovation projects.</p>

	<p>The Department of Agriculture has been part of the conversation. It depends on the need of the MSME where we engage other agencies. But the core is really what I mentioned earlier – the 4, CHED, DOST, DTI, and DICT.</p>
<p>7. What are the market opportunities (local, regional, foreign, etc.) of the RIIC in your area?</p>	<p>Market for the products – when we identified processed fruits and functional foods what we have in mind is the market. There really is a market potential and the Davao Region has capacity. It has potential for expansion not only in the domestic market but also in the export market, we also have the capacity to sustain that particular sector. We have the skills, raw materials, and etc. Considering all these factors we identified processed fruits and functional foods. Davao has a variety of fruits, banana, mangoes, pomelo, durian and etc. So, market potential is really local regional and foreign.</p>
<p>8. What are the R and D opportunities of the RIIC in your area? (Probing: are there SUCs, knowledge creation centers, technical schools?)</p>	<p>We have a lot of SUCs. All the provinces have SUCs and then majority of these facilities or these institutes are found in Davao City.</p>
<p>9. Before the RIICs, was there any link between the academe and the industry in your location? (i. e. through the GIA program of the academe/DOST?)</p>	<p>There was no purposive link before. Usually, the academe identifies its own R&amp;D priorities/areas. There was no formal link and the MSMEs were not aware that they could make use of R&amp;D programs/services from the academe. Specifically, the R&amp;D is industry wide but not for a specific enterprise. This is one thing that’s lacking in the linkage.</p> <p>DOST in the region, which is also true in other regions, is that they have consortia of research institute. NEDA also has research and development program under the RDC (Regional Development Council). Under RDC, there is Economic Development Council, where it has a Research and Innovation Committee. There is also Economic Development Committee where national government agencies which are under productive sectors (DTI, DA, DOST, etc.). There is a venue that we can discuss the priority R&amp;Ds by the universities. We lack identification of a specific requirements on specific enterprise. We have no purposive matching.</p>

	<p>Sharing of information is something that is lacking before. Academic institutions have research but are not used by the MSMEs.</p>
<p>Is there a need that DTI will be part of the Board of Regents?</p>	<p>Maybe it is not necessary that DTI will be part of the Board of Regents because identification of R&amp;D is very general but there is an avenue where their priority are resilient projects that address the resiliency of the enterprise. Maybe on the dissemination to enterprise on what are the available research potential of the schools so that this can be accessed.</p> <p>CHED is part of the RIIC. During the consultation with CHED and schools, they agreed that the R&amp;D inputs should be purposive. But this has improved now because there is prioritization and identification of specific R&amp;D projects that can help industry players and enterprises.</p>
<p><b>B. IMPLEMENTATION</b></p>	
<p>1. What have been the gains of the RIIC so far?</p>	<p>RIIC established in 2019. Actually, late 2018 and then 2019, we started identification of projects with Government-Industry-Academe (GIA) but comes with 2020 we were stopped by the pandemic.</p> <p>I think it has increased awareness on the need for collaboration on innovation. I think our collaboration has also strengthened with DTI and SUCs supporting the SMSEs. DTI has no R&amp;D component, we depend so much on the SUCs and on the DA, DOST because they have R&amp;D funds, because of the RIICs we are more aware of the need of R&amp;D for the development of products, processes.</p> <p>In terms of convening, for Davao RIIC, information is downloaded to the various representatives so they can participate well in their alignment meetings. The secretariat and convener should be dedicated and committed. Innovation is now part of the major areas for interventions that's why we are taking the RIIC initiatives seriously. It's being handled right now by the DTI in one division. The division is Industry Development Division, where the industry</p>

