

Status of the IGPs of SUCs in Region VIII: Basis for Proposed IGP Manual Operation

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Abstract: *This descriptive study evaluated the Income Generating Projects (IGPs) of the State Universities and Colleges (SUCs) in Region VIII. The detailed assessment of the IGPs of the SUCs focused on determining the status of the IGPs of SUCs in Region VIII as perceived by the IGP administrators, employees and clients in terms of setting up an IGP programs, organizational structure, operation performance measurement, profit sharing and accounting. The study involved the administrators, employees and clients of the ten (10) SUCs in Region VIII and it was conducted during the School Year 2018-2019. Results of the study revealed that the status of the IGPs, all aspects of operations, namely, setting up an IGP program, organizational structure, operations, performance measurement, profit sharing and accounting, were rated as “often” as perceived and were found to have highly significant differences of perceptions. With this results, it was recommended that administrators and the entire management of the different SUCs in Region should strengthen the operations of IGPs through giving it as a priority and through conforming with the standards set in the proposed IGP Manual.*

Keywords: IGP Manual, SUCs, status

1. Introduction

In general, income generating projects (IGPs) include all enterprises or activities established and operated not only to generate profits, but also, to contribute to the social and economic benefits to the community, in particular and to the country's economy, in general. With IGPs, additional resources can be made available to substantiate the financial requirements for the unfunded programs and projects of the school. The school can maximize the involvement of its faculty and staff who are hardworking and talented people, making up a rich human resource that is still untapped due to limited opportunities. Providing them with good working environment to further enhance their camaraderie with peers, while being productive and earn incentive at the same time is a wholesome motivation. IGPs can also serve as buffer for instructional laboratories providing a good ground of learning in school. Likewise, their experiences will equip them with the needed skills and technical know-how which can empower themselves to engage in entrepreneurial activity in the future. Also, IGPs can pursue the development and growth of small and medium enterprise in the community when involved as partners of the programs. It helps a lot in rejuvenating economic activity as it creates opportunities and jobs.

Apparently, to revisit the concept of entrepreneurial activities in the context of nation building and service of the people, SUCs can help the government retrench its budget. Along this insight, this study has assessed the IGPs of the SUCs for them to grow within the ambit of effective and efficient management as prescribed by the IGP Manual of the Region.

2. Objectives of the Study

This study aimed at determining the status of the IGPs of SUCs in Region VIII. Specifically, it answers the following:

- 1) What is the status of the IGPs of SUCs in Region VIII as perceived by the IGP administrators, employees and clients in terms of the following:
 - 1.1. setting up an IGP program;
 - 1.2. organizational structure;
 - 1.3. operation, in terms of:
 - 1.3.1 goal setting, production-planning and budgeting;
 - 1.3.2 operations management; and financial management and control system;
 - 1.3.3 performance measurement;
 - 1.3.4 fixed and variable cost,
 - 1.3.5 responsibilities center, and
 - 1.3.6 mechanics of performance management;
 - 1.4. profit sharing, in terms of:
 - 1.4.1.coverage; and
 - 1.4.2.guidelines;
 - 1.5. accounting in terms of:
 - 1.5.1.financial report;
 - 1.5.2.receiveables and collection process;
 - 1.5.3.procurement system; and
 - 1.5.4.inventory control?
- 2) Based on the findings of the study, what IGP manual can be proposed?

3. Methodology

The study employed descriptive assessment as method in pursuing the problems posed in the study. The research revolved around the ten (10) SUCs of Region VIII which are located in Samar and Leyte. This study was undertaken during the School Year of 2018-2019. The identified respondents of the study were IGP administrators, employees, and clients of the ten (10) state universities and colleges (SUCs) in Region VIII. There were forty- three (43) administrators, eighty (80) employees, one hundred fifty (150) clients of IGPs products. The total number of respondents was 273. The study made use of (1) set of survey questionnaire which were answered by the respondents. The instrument used in this study was a

researcher-made questionnaire. In developing the instrument, various reading materials were resorted to by the researcher in order to come up with a comprehensive set of items in the questionnaire. The statistical treatments used in this study were frequency counts, weighted mean.

4. Results and Discussion

Status of the IGP's of SUCs

The next succeeding tables present the assessment of the respondents on the status of the IGPs in terms of setting up an IGP program; organizational structure; operation, profit sharing, and accounting.

