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Science, Technology, Research and Innovation for Development (STRIDE)

August 2018

Sixth Annual Implementation Plan

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Science, Technology, Research and Innovation for Development (STRIDE)

Sixth Annual Implementation Plan

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List of Acronyms

AAR	after-action review
AIP	Annual Implementation Plan
AOR	Agreement Officer's Representative
BIST	Business Innovation through Science and Technology
CDI	Cities Development Initiative
CHED	Commission on Higher Education
CLA	collaboration, learning, and adaptation
COP	Chief of Party
DCOP	Deputy Chief of Party
DOST	Department of Science and Technology
DTI	Department of Trade and Industry
FEC	Filipinnovation Entrepreneurship Corps
FGD	focus group discussion
GAD	Gender Assessment and Development
GIA	government, industry, academe
GII	Global Innovation Index
HEI	higher education institution
HERA	CHED's Higher Education Reform Agenda
IGNITE	Industry-Government Network for Innovation and Technology Entrepreneurship
IR	intermediate result
IT	information technology
IW	Innovation Workshop
KTTO	Knowledge and Technology Transfer Office
M&E	monitoring and evaluation
MEL	monitoring, evaluation and learning
NAST	National Academy of Science and Technology
NICER	Niche Centers in the Regions for R&D
NRCP	National Research Council of the Philippines

NSF	National Science Foundation
OM	Operations Manager
PASUC	Philippine Association of State Universities and Colleges
PDP	Philippine Development Plan
PFGE	Partnership for Growth with Equity
PI	performance indicator
PITT	Performance Indicator Tracking Table
PID	participatory institutional diagnostics
PMO	Project Management Office
PSM	Professional Science Master's
R&D	research and development
RDLead	Research and Development Leadership
RIIH	Regional Inclusive Innovation Hub
SAB	STRIDE Advisory Board
SCG	Senior Consultants Group
SSF	Shared Services Facility
START	Skills in Technical and Advanced Research Training
STEM	science, technology, engineering, and math
STI	science, technology, innovation
STRIDE	Science, Technology, Research and Innovation for Development
STTA	short-term technical assistant/ce
UPSCALE	University of the Philippines Sustaining Collaboration in an Advanced Learning Environment
USAID	United States Agency for International Development
USG	US Government

1. Executive Summary

On June 8, 2018, a modification was issued by USAID to the STRIDE Cooperative Agreement with a further increase of USD\$4.9 million to the total award, which allows for a further 3 years of programming through July 16, 2021. The initial request for an Application for program extension stated that the purpose of the extension was to build on achievements made thus far and to capitalize on significant investments by the Philippine Government in the innovation space. In response to the general parameters described in the Application request, there was an added focus on assistance to the Philippine Government in innovation, which resulted in a refined goal that will be achieved by the delivery of four Intermediate Results (IRs). These IRs have evolved from the former IRs, based on knowledge gained during the first 5 years of the program. Tasks in the program extension directly support the new IRs and are either entirely new or are evolutions of former STRIDE activities. This plan has been written to cover the implementation period from July 1, 2018, through September 30, 2019, which constitutes the first full year of implementation of the program extension.

For the program extension as defined by USAID, STRIDE will continue efforts to institutionalize best practices to prepare universities to make a stronger contribution to inclusive economic growth, as well as to improve industry-academe-government linkages and the innovation policy environment. With the added focus on assisting government in delivering innovation-based economic growth, assistance will be targeted to current government efforts to develop a more holistic, cross-government approach to innovation. STRIDE activities will supplement the government's programs to be more effective—recognizing that there is already significant expertise present in the relevant government departments.

This plan has been developed following extensive consultation with the Philippine Government, university leaders, and associations, as well as key industry players.

2. Introduction

This is the Sixth Annual Implementation Plan (AIP) for the United States Agency for International Development (USAID) Science, Technology, Research and Innovation for Development (STRIDE) program.

On April 23, 2018, STRIDE received a notification from the USAID Agreement Officer to develop an Application for a 3-year extension of the existing STRIDE Cooperative Agreement. The objective of the extension was to build on STRIDE achievements made thus far and to capitalize on significant investments by the Philippine Government in the innovation space. On May 4, 2018, a proposed work plan and related documents were submitted to USAID. On June 8, 2018, after subsequent discussions and iterations of the STRIDE Extension Work Plan between RTI and USAID, a modification was issued by USAID to the Cooperative Agreement increasing the total amount of the award by USD\$4.9 million and extending the completion period from June 30, 2018, to July 16, 2021.

It should be noted that there were funding constraints that had an impact on STRIDE program implementation in fiscal year (FY) 2018. A tranche of funding was received in August 18, 2017, which provided less funding than needed for the full implementation of the Fifth Annual Plan. These constraints, managed in collaboration with USAID, led to a delay in approval of the 5th AIP—though the plan was still being executed with some reduction in activities and targets pending resolution of the funding flow. A modification with a new tranche of funding was signed on March 12, 2018, that enabled STRIDE to continue on with selected agreed-upon activities. This Sixth AIP thus covers the program period from July 1, 2018, through September 30, 2019, which constitutes the first full year of implementation of the program extension.

This AIP contains the following key elements:

- Context of the STRIDE program extension and redefined objectives
- Proposed accomplishments for the period of July 1, 2018–September 30, 2019
- Information and timelines on how tasks will be implemented
- A description of the relationship to the STRIDE Monitoring, Evaluation and Learning (MEL) Plan (submitted as a separate document)
- Performance Indicator Tracking Table summarizing all indicators and targets for the STRIDE program extension
- A description of actions taken by STRIDE regarding gender considerations and compliance with relevant environmental regulations
- Budgetary information for the period of this plan through September 30, 2019

The AIP was developed by the STRIDE team, using knowledge and experience gained over the first 5 years of operation and in consultation with key stakeholders, with the aim of meeting the requirements set by USAID when requesting an application for the 3-year extension.

3. Program Description and Context

3.1 Description

The full program description of the first 5 years of STRIDE is contained in the technical proposal, RTI application no. 0281300.480, submitted to USAID on June 7, 2013. The program description for the 3-year extension is contained in RTI application no. 0281801.300, submitted to USAID on May 4, 2018. This AIP describes the operational and technical aspects of STRIDE that will produce the key deliverables and outputs desired by USAID in its application request for the program extension. The general parameters identified in the request include: technical assistance to government innovation efforts, strengthened links between innovation stakeholders, policy improvements, and institutionalization of STRIDE capacity building programs with partner universities. As will be seen in the following section, the IRs of the program extension directly addresses each of these general parameters specified by USAID. It should be noted that any subsequent changes in program intent will be documented in appropriate quarterly reports.

3.2 Context

Since 2013, STRIDE has worked with partners in academe and industry to improve the research capacity and output of select programs and universities in the Philippines, as well as the qualifications of faculty and staff. It has also strengthened linkages between industry and academe in high-growth economic sectors such as manufacturing and information technology (IT), particularly in cities participating in the Cities Development Initiative (CDI), described below.

STRIDE is a key component in the Partnership for Growth with Equity (PFGE) initiative, which represents a new framework for deepening and strengthening US–Philippines bilateral engagement toward promoting broad-based and inclusive economic growth. The goal of PFGE is to assist the Philippines’ move from a low-growth path to a higher, sustained, and more inclusive growth trajectory in line with other high-performing emerging economies. Its interventions are focused on the three interrelated areas of improving regulatory quality, strengthening the rule of law, and enhancing fiscal performance.

Under the general area of improving regulatory quality, USAID/Philippines is working toward enhancing human capacity for economic growth. Through the STRIDE program, the Mission provides assistance to strengthen higher education institutions (HEIs) in the country to serve as key drivers for innovative, sustained economic growth.

3.2.1 Cities Development Initiative

As an integral part of PFGE, the CDI was launched to assist the Philippines in promoting higher, sustained, and more inclusive growth by providing a range of development

interventions in targeted cities. The CDI supports selected cities to be drivers of growth. With this initiative, the US Government (USG) and the participating city hold mutual responsibility for promoting growth through appropriate policies and incentives, greater transparency and accountability, and increased competitiveness. The tasks of STRIDE will continue to support this initiative where appropriate.

3.2.2 Philippine Government Priorities

One of the main pillars of the Philippine Development Plan (PDP)—the country’s medium-term development plan, which will run from 2017 to 2022—is *Patuloy na Pag-Unlad*, which aims to increase the growth potential of the country by vigorously advancing science, technology, and innovation. This strategy also strongly echoes the current administration’s 10-point socioeconomic agenda, through which self-sustaining and inclusive development can be achieved by “promoting science, technology and creative arts to enhance innovation and creative capacity.” The PDP actually acknowledges some of the contributions of STRIDE over the past 5 years.

In executing the PDP, the Philippine Government is making significant investments in innovation-led economic growth and has requested USAID technical assistance, specifically from the USAID STRIDE program. Following 5 years of operation, STRIDE will now transition to a further 3 years of tasks building on the experiences and lessons learned to date, to consolidate gains, and support the Philippine Government’s innovation investments. The STRIDE program objective and intermediate results (IRs) were thus revised with USAID during the annual planning meeting held in May 2018. This was done to better manage and measure a new set of tasks that address current USAID requirements for the extension with an added focus on Philippine Government support.