	<p>division, as well as innovation and ICT, are under this division.</p> <p>Another gain in implementation – we came up with a website for information sharing. So, we have a website which we launched last year during Davao Agri Trade Expo 2020. This project is being done by the Chamber every year. The website is a repository of all the programs and services with regard to innovation on partner agencies. We also have the mapping in all the facilities in the Davao Region, all the SUCs, TBI, FabLabs, Negosyo Centers, offices of agencies, so that the MSMEs would know where to go and can avail of services from these agencies. We also have the links to the R&amp;D outputs of SUCs. This is a consolidated information repository. So, it is a knowledge database. Website – RIIC.Davao.ph</p> <p>DTI Mindanao has a project, the Rural Agro Enterprise Partnership for Inclusive Development and Growth (RAPID Project). One of the components of the project is on innovation. With regards to innovation, we started early this year. We mainstreamed the innovation activities for the beneficiaries of RAPID project in the RIIC. So, the mechanism here is that the RIIC will be the platform to identify the projects for innovation that will support the beneficiaries of the RAPID project. This project will be until 2026. This will support the RIIC when it comes to mobilization. The RIIC can support the RAPID project objectives in assisting/support farmers and SMSEs</p> <p>1.1 (probe) Please compare to the initial condition, i. e. without the RIIC.</p> <p>-</p> <p>2. Towards Convergence: What are the implementation challenges? (i.e. funding, capacities, distrust, lack of policies, lack of matching between academe and industry, etc.)</p>
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	<p>- It is not apparent to me because the academe is funded through a government fund. There are R&amp;D initiatives that the academe has in partnership with big companies. So, I think they have an agreement funding for that. Under the RIIC, our priority to support are the MSMEs, because the large company can manage R&amp;D.</p> <p>RIIC can be mobilized if we have projects to talk about. The network is active if there are projects that are going on that require the collaboration between the industry and the academe and the government. RAPID is a project which has a funding and part of its component is on innovation projects that will support the development of farmers' organizations and participating MSMEs. In identification of innovation projects, the platform that we can use is the RIIC. We have discussion group that discuss possible projects for the RIIC. It's a win-win solution as it mobilizes the RIIC at the same time it is a platform for RAPID Innovation.</p>
<p>2. Towards Convergence: What are the implementation challenges? (i.e. funding, capacities, distrust, lack of policies, lack of matching between academe and industry, etc.)</p>	<p>- It is not apparent to me because the academe is funded through a government fund. There are R&amp;D initiatives that the academe has in partnership with big companies. So, I think they have an agreement funding for that. Under the RIIC, our priority to support are the MSMEs, because the large company can manage R&amp;D.</p> <p>RIIC can be mobilized if we have projects to talk about. The network is active if there are projects that are going on that require the collaboration between the industry and the academe and the government. RAPID is a project which has a funding and part of its component is on innovation projects that will support the development of farmers' organizations and participating MSMEs. In identification of innovation projects, the platform that we can use is the RIIC. We have discussion group that discuss possible projects for the RIIC. It's a win-win solution as it mobilizes the RIIC at the same time it is a platform for RAPID Innovation.</p>



2.1 How were these overcome?	
3. What are the partnership challenges? Please specify.	<p>We accomplish our targets by making use of RIIC and making use of our own resources. For example, the DOST have targets for R&amp;D, they have a target for technology development. In the process of RIIC networking, we collaborate in identifying SMEs who can avail. We collaborate in terms of other services. For example, if we (DTI) have product development which can also support the technology development of DOST, we do so, but we use our own resources. So as far as partnership is concerned there is not much concern. Each agency has its own targets and objectives to accomplish, we are just making use of the partnership so that we can attain our targets and objectives of our program. In the process we don't depend on each other's resources. We collaborate on certain project.</p> <p>For example, an MSME supported by DTI. For example, the Healthy Sweets Mindanao Corporation. DOST has a project set-up where it is the provision of machinery and equipment, a soft loan that is interest-free, DTI is supporting them (Healthy Sweets) through packaging, product development, and market access. At the same time, DOST is also supporting them (Healthy Sweets) in terms of set-up program. The DOST was able to accomplish because it was able to mobilize their SET UP (Small Enterprise Technology Upgrading Program) funds for the particular MSME. In the side of DTI, we have supported (Healthy Sweets) in terms of improving their product and packaging at the same time, accessing the market. The focus on the RIIC is more on the R&amp;D.</p> <p>As per partnerships, there is no problem in RIIC. The LGUs are supportive of innovation. The Davao City LGU passed a policy creating the Davao City Innovation and Invention Council and the creation of Davao City Innovation and Invention Center. These centers have been leveraging on existing partnerships.</p>