Setting Up an IGP Program. Table 1 shows the means and standard deviations on the perceived status of the IGPs of State Universities and Colleges in Region VIII in terms of setting up an IGP program. The overall mean for the IGP

employees was 3.95 (often) and a standard deviation of 0.575. On the other hand, the mean of IGP administrators was 3.97 (often) with a standard deviation of 0.618. Lastly, the mean of the clients was 4.32 (often) with a standard deviation of 0.504. This finding shows that the three groups of respondents have similar assessment along setting up an IGP program. The overall mean of 4.16 interpreted as "often" with a standard deviation of 0.572 suggests that the IGP administrators, employees and clients possess the necessary theoretical concepts which equipped in developing a comprehensive quantitative and qualitative analysis in setting up the IGPs. The administrators, most especially, possess very competent knowledge in analyzing the cost of the project, beneficiaries, opportunity cost, and income beneficiaries of any IGP that was to be established. They were also good in determining the sustainability of the project, the technology requirements, marketing, and availability of resources needed for an IGP to operate well.

Table 1: Means and Standard Deviations on the Perceived Status of the IGPs of State Universities and Colleges in Region VIII in terms of Setting Up an IGP Program

Conditions	IGP Employees			IGP Administrators			Clients			Overall		
	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD
Quantitative Analysis												
a. Cost of the project	3.98	O	0.729	4.35	O	0.613	4.41	O	0.593	4.27	O	0.665
b. Cost to beneficiaries	3.76	O	0.860	4.09	O	0.781	4.35	O	0.685	4.14	O	0.795
c. Opportunity cost	3.85	O	0.828	3.98	O	0.801	4.27	O	0.810	4.10	O	0.834
d. Income to beneficiaries	3.76	O	0.945	4.07	O	0.799	4.27	O	0.827	4.09	O	0.884
Qualitative Analysis												
a. Sustainability of the Project	4.20	O	0.753	4.30	O	0.708	4.36	O	0.605	4.30	O	0.669
b. Technology Requirements												
• Availability of service provider	3.99	O	0.819	3.93	O	0.768	4.35	O	0.636	4.18	O	0.738
• Ability of the participants to do the required tasks/skills	4.09	O	0.732	3.91	O	0.684	4.36	O	0.688	4.21	O	0.720
c. Marketing												
• Frequency of needs of the products	4.08	O	0.742	4.07	O	0.737	4.36	O	0.678	4.23	O	0.719
• Existing price or cost of product	3.93	O	0.759	3.98	O	0.801	4.36	O	0.726	4.17	O	0.774
• Customer location and their level of income	3.94	O	0.700	4.02	O	0.672	4.30	O	0.721	4.15	O	0.725
• Competitors-their strength and weakness	3.90	O	0.722	3.72	O	0.984	4.31	O	0.706	4.10	O	0.796
• Source of raw materials	3.93	O	0.792	3.79	O	0.914	4.36	O	0.698	4.14	O	0.799
• Policies on selling products	3.96	O	0.818	3.84	O	0.949	4.29	O	0.771	4.12	O	0.834
d. Availability of resources												
• Resources requires in the IGP are readily available	4.09	O	0.679	4.00	O	0.787	4.35	O	0.714	4.22	O	0.728
• Resources are not affected by seasonal weather condition	3.91	O	0.766	3.74	O	0.848	4.22	O	0.750	4.05	O	0.791
• Prices of these inputs do not fluctuate	3.90	O	0.756	3.67	O	0.874	4.24	O	0.783	4.05	O	0.818
OVERALL	3.95	O	0.575	3.97	O	0.618	4.32	O	0.504	4.16	O	0.572
Legends: 4.51 – 5.00 (A) Always 3.51 – 4.50 (O) Often 2.51 – 3.50 (SM) Sometimes 1.51 – 2.50 (S) Seldom 1.00 – 1.50 (N) Never												

Organizational Structure. Table 2 shows the means and standard deviations on the perceived status of the IGPs of state universities and Colleges in Region VIII in terms of organizational structure. The overall mean for the IGP employees was 3.82 (often) and a standard deviation of 0.593. On the other hand, the mean of IGP administrators was 4.28 (often) with a standard deviation of 0.481. Lastly, the mean of the clients was 4.08 (often) with a standard deviation of 0.511. This finding implies that the three groups

of respondents have similar assessment along the competency of the IGP personnel in terms of organizational structure. Specifically, compositions, qualifications and functions of management at various levels were found to be very competent as perceived by the three groups of respondents. However, the composition of organizational structure in terms of BOM.