The goal of STRIDE, in support of PFGE, is:

Strengthened Science, Technology, and Innovation Capacity for Inclusive Growth in the Philippines

To deliver this goal, STRIDE will seek to deliver improvements in four IRs for the 3-year extension. These revised IRs are:

IR1—Improved higher education capacity for innovation: Tasks for this IR will institutionalize the STRIDE-supported Knowledge and Technology Transfer Offices (KTTOs), university Career Centers, and Professional Science Masters (PSM) programs. STRIDE will provide assistance to enhance the mentoring capacity of the original partner universities for these initiatives, with the end goal of transitioning these universities into powerful mentor-institutions to share their USAID-supported knowledge and expertise

STRIDE will deliver improvements in four IRs:

IR1: Improved higher education capacity for innovation

IR2: Strengthened linkages between government, industry, and academe for innovation

IR3: Improved government capacity for innovation

IR4: Improved policy and regulatory environment

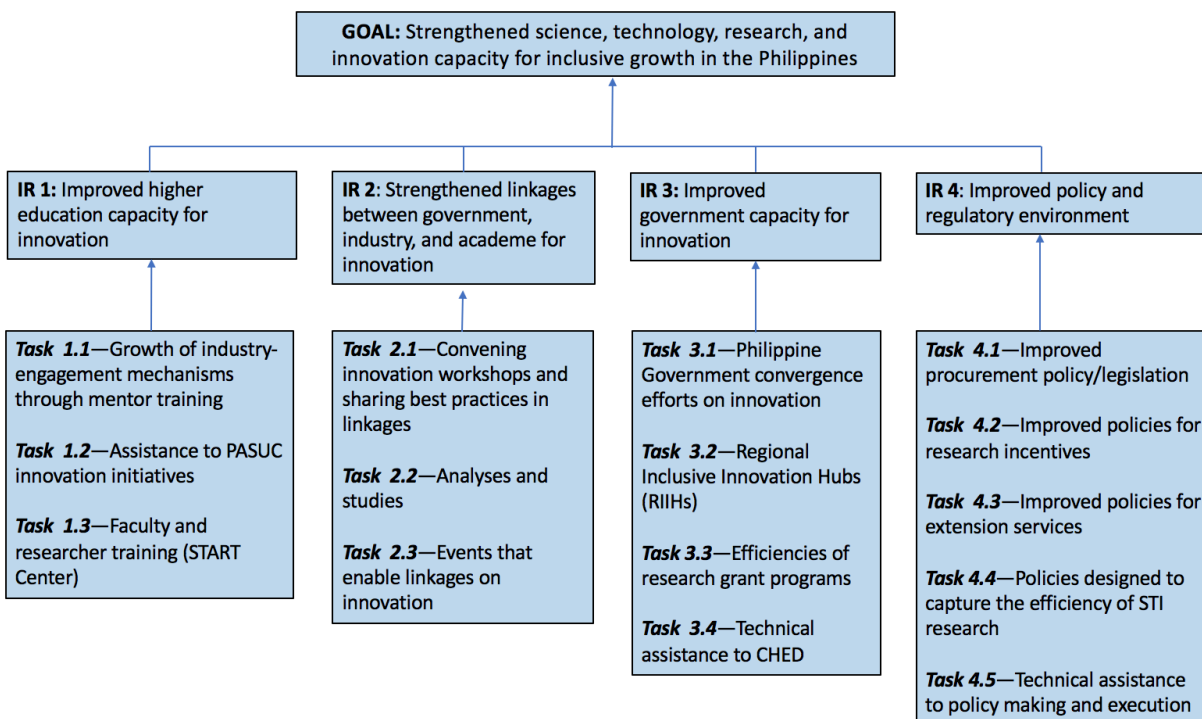
with other Philippine universities. STRIDE will also further develop and assist a science, technology, and innovation (STI) post-doctoral training center and work with academic leadership to strengthen institutionalization of STRIDE efforts towards innovation.

IR2—Strengthened linkages between government, industry, and academe for innovation: STRIDE will provide additional technical assistance and support in strengthening links between industry, academe, and government. Organization of targeted innovation workshops and forums will continue, along with the capacity building and convergence meetings needed to sustain such tasks into the future.

IR3—Improved government capacity for innovation: Activities under this IR will strengthen innovation ecosystem development efforts of the Philippine Government by providing targeted technical assistance to agencies and institutions that are central to the innovation ecosystem. In particular, STRIDE good practices will be transferred to and owned by the government to serve as benchmarks for its further investment and growth in this area.

IR4—Improved policy and regulatory environment: STRIDE will support STI research and development policy and regulatory improvements in government and in universities. Where necessary, support and/or training will be given in both the formulation and the execution of policy.

Exhibit 1: Relationship of STRIDE Tasks to IRs and Program Goal



The program will be delivered by 17 local (includes non-professional) and 2 international personnel, supported by the RTI Home Office and the RTI Regional Office in Jakarta, Indonesia. RTI will hire local and international consultants when required, some of whom will form the Senior Consultants Group (see 4.4). In addition to these staff, the support to

government partners will be complemented with six seconded staff, two to each of Department of Trade and Industry (DTI), Department of Science and Technology (DOST), and Commission on Higher Education (CHED). STRIDE will also use one long-term subcontractor: Florida State University.

4. Management Tasks

4.1 Team responsibilities

The STRIDE leadership team has changed for the extended period and is now composed of the following staff members:

- Richard Abendan, PhD, Chief of Party (COP)
- Rossana Zetina-Beale, Deputy Chief of Party (DCOP)
- Melody Cacas, Operations Manager (OM)

IR1 supporting activities on institutionalization of best practices at HEIs will be led by Institutionalization Manager Dominic Barnachea, overseen by the COP.

IR2 supporting activities on strengthened linkages will be led by Linkages Manager Samantha Uichico, overseen by the COP.

IR3 supporting activities on government assistance on innovation will be led by a new appointment, overseen by the COP.

IR4 supporting activities on policy and regulatory improvement will be led by the DCOP.

Support for activities when appropriate will also be provided by short-term technical assistance (STTA) and by a locally engaged Senior Consultants Group (SCG), consisting of senior and experienced Filipinos, see 4.4.

Operations management, including finance and administration, procurement, human resources, and IT will be the responsibility of the OM, Ms. Cacas. In addition to the IR4 oversight, the DCOP will oversee the OM and retain the communications and MEL functions.

STRIDE will place seconded staff in appropriate government agencies (most likely DTI, DOST, and CHED) to provide day-to-day assistance in executing the tasks necessary to support convergence as well as to ensure good communication lines between STRIDE and the government departments. These seconded staff are the potential kernel of program management offices under IR3, which, subject to further discussion, could be developed to directly assist in the execution of government policy and programs on innovation.

4.2 Subcontractors

Although all tasks have a Manila-based STRIDE team lead, the execution of some tasks will be carried out by a subcontractor. Florida State University will continue to provide technical support for expanding the mentor-institution roles of STRIDE-established PSM programs and Career Centers. The university's scope and level of effort will be flexible and driven by demand of the target beneficiaries.

The STRIDE Advisory Board ensures that STRIDE stays on track to deliver maximum benefit to the Philippines and to facilitate communication with the senior management of collaborating partners.

4.3 Stakeholder engagement

STRIDE will continue to work closely with government, universities, and private-sector partners and will continue to engage with the STRIDE Advisory Board (SAB). The SAB ensures that STRIDE stays on track to deliver maximum benefit to the Philippines and to facilitate communication with the senior management of collaborating partners. The SAB also advises on strategic direction and emphasis of approach, facilitates introductions to key collaborators, and serves as a convener of other key stakeholders. For the STRIDE extension, so as to take into account the slight change in emphasis, the SAB will be re-constituted following discussions with USAID.

4.4 Human resource plans

For the STRIDE extension, there is a natural progression to a different team structure to account for the revised scope of work, budgetary constraints, career progression, and natural wastage. The reorganized team has been structured to maximize both efficiency and outcomes.

The new COP, DCOP, and OM bring significant USAID and industry experience, as well as institutional memory, to the STRIDE program. RTI will ensure a smooth transition to the proposed staffing plan by

- staffing the extension predominantly with existing staff;
- retaining the services of the outgoing COP for 3 months in the role of a Senior Technical Advisor; and
- providing support for the leadership team from the SCG.

The SCG will consist of four to five experienced Filipino consultants who will be available from 2–4 days per month to provide guidance to the COP and IR Activity Leads and, on appropriate occasions, to attend STRIDE events and speak to their area of specialization. It is anticipated that the SCG will be drawn from former government officials, industrialists, and successful university-based researchers.

The outgoing COP has been working to mentor and hand over STRIDE management to the new incumbent. The new COP will also undergo the standard RTI induction during a week at the Home Office.

The incoming OM has long experience in a variety of related roles in USAID-funded projects. Furthermore, as the current OM transitions to the DCOP role, she will provide significant oversight and guide the new incumbent into the position, ensuring a smooth handover.

New staff will be on-boarded with the existing Field Office induction processes.

The Adaptive Management Approach of the program team will ensure quick integration of existing staff into new roles and the onboarding of the new staff.

The RTI Home Office-based Program Manager and Project Coordinator will maintain close contact with STRIDE leadership during the transition and, using the Adaptive Management Approach, will identify any issues early, enabling a rapid remedial response, if required.

4.5 Timelines and targets

High-level timelines for this planning year are illustrated in a timeline chart in **Annex A**. These timelines give an indication of the timing and duration of the high-level tasks. The tasks and sub-tasks described in this document are linked to specific lines in the timeline chart and map over to the MEL Plan.

The Performance Indicator Tracking Table (PITT) in **Annex B** presents both output and outcome targets for select key tasks in this AIP. These targets will continuously guide implementation strategies and resource management for STRIDE activities, and links to the MEL Plan.

4.6 Budget

The budget for fiscal year 2018–2019 is included in **Annex C**. The proposed budget for Year 6 is \$2,699,404. The budget is for 15 months of implementation and is broken down into estimated monthly expenditures.

5. Monitoring, Evaluation and Learning

5.1 General approach

The MEL Plan of this STRIDE extension will assist the program team and its partners and stakeholders, including USAID and the Philippine Government, in the timely and consistent collection of performance data of the refocused IRs. The data will allow program managers to make informed decisions to maintain or improve implementation and ensure achievement of target deliverables.

The MEL approach introduced in this cost extension description will adhere to the data collection, quality, and management protocols described in the STRIDE Monitoring and Evaluation (M&E) Plan previously submitted to USAID in January 2017. A final MEL Plan, with agreed-upon performance indicators, will be submitted within 60 days of award of this cost extension.