	<p>As per DOST, the Civil Society is included especially in the consultation process. Information is important so we include PIA (Philippine Information Agency), especially in disseminating information. As projects grow more complex, more partners need to be included.</p> <p>Challenges in convening especially in the pandemic.</p>
<p><b>C. EVALUATING EFFECTIVENESS</b></p>	
<p>1. What are the roles of partners as follows:  1.1 government – Covered earlier  1.2 academe – Covered earlier  1.3 industry – Covered earlier  1.4 civil society – Covered earlier  1.5 Other partners?</p>	
<p>2. What were the essential initial conditions that made this project successful?</p>	<p>Initial conditions are that there were already existing partnerships and collaboration agreements in the Davao Region, before RIIC. Since we have an industry approach, we focused on few priorities. We worked together in achieving those priorities. Existing facilities are already there as well in the region. We also have a strong Information and communications Technology (ICT) council here in Davao. Our private sector is active as well.</p>
<p>5. Are there other data to demonstrate the impact of the RIIC (indicators or measures of success such as increased productivity, increased network, increased sales, increased participation of MSME, others)?</p>	<p>On Increased Network Coordination, If the pandemic didn't set in maybe, we could have produced impact when it comes to productivity and sales but due to the pandemic the industries have been affected. In partnership with STRIDE, we undertake the IBR project. We have marketing seminars (Alternative Ways of Marketing Products). The IBR project really has tried to alleviate this given the challenges of the pandemic.</p>
<p><b>D. MAKING IMPROVEMENTS</b></p>	
<p>1. What strategies do you have in mind to strengthen collaboration among agencies?</p>	<p>Strengthen the collaboration and sustainability. We wanted to come out with a strategic innovation plan for the next 5 years (2021-2025). We also want to expand our priorities beyond STRIDE particularly beyond processed foods and functional foods. There are a lot of industries</p>

	<p>worth developing and innovating on. Earlier this year, 1st quarter, through the support of STRIDE we undertook strategy planning where we invite a variety of stakeholders from the government, academe and civil society. We came up with our own Davao Region Innovation Strategic Plan. We identified what strategies we are going to adopt to strengthen and sustain the collaboration. We have to see to it that the network is a functional one wherein agencies will be sustaining their projects and programs towards innovation. To support MSMEs in terms of innovation capacities, because the bottom-line is to help the region grow with the MSMEs to upgrade their processes, increase their productivity and sales, and be able to expand their market. For local and national government to harmonize implementation and delivery of focus programs and services. To maximize on media capacities and CSOs for promotion and innovation in the Davao Region. The network should be functional to support MSMEs with innovation strategies with the end goal of increased sales, productivity and market-size increase.</p>
<p>1.1 Strategies to attract more partners?  1.2 Strategies to sustain the partnership/convergence?  1.3 Any challenges with the sustainability of partnership?</p>	
<p><b>E. SHARING THE BENEFITS</b></p>	
<p>1. How and with whom do you plan to share the impact your project?</p>	<p>To all the stakeholders of Davao Region so that they are aware of the results. This includes government, industry and academe and other support stakeholders such as the accelerators, the incubators, the funders, etc. At the regional level, we need to know what has happened with the RIIC initiative. Later on, sharing of best practices with other regions would be a good method.</p> <p>Here in Mindanao, under RAPID we have included them in the participating regions in innovation since they can already make their own RIICs. If they have RAPID resources, maybe their own RIICs can take off, and their own RIICs can help</p>

	<p>support their RAPID initiatives. RAPID is entire Mindanao including region 8.</p>
<p>2. What recommendations do you have for regions interested in replicating your project?</p>	<p>They should go through the process of identifying the innovation capacities i.e., what STRIDE has done with us when it comes to capacity, priorities and focuses. DTI should take the lead given that they have their own resources, it will be important that either DTI or DOST that takes the lead. Universities can also lead, but the convener should have a dedicated staff for all the coordination and evaluation.</p> <p>They need to have regional or city conveners.</p> <p>Business Chambers could also lead. This is the model of Cagayan de Oro. They have a program in their Chamber where innovation is really required.</p>
<p>3. Describe any sustainability plan of the RIIC to allow continued implementation once the grant period has ended.</p>	<p>We would be able to sustain innovation initiatives even without STRIDE. We will sustain the collaboration with other agencies because we need them. When we support our MSMEs we are now conscious that they really have to improve their products, systems, and processes on how they do business for them to be more competitive. For now, we have programs for innovations but admittedly we have programs from other government agencies that we need to tap to complete the support to our MSMEs. We also know that we have a lot of facilities that can support innovations, we have a lot of start-ups. We have TBIs, FabLabs, incubators and even common work spaces in the private sectors. We really have a lot of innovation projects of MSMEs, so we just have to make use of all these available resources in Davao Region to push for development for our MSMEs and we want to see the region grow. We need to be aggressive in this pandemic, so we have to expand our reach in other markets. For RAPID, we thought that it needs to focus on market. Our approach is value chain so that we can see the gaps within the value chain and then identify where to improve on for it to be more productive and competitive.</p>

	Innovation journey is here to stay. We cannot continue to do what is usual and we have to level-up.
END OF CASE STUDY QUESTIONS	