Table 2: Means and Standard Deviations on the Perceived Status of the IGP's of State Universities and Colleges in Region VIII in terms of Organizational Structure

Conditions	IGP Employees			IGP Administrators			Clients			Overall		
	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD
Composition of Organizational Structure												
a. IGP Directors and Project Manager Only	2.76	SM	1.678	2.65	SM	1.758	3.88	O	1.257	3.36	SM	1.580
b. Board of Management (BOM), IGP Director, and Project Manager	2.76	SM	1.693	2.65	SM	1.631	3.61	O	1.432	3.21	SM	1.601
c. President, BOM, IGP Director, Project Manager and Personnel/Staff	4.66	A	0.810	4.40	VC	0.877	4.57	A	0.719	4.57	A	0.775
Composition, Qualifications and Functions of Management at Various Level												
a. President	4.46	O	0.836	4.53	A	0.749	4.56	A	0.526	4.53	A	0.666
b. Board of Management	4.13	O	1.092	4.29	O	0.798	4.40	O	0.546	4.31	O	0.789
c. IGP Director	4.13	O	0.733	4.37	O	0.740	4.44	O	0.513	4.34	O	0.636
d. Project Manager	4.21	O	0.695	4.42	O	0.599	4.47	O	0.622	4.38	O	0.648
e. Financial Management Officer	4.09	O	0.904	4.22	O	0.942	4.45	O	0.603	4.31	O	0.776
f. Accountant	4.29	O	0.703	4.42	O	0.606	4.52	A	0.567	4.43	O	0.622
g. Cashier	4.34	O	0.787	4.50	O	0.707	4.48	O	0.606	4.44	O	0.681
h. Supply/Property Officer	4.11	O	0.779	4.30	O	0.678	4.51	A	0.577	4.36	O	0.679
i. Resident Auditor	4.04	O	0.980	4.24	O	0.862	4.54	A	0.579	4.34	O	0.792
j. Other Hired Project Personnel	1.64	S	1.308	1.55	S	1.219	3.16	SM	1.730	2.46	S	1.722
OVERALL	3.82	O	0.593	3.89	O	0.481	4.28	O	0.511	4.08	O	0.573
Legends: 4.51 – 5.00 (A) Always 3.51 – 4.50 (O) Often 2.51 – 3.50 (SM) Sometimes 1.51 – 2.50 (S) Seldom 1.00 – 1.50 (N) Never												

These findings imply that most SUCs have somehow managed to establish organizational structures of their respective IGP's but were not really able to really establish a well-manned and well-structured organization in the absence of project managers and project personnel. This was so because the nature of the business or income generating projects were only small scale in nature that did not need an elaborate organizational structure.

status of the IGP's of state universities and Colleges in Region VIII in terms of goal setting, production planning, and budgeting. This finding shows that IGP employees and administrators have similar assessment along the competency of the IGP personnel in terms of goal setting, production planning, and budgeting. It implies that the IGP personnel were very competent in their performance along goal setting, production planning, and budget.

Goal Setting, Production Planning, and Budgeting. Table 3 shows the means and standard deviations on the perceived

Table 3: Means and Standard Deviations on the Perceived Status of the IGP's of State Universities and Colleges in Region VIII in terms of Operations with respect to Goal Setting, Production Planning, and Budgeting