Our MEL approach will be based on an evidence-based, iterative project implementation with regular collaboration, learning, and adaptation (CLA) activities. Changing realities and priorities within the Philippine Government and STI ecosystem would require STRIDE and its partners to adapt activities and IR tasks to changes in the program and operating environment. As such, STRIDE will implement a MEL system to ensure an adaptive management approach.

In response to the STRIDE extension's change in program objectives and ensure adaptability, STRIDE has also integrated **complexity-aware monitoring** approaches. These will include identifying and monitoring proxy or sentinel indicators of the wider national and international innovation environments, stakeholder feedback, and periodic outcome harvesting activities to assess achievements, discuss challenges, and capture lessons learned in relation to the external context. Annual reviews will provide an opportunity for all stakeholders to review program achievements, assess risks, and plan for future activities.

5.2 MEL highlights

In order to adapt to the extension and recalibrate the implementation plan to achieve agreed-upon objectives, STRIDE has made the following changes to the program objectives, IRs, and performance indicators.

5.2.1 STRIDE program goal

The STRIDE program goal was “Strengthen Science, Technology, and Innovation capacity in Higher Education Institutions in the Philippines.” During the extension, the new objective will be “Strengthened Science, Technology and Innovation Capacity for Inclusive Growth in the Philippines.” The new objective removes HEIs to reflect

STRIDE's revised focus on government, linkages with industry, and policies at the national level.

5.2.2 STRIDE performance indicators

The performance indicator (PI) list was revised to measure progress and performance of activities in support of changes made in the program objective and IRs (see **Annex B** for PITT). The PIs are as follows, along with details of any revisions made.

Retained Indicators

PI20 Number of STI-related policies developed or improved with USG assistance.

Rationale: This indicator name was changed from “Number of national STI policy improvements plausibly attributable to STRIDE support to better capture the work at the institutional level.” This outcome indicator is directly linked to IR4: Improved policy and regulatory environment.

PI21(ES.2-1) Number of host-country tertiary education institutions receiving capacity development support with USG assistance. Rationale: This output indicator is a retained indicator from STRIDE's first phase. This is directly linked to IR1: Improved higher education capacity for innovation.

New Indicators

PI24 Number of new STRIDE programs adopted by tertiary education institutions as a result of USG-assisted activities. Rationale: This new indicator replaces PI07, PI07a, PI16, and PI17. This indicator is directly linked to IR1: Improved higher education capacity for innovation.

PI25 Number of workshops implemented jointly with one or more government, academe, and industry (GIA) stakeholder. Rationale: This new output indicator is directly linked to IR 2: Strengthened linkages between government, industry, and academe for innovation.

PI26 Number of partnerships between two or more GIA stakeholders. This new indicator is directly linked to IR 2: Strengthened linkages between government, industry, and academe for innovation.

PI27 Number of Philippine Government-run initiatives developed or improved with USG assistance. Rationale: This new indicator is directly linked to IR 3: Improved government capacity for innovation.

Proxy Indicators

Rationale: These context indicators are complexity awareness monitoring tools tracking conditions and enabling or disabling environment external to a project, thus looking beyond project output and outcome PIs to track trends and contexts in the external STI environment nationally and internationally.

PI28 University-industry research collaboration in Global Innovation Index (GII).

Rationale: This new proxy indicator will measure university-industry research collaboration as well as STI policies and government-supported initiatives to research across the Philippines and is linked to metrics at the international level.

PI29 State of cluster development in Global Innovation Index (GII). Rationale: This new proxy indicator will measure improvement in state cluster development as well as improvement on STI policies and government-supported initiatives to research.

PI30 Improved ranking in Global Innovation Index (GII). Rationale: These context indicators are complexity awareness monitoring tools tracking conditions and enabling or disabling environment external to a project, thus looking beyond project output and outcome PIs to track trends and contexts in the external STI environment nationally and internationally.

5.3 Research and learning

The MEL Plan will aim to demonstrate STRIDE's progress to the Philippine STI community. With this extension, we have budgeted and planned for a research and learning agenda beyond our core MEL activities. This learning agenda will go beyond checking whether activity tasks are taking place as planned; it will also contribute to a body of knowledge about what works, what does not work, and why. It will consider lessons learned from different focus areas to be shared with other USAID projects within the development community, which will help improve overall performance of ongoing and future projects, programs, and strategies. The results of this agenda will be of immediate use to STRIDE in our adaptive management of the 3-year extension.

Additionally, the research insights should be of use to USAID and the Philippine Government in the consideration of further investments in the STI ecosystem. Findings from this research may also be generalizable and of relevance to Philippine local government units and other nations in the region or globally. STRIDE staff and STTA will work with the USAID Agreement Officer's Representative (AOR), the SCG, and Philippine Government counterparts to define the exact research questions, methods, and products. At every juncture, we will seek to co-develop and co-implement the research with local stakeholders.

In addition to the learning agenda, the STRIDE program will conduct the following activities of learning and adaptation:

- Incorporate scenario planning to enable flexibility: Document changes that affect the implementation of tasks or overall objectives, approach, and methodologies.
- Use learning and reflection opportunities: Regular monthly meetings document learnings from activities and will be shared among the team every month.
- Document adaptations to the strategy: Quarterly sessions reflect on adaptive management and report on key adaptive management actions taken in its quarterly reports to USAID.
- Perform after-action review (AAR) for major activities: Answer five key questions: what was supposed to happen, what was the reality, what went well, what did not go well, and what should be changed for next time.
- Use monitoring as learning: Events from the field, comments from partners, significant change stories, and outcome harvesting activities will provide

significant insights on the progress of, as well as inputs on, strategies that need improvement.

- Annual staff retreat: Every year, the STRIDE staff will have a big picture reflection and work-planning retreat.
- Outcome harvesting, annual stakeholder meeting, and surveys: Outcome harvesting will entail the collection of data and evidence related to intended and unintended outcomes relevant to STRIDE goals and objectives during the course of program implementation. Then, the team will coordinate annual reflections sessions to be held with critical program stakeholders like government and HEI officials to review and substantiate the outcomes and develop findings and recommendations to be reincorporated into the program for improved learning.

The results from these activities will be discussed in the annual planning exercise and relevant feedback will be incorporated into the AIPs as necessary.

6. Technical Tasks

6.1 Program tasks and relation to IRs

The STRIDE technical tasks in the following sections will operationalize the delivery of outputs and outcomes specified by USAID in its request for application for the program extension. The general parameters described by USAID are specifically addressed by the redefined IRs discussed in Section 3. As such, the new tasks and sub-tasks described in this section primarily support specific IRs, as illustrated in **Exhibit 1**. The mechanism for this is described in the STRIDE MEL Plan, submitted as a separate document.

Many of these tasks build on the experience of previous STRIDE activities. The task descriptions below will make mention of utilized STRIDE best practice when appropriate. It should be noted that from the initial 5-year period, all activities are complete with the exception of the participatory institutional diagnostics (PID) summit, delayed by slow response of universities to the follow-up self-diagnostic, the gender policy paper, and the Skills in Technical and Advanced Research Training (START) center, both delayed by funding constraints in Year 5. These three activities will attain a level of completion within the appropriate tasks or section of this AIP, as these still contribute to the program objective.

6.2 Proposed accomplishments

STRIDE's major accomplishments in the period covered by this plan will be built on the accomplishments of the first 5 years, with the following significant targets:

- Expanded awareness and adoption of key mechanisms for fostering a collaborative approach to innovation in universities, primarily through PSM degrees (supported by industry) and Career Centers. This will be supplemented in subsequent years by a wider rollout of the KTTO concept.
- Strengthened academe-industry-government collaboration through greater awareness of benefits and stronger networks, driven by a range of activities such as innovation workshops and strategic events.
- Assistance in the design and execution of government initiatives supporting innovation convergence, including significant involvement in the Filipinnovation Roadmap, Regional Inclusive Innovation Hubs (RIIHs), and outcomes of DOST grant programs.
- Improvements to policies and the regulatory environment in areas that currently constrain science and technology research, innovation, and collaboration and the understanding of the wider benefits of research.

Task and sub-task descriptions will contain individual activity targets when appropriate. Key targets that capture the output and outcomes from multiple tasks and sub-tasks are factored in the PITT in **Annex B**.

6.3 Cities Development Initiative cities

The CDI is a USAID concept that focuses assistance for inclusive economic growth on particular Philippine cities or regions. STRIDE has the intention of delivering maximum impact in the CDI cities and will endeavor to engage with relevant stakeholders to achieve this objective.

Opportunities to engage with some CDI cities, particularly the new ones, are fairly limited. However, where possible and appropriate, STRIDE will engage CDI cities as follows:

- Where appropriate, engagement with stakeholder organizations to develop the concept of RIIHs
- Innovation workshops that focus on regional research problems and building new partnerships

6.4 Sustainability

In the additional STRIDE years of 6 through 8, the emphasis will be more firmly on the sustainability of those initiatives that drive inclusive economic growth. This push for sustainability is implicit in the new STRIDE tasks and sub-tasks, which strive to assist government and key stakeholders to create its own activities to drive such growth. This is primarily illustrated in the assistance offered to design and implement the development of RIIHs and action plans as prescribed by the government's Inclusive Filipinnovation and Entrepreneurship Roadmap. Efforts to support the self-reliance of government to deliver effective innovation activities recurs throughout the range of STRIDE tasks, such as increasing efficiencies in government grant programs and empowering universities to be reliable sources of innovation and human capital.

6.5 IR 1—Improved higher education capacity for innovation

STRIDE will continue to institutionalize high-impact industry-engagement mechanisms for Philippine universities, namely: KTTOs, university Career Centers, and PSM programs. This includes a new approach that involves supporting and training a corps of mentors from universities that have previously adopted one or more of these mechanisms. Such mentors will be tasked to promote and help establish new KTTOs, Career Centers, and PSM programs at both their own institutions (when applicable) and other HEIs. As part of this IR, STRIDE will also facilitate the creation of an STI post-doctoral training center that seeks to institutionalize best practices in the conduct and management of research and development (R&D) at academic institutions. In addition, further engagements will be made with Philippine Association of State Universities and Colleges (PASUC) to shore up support for STRIDE institutionalization efforts, which could also include sharing of best practices on innovation and cooperation on policy support of activities for IR4.

IR 1 – Improved higher education capacity for innovation

Key Activities:

- Publish mentor's guides for establishing KTTOs, Career Centers, and PSMs
- Support the expansion of KTTOs, Career Centers, and PSMs in more universities
- Form a corps of local mentors to champion STRIDE mechanisms in higher education
- Establish the START Center to support research skills training of university staff and faculty
- Capacitate PASUC and its members for innovation initiatives

Expected Outcomes:

- Increased industry partnerships for university adopters of new KTTO, Career Center, and PSM programs
- A pool of university champions that will sustainably produce more industry engagement tools for other HEIs
- Increased performance of researchers in HEIs due to START training
- A sustainable program of researcher skills training provided by the START Center
- Increased support for innovation activities at HEIs through PASUC, and academic leaders capacitated by STRIDE

6.5.1 IR 1 tasks

Task 1.1 Growth of industry-engagement mechanisms through mentor training

This task aims to grow KTTOs, Career Centers, and PSMs in local universities with support from the first adopters of said mechanisms, which will be trained to become mentors and lead future efforts to sustain the STRIDE institutionalization goals.

Task 1.1 will be achieved through the execution of the following sub-tasks.

- *Sub-task 1.1.1* Create mentor's guides for KTTOs, PSMs, and Career Centers

This sub-task covers the publication of mentor's guides for growing KTTOs, Career Centers, and PSM programs in local universities. The guides are intended to complement existing documents created by STRIDE along the said mechanisms and are envisioned to function as performance checklists for current and future mentors. The guides will also enable mentors to identify resource requirements, staffing criteria, and operational processes needed to establish any of the three mechanisms in a specific university. RTI Innovation Advisors, as well as consultants from implementing partner Florida State University, will be tapped to guide the development of the mentors' guides and pilot the training of local mentors.

- *Sub-task 1.1.2* Grow STRIDE-supported industry-engagement mechanisms (i.e., KTTOs, Career Centers, and PSMs) in local universities

STRIDE will continue to implement activities aimed at directly establishing more KTTOs, Career Centers, and PSM programs in local universities. Innovation Advisors from RTI International will continue to provide input on training courses

for KTTOs, and Florida State University consultants will be supporting identified PSM programs and Career Center capacity-building activities. Some focus will be given to universities with 1–2 STRIDE mechanisms already established in order to facilitate expansion and create university models with multiple industry-engagement mechanisms in place. Prior to conducting said activities, STRIDE will conduct a review of previous training designs including the process of selecting local university beneficiaries. The goal of said review is to improve training outcomes and ensure effective adoption of STRIDE- supported mechanisms.

- *Sub-task 1.1.3 Build mentorship capacity of local champions*

To further support institutionalization, STRIDE will establish a corps of local mentors from the first adopters of KTTOs, Career Centers, and PSM programs. These mentors will also be under the guidance of consultants from RTI and Florida State University and will be “co-mentors” to implement training and capacity-building activities as well as help advocate for the establishment of said mechanisms in Philippine HEIs. Utilizing the mentor’s guides created under Sub-task 1.1.1, they will undergo training programs aimed to prepare them for mentorship roles. This will potentially involve seminar-workshops, joint service activities, and exposure to US models and relevant international networks such as the Association of University Technology Managers and the National PSM Association. In line with this, a US study tour for some existing PSM champions that was slated last fiscal year may be conducted this fiscal year.

STRIDE will endeavor in the subsequent fiscal years to build the capacity of local mentors and their universities as KTTTO/Career Center/PSM Champions through the following potential avenues:

- Certification and/or recognition of the training activities attended by the mentors
- Acknowledgement of the role of the mentor-universities and their leadership for continuing to advocate STRIDE initiatives
- Support for strengthening the KTTTOs, Career Centers, and PSM programs within the mentor-universities
- Fostering a network of KTTTO, Career Center, and PSM champions from both old and new adopters
- Bridging dialogue between the local mentors, STRIDE experts, and leaders from other HEIs, industry partners, and government policy makers in line with IR 2 and IR 4.

Task 1.2 Assistance to PASUC innovation initiatives

STRIDE will work with PASUC to identify and implement activities that will boost PASUC’s capacity to promote innovation initiatives in Philippine state universities. STRIDE will also work with appropriate PASUC institutions to increase capacity, where gaps have been identified, in achieving end objectives in conducting research and extension. This will include courses under the STRIDE START program, such as

proposal writing at smaller state universities, to increase involvement in innovation-related activities in the local communities PASUC members serve (an identified issue of the STRIDE Agribusiness Innovation Ecosystem Assessment).

Task 1.2 will be achieved through the execution of the following sub-tasks.

- *Sub-task 1.2.1* Identify requirements of PASUC in addressing innovation needs
STRIDE will co-organize a high-level dialogue with PASUC and DTI to map out a strategy for increasing the representation and leadership roles of PASUC in the context of the Inclusive Filipinnovation and Entrepreneurship Roadmap led by DTI. Discussions will also involve the results of the STRIDE PID activity and potentially be combined with the previously planned PID summit. This will highlight common gaps and trends in the research capacity of academic institutions and lay the framework for subsequent interventions with PASUC and its member presidents.
- *Sub-task 1.2.2* Provide technical assistance for identified opportunities
Continuing the results of Sub-task 1.2.1, STRIDE will lead a workshop with regional leaders of PASUC, other university presidents, and select innovation champions from the government and industry to craft a capacity-development plan that will identify specific interventions geared toward increasing the role of state universities in the innovation ecosystem. A specific intervention that may be explored is adopting specific components of the recently ratified charter of the Cagayan de Oro-based University of Science and Technology in Southern Philippines, which provided for new mechanisms to increase research production and collaborations with industry. For subsequent fiscal years, it is intended that START training courses (Task 1.3) can be targeted to fill in technical gaps or opportunities identified during this task.

Task 1.3 Faculty and researcher training (START Center)

STRIDE will continue dialogue with universities and government agencies to develop and establish a suitable mechanism for hosting the START Center, an offshoot of the START (Skills in Technical and Advanced Research Training) initiative of STRIDE since 2014. START has the goal of providing training to STI researchers on specific aspects of the management and execution of R&D activities. Attached agencies of DOST such as the National Research Council of the Philippines (NRCP) and National Academy of Science and Technology (NAST) are likely starting points for dialogue given their shared objectives of advancing research capability in the country. When appropriate, STRIDE will provide support for the first few months of operations of the START Center by procuring administrative staff and/or hiring trainers/resource persons for the first batch of courses that will be rolled out, with the goal of completely turning over operations of the Center by the end of STRIDE in 2021.

Task 1.3 will be achieved through the execution of the following sub-tasks.

- *Sub-task 1.3.1* Release request for expressions of interest
STRIDE will release a request for expressions of interest to potential partners at the start of Year 6 and will facilitate discussions with said partners together with

identified stakeholders, in order to devise an operations framework for the envisioned START Center.

- *Sub-task 1.3.2 Engage potential partners to co-host START programs*

After initial conversations with potential partners under Sub-task 1.3.1, STRIDE will deliberate and select one partner institution to be formally designated as the host of the START Center. STRIDE will also be open to negotiations for a network of several institutions to be the START Center host, provided that one institution will serve as lead. A signing of an agreement, likely in the form of a memorandum of understanding, will formalize the engagement.

- *Sub-task 1.3.3 Pilot implementation of a START Center 5-year business plan*

STRIDE will help develop a five-year business plan of the newly-established START Center that covers operational strategies, resource requirements, and curriculum development, prior to offering START courses. When needed, STRIDE may provide support during the first phase of operations of the START Center through various means, including: (1) procuring equipment and training facilities; (2) recruiting staff who will perform administrative or management functions; and (3) engaging trainers/resource persons for both curriculum development and training delivery for the first batch of courses that will be rolled out. The goal of said support is to completely turn over operations of the Center by the program.

As a pilot case, START will work with the START Center to deliver one training course during Year 6. For subsequent fiscal years, STRIDE will help sustain Center operations by providing support where appropriate; for example, in developing additional training content and materials. Also, STRIDE will help the START Center explore means to credit START courses as recognized continuing professional development units of university staff.

6.6 IR 2—Strengthened linkages between government, industry, and academe for innovation

STRIDE will provide additional technical assistance and support in strengthening links between industry, academe, and government. Organization of targeted innovation workshops and forums will continue, along with the capacity building and convergence meetings needed to sustain such tasks into the future. Specific analyses or studies that help understand the relationships between specific innovation stakeholders can also be conducted as needed to support this IR.

IR 2 - Strengthened linkages between government, industry, and academe for innovation

Key Activities:

- Create a toolkit that can be used for innovation workshop development and implementation
- Co-organize innovation workshops with DOST and select university partners

- Capacitate university partners in the organizing and running of industry-engagement workshops
- Conduct a follow-on study to the 2014 Innovation Ecosystem Assessment
- Conduct strategic events that support convergence initiatives on innovation
- Organize a study tour of relevant foreign innovation ecosystems for key stakeholders

Expected Outcomes:

- Improved output and/or impact of workshops run by partner stakeholders
- Increased number of industry-engagement workshops run by partner stakeholders
- Increased engagement of industry in science, technology, engineering, and math- (STEM-) focused initiatives of government and academe
- Improved private-sector linkages for DOST and university partners
- Identified best practices and remaining challenges in the innovation ecosystem
- Events that enabled improved coordination between government agencies and private stakeholders for innovation programs
- Leaders in innovation programs will learn as a team about best practices in foreign innovation ecosystems

6.6.1 IR 2 tasks

Task 2.1 Convening innovation workshops and sharing best practices in linkages

STRIDE will provide resources in the convening, organization, and delivery of innovation workshops between industry and academe in partnership with agencies that can sustain such efforts in the future to further strengthen partnerships in key sectors and regions.