Conditions	IGP Employees			IGP Administrators			Clients			Overall		
	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD
Goal Setting												
Develop effective goals through brainstorming to generate new ideas from the members	4.18	O	0.839	4.00	O	1.091	4.05	A	0.555	4.41	SM	0.795
Develop plans to achieve goals	4.26	O	0.791	4.19	O	0.906	4.51	A	0.642	4.38	O	0.744
Determine the needed information to meet the goals	4.13	O	0.862	4.16	O	0.814	4.51	A	0.610	4.34	O	0.746
Identify steps needed to accomplish the goals	4.08	O	0.883	4.12	O	0.823	4.49	O	0.663	4.31	O	0.777
Put the steps in the order they need to be done, must use SMART goals	4.19	O	0.858	4.00	O	0.926	4.50	O	0.642	4.33	O	0.782
Determine the groups/individuals in the organization who will be responsible in the implementation of the plan	4.16	O	0.892	3.91	O	0.895	4.53	A	0.610	4.32	O	0.785
Evaluate the goals of the people doing the tasks periodically to check if goals are met	4.10	O	0.851	3.86	O	1.037	4.51	A	0.610	4.29	O	0.805
Conduct an evaluation of the goals on appropriate time and make recommendations	4.04	O	0.892	4.05	O	0.785	4.54	A	0.620	4.32	O	0.774
Production Planning												
Nature of Inputs	4.15	O	0.748	4.09	O	0.718	4.47	O	0.682	4.32	O	0.726
Quantity of Inputs	4.06	O	0.919	4.05	O	0.815	4.50	O	0.621	4.30	O	0.780
Proper Coordination	4.13	O	0.802	3.84	O	0.974	4.49	O	0.610	4.28	O	0.774
Better Control	3.98	O	0.941	3.88	O	0.942	4.46	O	0.663	4.23	O	0.837
Ensure Uninterrupted Production	3.99	O	0.921	3.86	O	0.889	4.47	O	0.652	4.23	O	0.820
Capacity Utilization	3.88	O	0.973	3.88	O	0.931	4.47	O	0.587	4.21	O	0.828
Timely Delivery	4.13	O	0.786	3.93	O	0.936	4.05	A	0.507	4.38	O	0.739
Identify and plan your activities	4.14	O	0.791	3.95	O	0.925	4.54	A	0.598	4.33	O	0.753
Determine each expenses	4.23	O	0.779	3.95	O	0.950	4.63	A	0.562	4.40	O	0.748
Estimate the source of income	4.06	O	0.891	3.93	O	0.910	4.52	A	0.632	4.29	O	0.801
Analyze the difference between the income and expenses	4.05	O	0.926	3.81	O	1.075	4.57	A	0.595	4.30	O	0.847
Develop a plan for the unexpected	4.08	O	0.883	4.02	O	0.859	4.51	A	0.642	4.30	O	0.785
Determine draft budget and cash flow statement	4.16	O	0.834	3.98	O	0.899	4.42	O	0.698	4.28	O	0.783
Make changes and finalize income and expenses budget	4.18	O	0.839	3.98	O	0.963	4.54	A	0.682	4.34	O	0.808
Monitor the budget	4.10	O	0.714	3.98	O	0.813	4.52	A	0.438	4.31	O	0.640
OVERALL	4.10	O	0.714	3.98	O	0.813	4.52	A	0.438	4.31	O	0.640
Legends: 4.51 – 5.00 (A) Always 3.51 – 4.50 (O) Often 2.51 – 3.50 (SM) Sometimes 1.51 – 2.50 (S) Seldom 1.00 – 1.50 (N) Never												

In terms of goal setting, IGP administrators and employees "oftentimes" observed the PASUC IGP Manual in the development of effective goals through brainstorming to generate new ideas from the members' operation. As to production planning, the administrators and employees "always" observed the PASUC manual IGP guidelines in determining the nature of inputs, quantity of inputs, proper

coordination, better control, ensuring uninterrupted production, capacity utilization, and timely delivery of its products. Finally, the budgeting of the IGP personnel was also found that the respondents "always" properly observed the PASUC Manual IGP Guidelines which means that the personnel, especially the administrators could identify and

plan their activities and at the same time, project the expenses to be incurred in running an IGP.

Operations Management and Financial Management and Control System. This finding shows that the personnel always observed the PASUC manual IGP guidelines in the IGP's operation and financial management control system. This implies further that the IGP's personnel

were compliant in securing money derived from IGP operations and using it properly and in observing protocols and ethical values so that personnel perform their jobs within the bounds of the law, most particularly when it comes to financial management, accountability, and control activities.

Table 4: Means and Standard Deviations on the Perceived Status of the IGPs of State Universities and Colleges in Region VIII in terms of Operations Management and Financial Management and Control System