Task 2.1 will be achieved through the execution of the following sub-tasks.

- *Sub-task 2.1.1* Toolkit for the organization and implementation of innovation workshops

STRIDE will develop a toolkit that can be used by our partners to run their own innovation workshops. Innovation workshops have been successful in building relationships between university and industry, and STRIDE has often used them as a mechanism for engaging potential new partners. The toolkit is one of the instruments in which STRIDE can impart best practices to partners as well as aid in sustaining industry engagement with academe and government.

- *Sub-task 2.1.2* Industry-engagement workshops: DOST grants and programs

STRIDE intends to collaborate with DOST in addressing the difficulties of engaging industry in the grants program. STRIDE will address this gap by providing innovation workshops with the aim of communicating the opportunities offered by DOST grants. The work on this sub-task will also impact Task 3.3.

- *Sub-task 2.1.3* Industry-engagement workshops: UPSCALE and IGNITE

STRIDE will collaborate with UPSCALE and IGNITE to run innovation workshops that will have two main objectives: (1) to create stronger linkages between industry and academe, and (2) to create a pool of industry mentors for researchers. STRIDE will hand over the organization of these workshops to UPSCALE and IGNITE in subsequent fiscal years.

Task 2.2 Analyses and studies

STRIDE will continue to offer opportunities to conduct innovation needs and ecosystem analyses as appropriate. The demand for such studies may increase due to increasing Philippine Government efforts in innovation.

Task 2.2 will be achieved through the execution of the following sub-tasks.

- *Sub-task 2.2.1 Follow-on Innovation Ecosystem Assessment*

STRIDE in 2014 produced a Philippines Innovation Ecosystem Assessment that identified critical strengths and weaknesses of the ecosystem as well as helped inform solutions and innovation programs going forward. The study was conducted through structured interviews with more than 50 institutions representing key stakeholders from government, industry, and academe. For this fiscal year, STRIDE will conduct a follow-on study that would seek to capture any significant changes in the findings after 5 years and document reasons for improvement and/or recurring difficulties in the innovation ecosystem.

Task 2.3 Events that enable linkages on innovation

Alongside the DTI-DOST-led convergence of government for innovation, STRIDE will also provide assistance in expanding the linkages of other government agencies and with relevant industry and academic stakeholders following the long-term vision presented in the Inclusive Filipinnovation and Entrepreneurship Roadmap. This will include activities such as cross-agency forums, memorandum of understanding signing events, joint coordination meetings, and activities with nongovernment partners. STRIDE may also support convergence events in critical fields such as agribusiness and the manufacturing resurgence program of DTI.

Task 2.3 will be achieved through the execution of the following sub-tasks.

- *Sub-task 2.3.1 Strategic events that support linkages*

STRIDE has previously supported cross-sectoral events such as DTI's Manufacturing Summit and Inclusive Innovation Conference and STRIDE's own Synergy events. In Year 6 STRIDE may provide support in organizing similar summits with DTI and other government agencies. STRIDE will contribute to the technical content of such events, through the participation of its technical staff and consultants when in line with the other tasks of STRIDE. Potential events this fiscal year include the launch of the Filipinnovation Roadmap and the Manufacturing Summit, both of which are ideal venues to encourage engagement of external stakeholders in the innovation initiatives of government and STRIDE.

- *Sub-task 2.3.2 Grassroots-level networking events (kapihans, industry lectures, meetings)*

STRIDE will run small grassroots-level networking sessions to sustain interest from current partners in industry, academe, and government as well as to engage new partners and gain their support for the convergence efforts in innovation and the other activities of STRIDE.

- *Sub-task 2.3.3 Study tour*

Provided there is a need and demand, STRIDE will run at least one study tour looking at best practices of innovation ecosystems, government-industry-academe collaborations, and government innovation programs and policies. The tour can be held in the US and/or countries with leading innovation programs; and will be conducted primarily with officials of partner Philippine Government agencies and key stakeholders of STRIDE. The destination and itinerary will be targeted for fiscal year 7, but may also depend on specific objectives and opportunities of partner agencies.

6.7 IR 3—Improved government capacity for innovation

STRIDE will strengthen innovation ecosystem development efforts of the Philippine Government by providing targeted technical assistance to agencies and institutions that are central to the innovation ecosystem. When appropriate, STRIDE good practices and technical input will be transferred to and owned by the government to serve as a benchmark for its further investment and growth in areas such as capacity building, program design, and convergence efforts on innovation. Tasks are grouped on four general fronts: the Filipinnovation Roadmap, RIIHs, DOST grant programs, and CHED technical assistance. In some instances, there are multiple government agencies involved in the same tasks and sub-tasks, owing to the goal of a whole-of-government approach to innovation.

IR 3 – Improved government capacity for innovation	
Key Activities:	
<ul style="list-style-type: none"> ▪ Complete development of Inclusive Filipinnovation and Entrepreneurship Roadmap with DTI-DOST ▪ Create strategies and support implementation of Roadmap recommendations ▪ Provide necessary technical training to capacitate some key Roadmap implementers ▪ Support creation and activities of RIIHs in pilot cities ▪ Create a template of effective operating plans for government innovation facilities ▪ Capacitate HEIs in relation to their roles within RIIHs ▪ Diagnostics and sharing of best practices for DOST grant mechanisms and processes ▪ Technical assistance to selected DOST programs 	
Expected Outcomes:	
<ul style="list-style-type: none"> ▪ Roadmap recommendations implemented at both national and local levels ▪ More substantial participation of various government agencies towards Roadmap implementation ▪ Improvements in the performance of select government programs and facilities geared towards innovation ▪ Demonstrate effective holistic government innovation programs in select industries and regions ▪ Increased contributions of HEIs towards the innovation needs of their community and RIIHs ▪ Tangible improvements in local industries' utilization of available innovation and technology resources ▪ Improved outcomes and market acceptance of government-funded research projects 	

6.7.1 IR 3 tasks

Task 3.1 Philippine Government convergence efforts on innovation

STRIDE has been providing technical assistance to DTI and DOST in the crafting and validation of their joint Inclusive Filipininnovation and Entrepreneurship Roadmap that seeks to define the innovation-led industrialization strategies of the Philippines with the advent of Industry 4.0. Under this task, STRIDE will continue providing assistance in the completion and eventual implementation of the Roadmap. Concrete action plans and targeted technical assistance will be provided that will realize some of the recommendations of the Roadmap. A particular focus will be on supporting the convergence of various other government agencies and programs that would help meet the development objectives of the Roadmap.

Task 3.1 will be achieved through the execution of the following sub-tasks.

- *Sub-task 3.1.1* Development and implementation of DTI-DOST Inclusive Filipininnovation and Entrepreneurship Roadmap

DOST-DTI has been running a series of Roadmap validation workshops, with STRIDE technical assistance, throughout the regions of the country. The results from these workshops and additional STRIDE technical assistance will help complete the Roadmap, with a final version to be formally launched by Q4 of 2018. STRIDE will then create a set of strategic and operational plans to help implement some of the prescribed Roadmap strategies. This will involve STTAs who will review and utilize the Roadmap to specifically define the subsequent STRIDE interventions for Roadmap execution.

Of particular focus will be developing a strategy for engaging other actors in the government convergence plan of the Roadmap. STRIDE will aim to further engage other government agencies such as the Department of Agriculture and the Department of Information and Communications Technology in the convergence initiative spearheaded by DTI-DOST.

The level of implementation for Year 6 will likely involve numerous coordination and operational meetings to be organized by STRIDE. Such meetings will seek to align the efforts of various government agencies, academic institutions, and industry groups in order to achieve the long-term strategic objectives of the Roadmap.

In subsequent fiscal years, STRIDE can also help set up a Project Management Office (PMO) that would function to support and coordinate activities of the government in relation to the Roadmap action plans. This is, however, subject to either an Executive Order, enactment of the Philippine Innovation Act or similar measure, or a formal agreement among government agencies. STRIDE staff seconded to DTI and/or DOST may be utilized to support the implementation of action plans and the running of the PMO once it is established.

- *Sub-task 3.1.2* Technical input and training for select innovation topics

Given DTI's objective to have an industrialization strategy that makes the Philippines competitive in the arena of Industry 4.0 or advanced manufacturing, STRIDE will provide training on specialized topics such as Industry 4.0 to various stakeholders. The training will not only involve the technical aspects but will also tackle the human capital and infrastructure requirements needed for a successful innovation program based on a particular topic or subsector. These workshops and focus group discussions (FGDs) will aim to reach a common understanding and vision among key stakeholders who would realize the country's competitiveness in these technical fields. A particular focus will be on training at planned RIIHs described in Task 3.2. If appropriate, the workshops can be timed to happen during the launch of these regional hubs.

It is planned that a foreign STTA with expertise in identified topics will be leading these workshops. Discussions may include learnings from foreign Industry 4.0 programs, such as the Malaysian Higher Education Agenda on Industry 4.0. The inclusion of CHED in these trainings will also be attempted to integrate forward-looking technical concepts into future higher education policies.

Task 3.2 Regional Inclusive Innovation Hubs

One of the cornerstones of the Inclusive Filipinnovation and Entrepreneurship Roadmap is the setting up of RIIHs, which are virtual assemblies of different programs, facilities, institutions, and entities in the innovation space, all converging on a single industry subsector within a region or locality. The intended outcome is to create a very specialized and focused innovation ecosystem that can deliver tangible impacts on regional economic development. (Note we now use RIIH rather than RIH, to reflect the new emphasis on inclusion and consistency with the Roadmap.)