Conditions	IGP Employees			IGP Administrators			Clients			Overall		
	Mean	Desc.	SD	Mean	Desc.	SD	Mean	Desc.	SD	Mean	Desc.	SD
Operations Management												
a. Provides flexibility to the organization	4.63	A	4.419	4.09	O	0.868	4.48	O	0.673	4.46	O	2.463
b. Can free up staff time on smaller program-related	4.11	O	0.928	4.00	O	0.724	4.46	O	0.711	4.29	O	0.804
c. Increase the likelihood that organization will generate net income, which can help improve an organization's balance sheet	3.99	O	0.893	4.07	O	0.799	4.49	O	0.653	4.28	O	0.788
d. Allows not only "react to change but anticipate them"	3.99	O	0.907	3.79	O	1.059	4.47	O	0.652	4.22	O	0.852
Financial Management and Control System												
a. Commitment for integrity and ethical values												
▪ Internal regulations procedures are in compliance with relevant laws	4.23	O	0.927	4.26	O	0.819	4.54	A	0.641	4.40	O	0.776
▪ Code of conduct in the organization	4.28	O	0.831	4.21	O	0.742	4.51	A	0.712	4.39	O	0.761
▪ Procedures for reporting the violation of rules on the ethics	4.18	O	0.854	4.09	O	0.971	4.43	O	0.717	4.30	O	0.812
▪ Administrative actions are undertaken for administrative cases	4.14	O	0.882	4.10	O	0.790	4.45	O	0.691	4.30	O	0.781
b. Implementation of accountability												
▪ Meetings are conducted on issues relating to fiscal management and control	4.11	O	0.886	4.02	O	0.771	4.56	A	0.573	4.34	O	0.747
▪ Personnel are visited in their working place by concerned personnel/heads	4.20	O	0.933	3.95	O	0.785	4.52	A	0.588	4.34	O	0.765
▪ Conduct of regular meeting	4.16	O	0.934	3.95	O	0.754	4.46	O	0.620	4.29	O	0.768
▪ Managers have the authority of the budget management of their projects	4.10	O	0.880	4.02	O	0.780	4.48	O	0.599	4.30	O	0.746
▪ Written policies on the delegation of duties and its documentation	4.14	O	0.910	4.02	O	0.913	4.43	O	0.638	4.28	O	0.788
c. Control activities												
▪ Detailed internal policies rules/ instructions describing operational work procedures	4.18	O	0.839	4.07	O	0.768	4.51	A	0.632	4.34	O	0.742
▪ Preparation and execution of financial annual budget plan	4.15	O	0.843	4.23	O	0.751	4.51	A	0.663	4.36	O	0.750
▪ Keeping and recording of accounting transactions	4.19	O	0.915	4.23	O	0.751	4.52	A	0.653	4.38	O	0.767
d. Safeguard, use and archive of documents												
▪ Monitoring and compliance of employees with the segregation of duties	4.19	O	0.828	4.16	O	0.721	4.52	A	0.663	4.37	O	0.741
OVERALL	4.17	O	0.715	4.08	O	0.644	4.49	O	0.482	4.33	O	0.610
Legends: 4.51 – 5.00 (A) Always 3.51 – 4.00 (O) Often 2.51 – 3.00 (SM) Sometimes 1.51 – 2.00 (S) Seldom 1.00 – 1.50 (N) Never												

Performance Measurement. Table 5 presents the means and standard deviations on the perceived status of the IGPs of State Universities and Colleges in Region VIII in terms of performance measurement with respect to fixed and variable

cost, responsibilities centers, and mechanics of performance management.

Table 5: Means and Standard Deviations on the Perceived Status of the IGPs of State Universities and Colleges in Region VIII in terms of Performance Measurement with respect to Fixed and Variable Cost, Responsibilities Centers, and Mechanics of Performance Management

Conditions	IGP Employees			IGP Administrators			Clients			Overall		
	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD
Fixed and Variable Cost												
a. Fixed Cost	4.19	O	0.731	3.93	O	0.799	4.46	O	0.722	4.30	O	0.761
b. Variable Cost	4.15	O	0.765	3.98	O	0.831	4.44	O	0.691	4.28	O	0.756
Average	4.17	O	0.716	3.95	O	0.793	4.45	O	0.670	4.29	O	0.727
Responsibilities Centers												
a. Centers are classified into: a. profit center; b. cost center	4.00	O	0.955	3.81	O	1.075	4.50	O	0.654	4.24	O	0.872
b. Authority level in using available resources	3.99	O	0.921	3.98	O	0.988	4.45	O	0.682	4.24	O	0.841
c. Ensemble in one physic person's responsibility as an official service provided with self means	3.95	O	0.899	3.88	O	1.074	4.45	O	0.711	4.21	O	0.871
d. Allow to accomplish attributions and goals	4.00	O	0.994	3.98	O	0.988	4.52	A	0.643	4.28	O	0.856
e. Profit center calculates the profit	3.98	O	1.006	3.74	O	1.136	4.45	O	0.702	4.20	O	0.920
f. Profit center is classified as a division of an enterprise which analyze the outlet as basis for rewards	4.03	O	1.006	3.84	O	1.174	4.46	O	0.704	4.23	O	0.920
g. Profit center consist of auxiliary awards (thermal control, electricity control, water control and transport control)	4.00	O	0.900	3.79	O	1.146	4.46	O	0.684	4.22	O	0.870
h. Cost center determine only the expenses (cost)	3.98	O	0.856	3.86	O	1.125	4.42	O	0.746	4.20	O	0.880
i. Cost center consist of functioning services (supplying, outlet, salaries, marketing, security)	3.96	O	0.892	3.93	O	1.142	4.41	O	0.658	4.20	O	0.850
j. Centers delimitate responsibly	4.01	O	0.961	3.86	O	1.082	4.47	O	0.643	4.24	O	0.862
Average	3.99	O	0.826	3.87	O	1.031	4.46	O	0.525	4.23	O	0.762
Mechanics of Performance Management												
a. Job description, person specifications, competency profile and the recruitment process are utilized to define clear expectation for the role and select staff	4.10	O	0.805	4.02	O	0.801	4.56	A	0.651	4.34	O	0.762
b. Effective induction and probation	4.11	O	0.746	3.93	O	1.033	4.48	O	0.684	4.29	O	0.786
c. Strategic planning process establishes annual priorities, targets, objectives linked to the university critical success factors	4.11	O	0.900	4.16	O	0.871	4.54	A	0.673	4.36	O	0.802
d. Department produce local operational plans, and identify annual priorities, objectives, and a staff development plan	4.06	O	0.862	4.14	O	1.037	4.50	O	0.643	4.31	O	0.807
e. Mechanism for communicating performance targets and establishing objectives with individuals, including training and development objectives	3.96	O	0.961	4.07	O	1.033	4.50	O	0.684	4.28	O	0.868
f. Provide feedback on performance and achievements	3.94	O	0.891	4.14	O	0.804	4.44	O	0.693	4.24	O	0.803
g. Staff training and development task place and opportunities for career progression exist	3.91	O	0.996	4.09	O	0.840	4.50	O	0.704	4.26	O	0.861
h. Staff feels valued and manager's recognition to individual and team achievement by giving awards or success celebration	3.89	O	1.019	4.00	O	0.900	4.46	O	0.673	4.22	O	0.864
Average	4.01	O	0.768	4.07	O	0.779	4.50	O	0.537	4.29	O	0.662
OVERALL	4.06	O	0.827	3.96	O	0.766	4.47	O	0.520	4.27	O	0.635

Legends:
 4.51 – 5.00 (A) Always
 3.51 – 4.50 (O) Often
 2.51 – 3.50 (SM) Sometimes
 1.51 – 2.50 (S) Seldom
 1.00 – 1.50 (N) Never

These findings show that the IGPs personnel and clients oftentimes observed the PASUC Manual Guidelines in IGP in the performance measurement in terms of fixed and variable cost, responsibilities center, and mechanics of performance management. Moreover, the clients perceived that their respective IGPS of the University were contributory in the attainment of strategic goals and the tasks and responsibilities of IGP personnel were clearly set and defined.

Profit Sharing with respect to Coverage and Guidelines. Table 6 presents the means and standard deviations on the perceived Status of the IGPs of State Universities and Colleges in Region VIII in terms of performance measurement with respect to coverage and guidelines.

Table 6: Means and Standard Deviations on the Perceived Status of the IGPs of State Universities and Colleges in terms of Profit Sharing with respect to Coverage and Guidelines