Task 3.2 will be achieved through the execution of the following sub-tasks.

- *Sub-task 3.2.1 Assist in the design and creation of the RIIH*

Once a pilot city or region is designated with DTI, STRIDE will perform a regional innovation ecosystem assessment to better identify the needs of the RIIH. This assessment will cover existing data from the DTI roadshows, as well as on-site interviews by STRIDE local STTAs. Once the assessment is completed, a design and operation plan will be proposed for the organization and activities of the hub. This will primarily be driven by a foreign STTA. During this process, numerous stakeholder engagement workshops and meetings will be conducted at the hub site to better organize the potential participating institutions of the hub. A possible collaboration for this sub-task will also be explored with existing grantees of the Research and Development Leadership (RDLead) and Niche Centers in the Regions for R&D (NICER) programs of the DOST. Both these programs support the management and funding of innovation activities in very specific regions or fields.

Subject to approval from government partners, it is planned that STRIDE will support the actual implementation of the initial set activities of the RIIH in Year 6. This includes the use of a local STTA to coordinate and manage possible hub activities such as joint proposals, training programs, or the convening of regional

innovation councils. At least two RIIHs are to be piloted under this sub-task, with more being accommodated in subsequent fiscal years based on resources available.

- *Sub-task 3.2.2 Assist in the planning and business modeling of a DTI or DOST innovation facility*

STRIDE will assist in the deployment, structure, and business modeling of a DTI shared services facility (SSF) or Fablab, or a DOST Food Innovation Center (FIC) that is geared toward an R&D intensive industrial sector in one of the pilot RIIHs. Support could be in the form of technical assistance in creating a business model and private-sector engagement plan for the facility. Another possible outcome would be the development of a planning toolkit and an improved business planning template that can be disseminated to other similar DTI/DOST facilities.

It is planned that an STTA from the Innovation Advisors of RTI can provide the business plan remotely, provided the consultant is assisted by a local STTA who will gather data about the facility and its target users. The foreign STTA will also be able to provide some short-term mentorship to the facility as it adopts the business plan developed.

- *Sub-task 3.2.3 Assessment and support of HEIs to contribute to RIIH*

This sub-task focuses on STRIDE support for HEIs that will participate in the RIIHs. STRIDE will assist specific universities in becoming entrepreneurial organizations that have strengths in collaborative research activity with industry in support of their regional hubs. STRIDE will provide technical assistance, which may include advice from experts at RTI and from the Research Triangle Park Foundation or academic institutions that have experience in creating innovation economies based on industry-government-academe collaborations.

STRIDE will work with DTI and the universities located in the identified hubs in writing a needs assessment report that will provide baseline information on existing research and innovation capabilities of the universities and identify technical and operational gaps relevant to their envisioned functions under the RIIH. The report will focus on a regional level, i.e., treating universities as a whole, which will enable STRIDE to subsequently define gaps on the level of individual institutions.

From this assessment, STRIDE will work with a specific university located in an RIIH to conduct a one- to two-day workshop with senior and middle managers to define technical and operational gaps at the institutional level. The result of the workshop will be an assessment report that will lead to a capacity-development plan for improving their ability to perform their expected functions under the Inclusive Filipinnovation and Entrepreneurship Roadmap. A document detailing the development plan will be crafted by the university with the support of STRIDE and DTI and will include specific activity milestones and PIs in line with the strategies put forth by the Roadmap. Appropriate technical assistance will be

considered for the actual implementation of this plan, or the creation of similar plans with other universities, in the subsequent fiscal years.

Task 3.3 Efficiencies of research grant programs

STRIDE will work with DOST to assess the current needs and challenges of grants and/or scholarships at the department. STRIDE will also provide good practices and technical assistance with regard to the management, selection, and monitoring of research grants and/or scholarships as defined by DOST. These efforts will also help align certain grants and scholarships to the needs of the Inclusive Filipinnovation and Entrepreneurship Roadmap of DTI-DOST.

- *Sub-task 3.3.1* Filipinnovation Entrepreneurship Corps (FEC) of DOST: Technical assistance to a DOST FEC program

Based on the success of the first FEC supported by DOST with technical assistance of STRIDE in 2018, a proposal will be submitted to DOST to capacitate the agency to sustainably run its own FEC program for its grantees. This will be a process wherein STRIDE will first assist in the recruitment of a committed pool of entrepreneurial leads and industry mentors who will become the future FEC team partners of the DOST-funded principal investigators. This will likely be done with academic partner institutions as appropriate. Once the teams have been formed, they will undergo an FEC training program of 1–2 months to conduct rapid customer discovery and validation of their research. The instructors and operating costs of the program are expected to be funded by DOST subject to approval of the proposal. It is intended that there will be a permanent FEC program with a constant supply of entrepreneurial leads and mentors to tap for future training programs.

One to two foreign STTAs (one likely from the RTI Innovation Advisors) will also be formally training two to three potential local instructors. The actual FEC training program will be used as a platform for the trainee instructors to practice their teaching, guided by the foreign instructors. Since the Filipinnovation Roadmap calls for more market-driven research, the FEC program is envisioned to be integrated in the pilot RIIHs and the overall implementation activities of the Roadmap.

- *Sub-task 3.3.2* Diagnostics for grants and scholarships programs

Subject to DOST approval, STRIDE will use needs identification FGDs to better understand the grants and/or scholarship systems at DOST and identify challenges faced by both implementers and the intended beneficiaries. As an initial example, DOST has reported a large backlog in the processing of grant applications that could contextualize the diagnostics. A high-level discussion may be required to identify the strategic objectives of these programs and whether current offerings are appropriately meeting such objectives. A business process analysis may also be conducted as part of this activity.

This activity will be under the guidance of foreign STTAs with experience in national-level granting and scholarship programs such as the US National Science Foundation (NSF). It may also be appropriate to request through the

USAID/Philippines Mission assistance from the US Embassy in obtaining STTAs affiliated with the NSF. STRIDE staff seconded to DOST may also be involved in the data collection and reporting process. The outcomes of this activity will be summarized in a report to DOST with recommendations and action plans.

- *Sub-task 3.3.3 Ideation and best practice sharing workshops*

STRIDE will share recommendations from Sub-task 3.3.2 as well as learnings from STRIDE grants and scholarship activities with DOST through ideation workshops in the subsequent fiscal years of STRIDE. DOST staff will have the opportunity to also identify best practices of their own and will propose ways forward to integrate refinements into current systems. The workshops may vary in scope and participants based on the programs and enhancements to be tackled.

A local STTA is envisioned to support the running of these ideation workshops with input from appropriate foreign STTAs of STRIDE. If possible, these foreign STTAs would also be experienced in NSF programs and systems.

- *Sub-task 3.3.4 Technical assistance to specific DOST grant programs*

To support the implementation of some of the recommendations from the two preceding sub-tasks, STRIDE will provide technical assistance to one specific DOST grant mechanism. This may be in the form of an in-depth assessment of the mechanism and the creation of a revised grant manual and delivery plan that will be proposed to DOST in subsequent fiscal years of STRIDE. This activity will be supported by a local STTA who will harness support of stakeholders in both Philippine and US scientific communities for buy-in on this revised mechanism. One potential program identified by DOST for this sub-task is the Business Innovation through Science and Technology (BIST) grant scheme, which is currently having difficulty obtaining a high number of applications.

Task 3.4 Technical assistance to CHED

STRIDE has previously provided technical assistance to CHED in support of its Higher Education Reform Agenda (HERA) on areas such as incentives for university research activity and improved extension performance of HEIs. With the new CHED administration beginning to define the next priorities of HERA, STRIDE is continuing dialogue with CHED to identify priority areas that can benefit from STRIDE assistance. The following sub-tasks are tentative activities subject to formal agreement with CHED.

- *Sub-task 3.4.1 Student loan white paper*

Some officials of CHED have indicated the need to better understand the organizational and resource requirements for CHED to deliver a successful student loan program. Upon confirmation with CHED, STRIDE can commission a literature-based review of student loan programs existing worldwide that can help guide CHED as it builds up its capacity to provide student loans as part of its agenda for the coming years.

- *Sub-task 3.4.2 Support for CHED quality assessments effort*

CHED officials have indicated that their current efforts to attain quality certifications in operations may need technical assistance. Upon confirmation with CHED, STRIDE can provide an external consultant who can perform a supplemental review or assessment of a specific CHED operation that has to be bolstered to achieve certain quality standards. The scope and intended outcomes of this potential activity will have to be refined and agreed upon with CHED.

6.8 IR 4—Improved policy and regulatory environment

STRIDE will implement activities that support STI R&D policy and regulatory improvements in both government and universities for this IR. By conducting an initial assessment of selected policy environments, STRIDE will identify STI challenges in the selected policy areas. In collaboration with relevant stakeholders and technical experts, STRIDE will develop a strategy to address relevant policy issues. Where necessary, support and/or training will be given to selected champions in both the formulation and the execution of policy.

IR 4 – Improved policy and regulatory environment	
Key Activities:	<ul style="list-style-type: none"> ▪ Assessment activities for existing policies in procurement, incentives to research, extension services, and STI research efficiency ▪ Develop a roadmap for STRIDE procurement activities ▪ Develop policy papers to identify international good practice and recommendations for incentives to research, extension services, and STI research efficiency ▪ Identification and capacity building of policy champions within partner government agencies
Expected Outcomes:	<ul style="list-style-type: none"> ▪ Policies at select HEIs that allow more efficient procurement processes for research ▪ Improved policies that create a more conducive research environment and increase STI research activity among faculty ▪ Improved policies that enable more meaningful technology-based extension services from HEIs ▪ Improved metrics and communications that effectively capture the positive benefits of public spending on R&D ▪ A pool of policy champions capacitated to lead STI policy and regulatory improvements in their respective government agencies

6.8.1 IR 4 tasks

Task 4.1 Improved procurement policy/legislation

Building on the lessons from the Innovation Ecosystem Assessment conducted in 2014, STRIDE conducted initial validation meetings that led to a Procurement Summit, which brought together key procurement actors like CHED, DOST, Government Procurement Policy Board, and University of the Philippines as well as other HEIs. The Summit allowed stakeholders to share examples of good practice (DOST Region IVa and University of Science and Technology of Southern Philippines) and challenges.

Carrying on with the support of institutional procurement policy (i.e., manuals, training, database improvement) and incorporating lessons from the past five years, STRIDE will continue to support HEIs on improving policies related to procurement of scientific equipment for improved research capacity. This will be accomplished by reassessing past data and seeking dialogue with the relevant HEIs and government authorities to identify a common way forward.

Task 4.1 will be achieved through the execution of the following sub-tasks.

- *Sub-task 4.1.1 Re-assess STRIDE procurement activities*

Carrying on from previous STRIDE activities, STRIDE will assess procurement data to identify any improvements, lingering challenges, and bottlenecks, and come up with potential interventions for a selected pilot university.

- *Sub-task 4.1.2 Development of a STRIDE procurement roadmap*

STRIDE will hire a local STTA with extensive knowledge of Philippine procurement laws and regulations to further analyze the procurement system of selected pilot HEIs, the role of the Commission on Audit within these institutions, and strategies to ensure compliance while improving the efficiency of the systems. The outcome will be a roadmap that will include a clear-cut set of recommendations and implementation strategy for the pilot university as well as any recommendations for policy at the institutional or national level.

- *Sub-task 4.1.3 Presentation of results*

Upon completion of Sub-tasks 4.1.1 and 4.1.2, STRIDE will set up separate small meetings with concerned Philippine agencies to discuss the procurement manuals and their implementation as well as any policy recommendations at the national level. These meetings would ensure that the recommendations are applicable and in accordance with Philippine laws and regulations.

Following consideration of the concerned agencies' comments on the recommendations, STRIDE will convene a meeting with university officials to present the draft manual and a summary of the recommendations.

- *Sub-task 4.1.4 Follow-up survey*

STRIDE will devise an instrument to follow up with the participants to ensure that issues are being addressed. This instrument can be administered via e-mail, telephone, or face-to-face interviews. This sub-task is expected to be completed in Year 7.

Task 4.2 Improved policies for research incentives

As part of support to CHED and PASUC, STRIDE will seek dialogue regarding ways of improving loading and de-loading policies related to science and technology within HEIs and the impact on research incentives and capability.

Task 4.2 will be achieved through the execution of the following sub-tasks.

- *Sub-task 4.2.1 Support to PASUC regarding incentives*

STRIDE will attend one PASUC semi-annual meeting for an initial gathering of thoughts, challenges, and possible solutions regarding the existing de-loading policies for STI faculty.

- *Sub-task 4.2.2 Stakeholder meeting*

As a follow-up to the participation of STRIDE at PASUC, STRIDE will seek dialogue with representatives/officials from select HEIs to discuss the current situation, ideas, challenges, and possible solutions when it comes to loading and de-loading policies of HEIs.

- *Sub-task 4.2.3 Policy paper development*

STRIDE will produce a policy paper to analyze and identify the current situation and challenges when it comes to policies and regulations affecting STI faculty and researchers. The policy paper will also include a documentation of best practices in an international context, which can serve as a model in creating strategies and recommendations needed for the modification of these policies.

- *Sub-task 4.2.4 Presentation of results*

STRIDE will organize a summit focused on incentives with representatives/officials from selected universities.

- *Sub-task 4.2.5 Follow-up survey*

STRIDE will devise an instrument to follow up with the participants to ensure that issues are being addressed. This instrument can be administered via e-mail, telephone, or face-to-face interviews. This activity will be conducted in subsequent fiscal years.

Task 4.3 Improved policies for extension services

Based on existing and ongoing policy work by relevant government agencies, STRIDE will support the crafting of guidelines to be included in a handbook of best practices for extension work in HEIs. STRIDE will work with relevant partners to identify challenges and document case studies.

Task 4.3 will be achieved through the execution of the following sub-tasks.

- *Sub-task 4.3.1 Preliminary discussions*

STRIDE will seek dialogue with relevant government agencies to share the agency's current initiatives for extension services. After the dialogue, STRIDE will organize a stakeholder workshop with representatives from partner universities to identify challenges and possible strategies in reforming these policies.

- *Sub-task 4.3.2 Policy paper development*

STRIDE will develop a policy paper to document best practices in an international context, which can serve as a model in creating strategies and recommendations needed for policy implementation.

- *Sub-task 4.3.3 Presentation of results*

Once the recommendations for policy improvement are created, STRIDE will socialize these with relevant government agencies before the presentation of results to HEIs. STRIDE will organize a summit focused on extension with representatives/officials from partner universities.

- *Sub-task 4.3.4 Follow-up surveys*

STRIDE will devise an instrument to follow up with the participants to ensure that issues are being addressed. This instrument can be administered via e-mail, telephone, or face-to-face interviews. This activity will be conducted in subsequent fiscal years.

Task 4.4 Policies designed to capture the efficiency of STI research

To assist DOST and relevant partner agencies in better capturing and communicating benefits and outcomes of funding STI research, STRIDE will support partner agencies in setting benchmarks and developing metrics aimed to measure and improve the efficiency (output/input ratio) of STI research investments. STRIDE may also support DOST with its communications strategy for relevant stakeholders (Philippine legislators, policy makers, and the general public) to better translate the benefits of research. The efficiency of STI research will take into account not only commercialization output but also the value of research and science for the public good.

Task 4.4 will be achieved through the execution of the following sub-tasks.

- *Sub-task 4.4.1 Preliminary discussions with DOST and HEIs on existing STI research metrics*

Building on research capacity and research readiness assessments, including the PID assessments conducted by STRIDE in 30 HEIs around the Philippines, STRIDE will aim to identify challenges and areas of improvement in capturing and communicating outputs, outcomes, and success stories of science and technology research.

Sub-task 4.4.2 Policy paper development

STRIDE will engage an STTA with expertise in international research funding systems. The objective is to produce a policy paper on research funding systems and strategies on communicating the value of R&D. The paper will also discuss international research funding systems in select countries such as Vietnam or Malaysia that can serve as a model in crafting policy recommendations and strategies.

- *Sub-task 4.4.3 Presentation of results*

STRIDE will organize a summit to present the best practices and recommendations based on the policy paper to selected representatives and heads of research units from DOST and other relevant government agencies as well as partner HEIs. This activity will be conducted in Year 7.

- *Sub-task 4.4.4 Follow-up surveys*

STRIDE will devise an instrument to follow up with participants to ensure that issues are being addressed. This instrument can be administered via e-mail,

telephone, or face-to-face interviews. This activity will be conducted in subsequent fiscal years.

Task 4.5 Technical assistance to policy making and execution

Through a series of consultative meetings, STRIDE will identify potential champions of policy making within Philippine Government partner agencies. STRIDE will aim to identify shared challenges and provide training in policy analysis and implementation methodologies to the selected policy champions to develop a shared vision of STI policy making across Philippine Government agencies.

Task 4.5 will be achieved through the execution of the following sub-tasks.

- *Sub-task 4.5.1 Policy champions within agencies*

STRIDE will conduct small meetings with partner agencies (CHED, DOST, DTI) to identify interest and potential stakeholders to undergo a series of policy-making trainings. STRIDE will also encourage the creation of a technical working group across agencies to collaborate on STI policy-related processes.

- *Sub-task 4.5.2 Training-the-trainers workshop design*

STRIDE will identify needs for a training of trainers workshop on policy design and implementation that incorporates the information learned during the meetings held under Sub-task 4.5.1 relating to context and country-specific challenges to STI policies. This activity will be conducted in Year 7.

- *Sub-task 4.5.3 Trainings to policy champions*

The group of selected policy champions identified in Sub-task 4.5.1. will undergo policy-making training for improved STI-related policies in the Philippines. This activity will be conducted in subsequent fiscal years.

- *Sub-task 4.5.4 Follow-up survey*

STRIDE will devise an instrument to follow up with participants to ensure that issues are being addressed. This instrument can be administered via e-mail, telephone, or face-to-face interviews. This activity will be conducted in subsequent fiscal years.

6.9 Communications Strategy and Activities

The STRIDE program will develop a communications strategy in line with this AIP and the MEL Plan that is based on the Overseas Development Institute (ODI) Communications Monitoring, Evaluating and Learning Toolkit, 2018. The strategy will outline the following outputs:

1. Develop clear objectives of the communications strategy
2. Identify target audiences
3. Identify key messages
4. Determine key activities and communication outputs

This strategy will help STRIDE communicate identified outcomes of activities through identified media (i.e., external media, social media, and various reports). The strategy will aim for high-quality communication outputs that effectively disseminate to key stakeholders, partner agencies, and the general public the relevant outcomes of STRIDE activities. It should be noted that within the MEL Plan are conduits to obtain feedback from STRIDE stakeholders that will further support the communications strategy.

Some of the planned communication activities to be implemented within this AIP include:

Communications and messaging workshop: In September to October 2018, STRIDE will have a communications workshop to evaluate expected key outcomes from program tasks and better align information gathering and communication outreach with implementation of this AIP.

Social media presence: STRIDE will aim to highlight activities through regular social media posts on the USAID Philippines Facebook and Twitter accounts, as well as participate in USAID themes for social media campaigns (i.e., *Women in STEM, Mentors and Scholars*).

Contributions to USAID platforms: STRIDE success stories will be developed for consideration by USAID communication platforms such as *Exposure* and *USAID Transforms*.

Participation in mass media: In coordination with USAID, STRIDE will identify and utilize mass media channels to highlight large events, policy issues, or key accomplishments.