Conditions	IGP Employees			IGP Administrators			Clients			Overall		
	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD
Coverage												
All projects/IGPs that help generate additional income for school are included in the profit sharing	3.71	O	1.389	3.44	SM	1.485	4.25	O	0.958	3.98	O	1.229
Guidelines												
At the end of every fiscal year, the income statements shall be prepared in order to determine the net profit of each project. The profit shall be distributed as follows:					f							
• Twenty five percent (25%) shall be allotted as a school share. This can be used by the school to augment its resources to support its programs in instruction, research, and other worthwhile activities of the institution.	3.60	O	1.327	3.58	O	1.418	4.12	O	0.965	3.88	O	1.185
• Twenty percent (20%) shall be for capital build-up. This amount intended as a source for additional project capital in case there is a need to expand its operation.	3.70	O	1.408	3.53	O	1.437	4.15	O	1.016	3.92	O	1.238
• Twenty percent (20%) as incentives for project manager and project workers. If possible, ten percent (10%) shall go to the project manager and the remaining ten percent (10%) shall be shared equally by the project workers.	3.65	O	1.415	3.58	O	1.418	4.11	O	1.028	3.89	O	1.237
• Five percent (5%) as share to IGP Director	3.53	O	1.467	3.60	O	1.417	4.08	O	1.023	3.84	O	1.257
• Seven percent (7%) shall be shared equally by the remaining members of the BOM (excluding the IGP Director)	3.83	O	1.348	3.58	O	1.401	4.07	O	1.034	3.92	O	1.205
• Fifteen percent (15%) as incentive to the facilitative committee. The sharing of its incentive shall be proportionate to the committee member's involvement as approved by the BOM.	3.68	O	1.394	3.49	SM	1.437	4.03	O	1.150	3.84	O	1.287
• Eight percent (8%) shall go to the Head of the Agency and other support staff, the sharing of which shall be determined by the SUC president.	3.69	O	1.437	3.47	SM	1.463	3.98	O	1.130	3.81	O	1.291
• The giving of incentives, except to the Project Manager and Workers, is based on the consolidated net income.	3.64	O	1.398	3.49	SM	1.488	4.01	O	1.136	3.82	O	1.290
• Integrate campuses shall observe similar profit sharing scheme provided in this guidelines except for some modifications, as follows:												
• Twenty percent (20%) shall from part of the pooled funds handled by the host SUC. The amount serves as a stand-by capital that can be used for any special/new project or viable projects that need expansion.	3.54	O	1.359	3.21	SM	1.489	4.04	O	1.084	3.78	O	1.278
• The deployment for additional IGP Director in each integrated campuses who shall take charge of all its IGPs shall be decided by the BOM subject to the following conditions: Distance from the host SUC, Number and Size of IGP, and Convenience and expediency.	3.35	SM	1.319	3.24	SM	1.443	3.99	O	1.116	3.68	O	1.275
• The Facilitative Staff of the host SUC shall be the one to determine and identify whom among the integrate campus' personnel to be included in facilitating the IGPs.	3.49	SM	1.484	3.26	SM	1.482	3.98	O	1.157	3.72	O	1.343
Average	3.55	O	1.221	3.41	SM	1.329	4.04	O	0.988	3.79	O	1.145
OVERALL	3.63	O	1.247	3.43	SM	1.324	4.14	O	0.926	3.88	O	1.132

Legends:
 4.51 – 5.00 (A) Always
 3.51 – 4.50 (O) Often
 2.51 – 3.50 (SM) Sometimes
 1.51 – 2.50 (S) Seldom
 1.00 – 1.50 (N) Never

Accounting. Table 7 shows the means and standard deviations on the perceived status of the IGPs of State Universities and Colleges in Region VIII in terms of accounting with respect to financial report, receivables and collection process, procurement system, and inventory control.

These distinct ratings provided by the respondents indicate that they have different perceptions, especially the clients who merely based their perceptions based on their actual

observations since they were not really part of the system and they were not the ones directly performing the task on financial reporting, receiving and collecting, procuring, and inventory. On the other hand, for the employees and administrators, both agreed that processes entailing financial reporting, receivables and collection, procurement and inventory were at most times observed and compliant with government rules and other auditing procedures lest they become legally liable.

Table 7: Means and Standard Deviations on the Perceived Status of the IGP of State Universities and Colleges in terms of Accounting with respect to Financial Report, Receivables and Collection Process, Procurement System, and Inventory Control