7. Environmental Compliance

According to the STRIDE Cooperative Agreement:

No Task funded under this cooperative agreement will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that Task, as documented in a Request for Categorical Exclusion (RCE), Initial Environmental Examination (IEE), or Environmental Assessment (EA) duly signed by the Bureau Environmental Officer (BEO). (Hereinafter, such documents are described as “approved Regulation 216 environmental documentation.”)

An Initial Environmental Examination (IEE) [#Asia12-220 dated 9-27-2012] has been approved for the STRIDE Program funding this RFA. The IEE covers tasks expected to be implemented under a Cooperative Agreement. The tasks are entirely within two of the categories listed at 22 CFR 216.2(c)(2), specifically “Education, technical assistance, or training programs” and “Controlled experimentation exclusively for the purpose of research and field evaluation which are confined to small areas and carefully monitored.”

8. Gender Considerations

According to the STRIDE Cooperative Agreement:

Gender equality is essential for achieving USAID's development goals. The new USAID Gender Policy advances equality between females and males, and empowers women and girls to participate fully in and benefit from the development, through the integration of gender in the entire Program cycle—from design and implementation to monitoring and evaluation. This integrated approach focuses on achieving three overarching outcomes: 1) Reducing gender disparities in access to, control over and benefit from resources, wealth, opportunities, and services—economic, social, political, and cultural; 2) Reducing gender-based violence and mitigate its harmful effects on individuals and communities, so that all people can live healthy and productive lives; and 3) Increasing the capability of women and girls to realize their rights, determine their life outcomes, and influence decision making in households, communities, and societies.

The STRIDE program conducted an initial gender assessment in 2014 to ensure the strategy for integration of gender considerations into the work plans and M&E plans was appropriate and benefitted both men and women. In 2015, STRIDE developed a Gender Assessment and Development (GAD) Plan with the following considerations:

1. Conduct of training for the program staff, partners, and cooperators on gender awareness, gender analysis, and gender-responsive planning.
2. Collection of gender-disaggregated data for baselines and monitoring of all people-level indicators and use of gender analysis tools to identify potential gender gaps and constraints.
3. Eight gender sensitivity trainings were conducted for STRIDE grantees, including a training of trainers and a focus group discussion for participants.
4. Design of gender-responsive activities in the pursuit of program objectives. The preparation of the Gender Action Plan should be guided by the USAID Gender Policy (<https://www.usaid.gov/sites/default/files/documents/1870/205.pdf>) and be compliant with Philippine Government's Harmonized Gender and Development Guidelines (<http://w3.neda.gov.ph/hgdg/homepage.html>).

For the extension period, STRIDE is planning to utilize a gender expert STTA who will produce a new white paper for the STRIDE GAD Plan. It is envisioned that the paper would consider the context of past GAD work and aid in capacitating women with careers in STI. This will likely include the formulation of strategies to contribute to national GAD policy.

Annex A. AIP Timeline Chart

		2018						2019								
		Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
IR1—Improved Higher Education Capacity for Innovation																
1.1	Growth of industry-engagement mechanisms through mentor training										1.1.1 Develop Knowledge and Technology Transfer Office (KTTO) Mentor's Guide					
								1.1.1 Develop Career Center Mentor's Guide				1.1.3 Build mentorship capacity of local champions (Career Center)				
			1.1.1 Develop Professional Science Master (PSM) Mentor's Guide			1.1.3 Build mentorship capacity of local champions (PSM)					1.1.2 Grow STRIDE-supported industry engagement mechanisms (i.e. PSM)					
1.2	Assistance to PASUC innovation initiatives				1.2.1 Identify requirements of PASUC in addressing innovation needs			1.2.2 Provide technical assistance for identified opportunities								
1.3	Faculty and research training (START) Center			1.3.1 Release request for expressions of interest				1.3.2 Engage potential partners to co-host START programs		1.3.3 Pilot implementation of a START Center 5-year business plan						

		2018						2019								
		Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
IR2—Strengthened Linkages Between Government, Industry, and Academe for Innovation																
2.1	Convening innovation workshops and sharing best practices in linkages							2.1.2 Industry engagement workshops: Department of Science and Technology (DOST) grants and programs								
			2.1.1 Toolkit for the organization and implementation of innovation workshops					2.1.3 Industry-engagement workshops: UPSCALE and IGNITE								
2.2	Analyses and studies		2.2.1 Follow-on innovation ecosystem assessment													
2.3	Events that enable linkages in innovation		2.3.2 Grassroots-level networking events (<i>kapihans</i> , industry lectures, meetings)													
				2.3.1 Strategic events that support linkages												
					2.3.3 Study tour											
IR3—Improved Government Capacity for Innovation																
3.1	Philippine Government convergence efforts on innovation		3.1.1 Development and implementation of DTI-DOST Inclusive Innovation and Entrepreneurship Roadmap													
			3.1.2 Technical input and training for select innovation topics													
3.2	Regional Inclusive Innovation Hubs (RIIHs)		3.2.1 Regional Inclusive Innovation Hubs (RIIHs): Assist in the design and creation of the RIIH													
											3.2.2 Assist in the planning and business modelling of a DTI or DOST innovation facility					
						3.2.3 Assessment and support of HEIs to contribute to RIIH										

		2018						2019									
		Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	
3.3	Efficiencies of research grant programs		3.3.1 Filipinovation Entrepreneurship Corps (FEC) of DOST: Technical assistance to a DOST FEC program														
				3.3.2 Diagnostic for grants and scholarships program													
			3.3.3 Ideation and best practice sharing workshops														
								3.3.4 Technical assistance to specific DOST grant programs									
3.4	Technical assistance to Commission on Higher Education (CHED)							3.4.1 Student loan white paper									
								3.4.2 Support for CHED quality assessments effort									
IR4—Improved Policy and Regulatory Environment																	
4.1	Improved procurement policy/ legislation			4.1.1 Re-assess STRIDE procurement activities		4.1.2 Development of a STRIDE procurement roadmap				4.1.3 Presentation of results							
4.2	Improved policies for research incentives		4.2.1. Support to PASUC regarding incentives					4.2.2. Stakeholder meeting		4.2.3. Policy paper development							
4.3	Improved policies for extension services					4.3.1. Preliminary discussions				4.3.2. Policy paper development							
4.4	Policies designed to capture the efficiency of science, technology, and innovation (STI) research							4.4.1 Preliminary discussions with DOST and HEIs on existing STI research metrics									

		2018						2019								
		Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
4.5	Technical assistance to policy making and execution												4.5.1. Policy champions within agencies			

Annex B. Performance Indicator Tracking Table

STRIDE Performance Indicators										
INDICATOR	Year 1 - 5 (Oct 2013 - June 2018)		Year 6 (July 2018 - Sept 2019)		Year 7 (Oct 2019 - Sept 2020)		Year 8 (Oct 2020 - July 2021)		Life of Project	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
PI20: Number of science, technology, and innovation- (STI-) related policies developed or improved with US Government (USG) assistance	6	3	4	0	4	0	4	0	18	0
PI21 (ES 2-1): Number of host-country tertiary education institutions receiving capacity development support with USG assistance	177	191	6	0	18	0	18	0	219	0
PI24: Number of new STRIDE programs adopted by tertiary education institutions as a result of USG-assisted activities	na	na	4	0	16	0	18	0	38	0
PI25: Number of workshops implemented jointly with one or more government, academe, and industry (GIA) stakeholder (output)	na	na	14	0	7	0	5	0	26	0

STRIDE Performance Indicators										
INDICATOR	Year 1 - 5 (Oct 2013 - June 2018)		Year 6 (July 2018 - Sept 2019)		Year 7 (Oct 2019 - Sept 2020)		Year 8 (Oct 2020 - July 2021)		Life of Project	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
PI26: Number of partnerships between two or more GIA stakeholders (outcome)	na	na	3	0	10	0	5	0	18	0
PI27: Number of Philippine Government-run initiatives developed or improved with USG assistance (outcome)	na	na	2	0	4	0	2	0	8	0
PI28: University-industry research Collaboration in Global Innovation Index (GII)	na	na	Match Indonesia's 2018 score by 70%	0	Match Indonesia's 2018 score by 85%	0	Match Indonesia's 2018 score by 100%	0	Match Indonesia's 2018 score by 100%	0
PI29: State of cluster development in Global Innovation Index (GII)	na	na	Match Indonesia's 2018 score by 80%	0	Match Indonesia's 2018 score by 90%	0	Match Indonesia's 2018 score by 100%	0	Match Indonesia's 2018 score by 100%	0

Annex C. Budget 2018–2019

RTI International
 Annual Implementation Plan Year 6 July 2018 – September 2019
 Cooperative Agreement AID-492-A-13-00011
 Project Philippines Science, Technology, Research and Innovation for Development (STRIDE)

	Total Estimated Expenses (\$)	Jul 2018 (\$)	Aug 2018 (\$)	Sep 2018 (\$)	Oct 2018 (\$)	Nov 2018 (\$)	Dec 2018 (\$)	Jan 2019 (\$)	Feb 2019 (\$)	Mar 2019 (\$)	Apr 2019 (\$)	May 2019 (\$)	Jun 2019 (\$)	Jul- 2019 (\$)	Aug 2019 (\$)	Sep 2019 (\$)
Program Costs	1,836,361	96,166	98,082	98,689	122,115	161,635	121,194	111,713	99,632	144,998	105,764	106,704	145,673	197,212	117,289	119,527
Indirect Costs	863,043	51,001	53,489	57,107	54,231	62,472	66,855	53,774	50,213	48,579	52,588	56,585	72,844	72,109	55,965	61,840
Total USAID Amount	2,699,404	147,167	151,571	155,796	176,346	224,107	188,048	165,487	149,846	193,577	158,352	163,290	218,517	269,321	173,254	181,367
Total Program Amount	2,699,404	147,167	151,571	155,796	176,346	224,107	188,048	165,487	149,846	193,577	158,352	163,290	218,517	269,321	173,254	181,367