Conditions	IGP Employees			IGP Administrators			Clients			Overall		
	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD	Mean	Desc	SD
Financial Report												
a. Meet the needs of the maximum number of primary users	4.23	O	0.842	4.02	O	0.938	4.55	A	0.831	4.37	O	0.777
b. Provides confirmatory value for it provides feedback about (confirm of changes) previous evaluation	4.21	O	0.791	4.02	O	0.983	4.47	O	0.853	4.32	O	0.767
c. Relevant (capable of making difference in the decisions made by user; has predictive value.	4.04	O	0.863	4.09	O	1.019	4.54	A	0.873	4.32	O	0.827
d. Faithful presentation (complete, neutral, and free from error)	4.13	O	0.832	3.95	O	1.045	4.44	O	0.748	4.27	O	0.848
e. Comparability (enables user to identify and understand similarities, and differences among, items	4.04	O	0.920	3.95	O	1.133	4.55	A	0.873	4.30	O	0.876
f. Verifiability (assure users that it faithfully represent the economic phenomena it purports to represent.	3.99	O	1.037	3.84	O	1.214	4.47	O	0.749	4.23	O	0.960
Average	4.10	O	0.786	3.98	O	0.958	4.50	O	0.581	4.30	O	0.740
Receivables and Collection Process												
a. Faculty and staff of the school are allowed to purchase on credit	3.81	O	1.080	3.72	O	1.221	4.48	O	0.864	4.18	O	0.968
b. Sales for outside clients are made only on a cash basis	4.05	O	1.090	3.88	O	1.331	4.44	O	0.862	4.24	O	0.956
c. Due to excess production, sales are expected slow, cash discounts or rebates are granted	3.43	SM	1.430	3.40	SM	1.398	4.42	O	0.898	3.97	O	1.187
d. IGP accepts seasonal or dated payments through check or other suitable or negotiable instrument	3.80	O	1.011	3.60	O	1.432	4.40	O	0.744	4.10	O	1.015
e. Bad debts are recognized or reflected in the financial statements	3.70	O	1.024	3.63	O	1.346	4.34	O	0.828	4.04	O	1.035
f. The manner or procedure in the aging to accounts payables and writing off of accounts receivables as bad debts expense is decided by the manager, BOM and accountant	3.83	O	1.111	3.93	O	1.203	4.48	O	0.775	4.19	O	1.001
Average	3.77	O	0.837	3.69	O	1.042	4.42	O	0.598	4.11	O	0.828
Procurement												
a. Procurement system uses: Commercial accounting	2.01	S	1.530	1.58	S	1.200	3.49	SM	1.707	2.75	SM	1.782
b. Procurement system uses Government accounting	4.73	A	0.693	4.81	A	0.784	4.64	A	0.869	4.69	A	0.892
c. Follows government bidding and awarding procedures	4.08	O	1.003	4.19	O	1.029	4.50	O	0.884	4.33	O	0.867
d. Finance requirements are made in the form of a cash advance to be liquidated as soon as the supplies and materials are produced	4.18	O	0.849	4.30	O	0.887	4.49	O	0.864	4.38	O	0.771
e. A checker or a quality control inspectorate team assigned from within the facilitative staff to ensure the quality requirements are complied with	4.04	O	0.987	4.19	O	0.982	4.51	A	0.800	4.32	O	0.822
f. Determine the appropriateness of the quality and to a certain extent, the price of the items produced particularly in purchases made outside of the planned production level	4.14	O	0.823	4.21	O	0.989	4.49	O	0.854	4.34	O	0.781
g. Purchased items are admitted only into production upon passing the checker or quality control inspectorate team	3.98	O	1.091	4.19	O	1.006	4.54	A	0.853	4.32	O	0.894
Average	3.87	O	0.608	3.92	O	0.697	4.38	O	0.559	4.16	O	0.643
Inventory Control												
a. Permits efficient production scheduling and utilization of resources	4.01	O	0.961	4.02	O	1.012	4.58	A	0.880	4.32	O	0.871
b. Production delays and over production are avoided	3.86	O	1.040	3.98	O	0.983	4.48	O	0.722	4.22	O	0.911
c. Practice flexibility in its purchase so that storage of handling cost be minimized or eliminated	3.95	O	0.870	4.00	O	0.873	4.48	O	0.731	4.25	O	0.834
d. Practices "job order" to eliminate the risk of excess finished goods	3.98	O	1.008	3.93	O	1.033	4.52	A	0.722	4.27	O	0.908
e. Data on market demand are incorporated into the sales plan and production budget	4.01	O	0.879	3.91	O	1.042	4.52	A	0.713	4.28	O	0.864
f. Availability of policies regarding the disposal of unsalable or sale merchandise	3.80	O	0.973	3.88	O	1.207	4.50	O	0.874	4.19	O	0.929
g. Monitoring of perishable items	3.89	O	0.981	3.86	O	1.146	4.51	A	0.741	4.22	O	0.940
Average	3.93	O	0.797	3.94	O	0.983	4.51	A	0.587	4.25	O	0.775
OVERALL	3.92	O	0.658	3.88	O	0.812	4.45	O	0.517	4.21	O	0.870
Legends: 4.51 – 5.00 (A) High Adequate 3.51 – 4.50 (O) Very Adequate 2.51 – 3.50 (SM) Adequate 1.51 – 2.50 (S) Moderate												

5. Conclusions and Implications

The following conclusions were drawn out from the findings of the study:

- 1) On the status of the IGPs, all aspects of operations, namely, setting up an IGP program, organizational structure, operations, performance measurement, profit sharing and accounting, were rated as “often” as perceived by the administrators, employees and clients.
- 2) All projects/IGPs that helped in generating additional income for school were included most of the time in the profit sharing and they income derived from IGP operations contributed somehow to the resources of the University necessary in augmenting the financial resources of the same.
- 3) Responses of the respondents showed that they were consistent in saying that oftentimes all of the aspects of IGP operations were observed and/or complied with by the IGP program vis-à-vis IGP Manual.
- 4) Despite of the good or high ratings on the status of IGP of SUCs in Region VIII, there were still some problems encountered and most of which were finance or budget related.

6. Recommendations

The following were the recommendations advanced based on the findings and conclusions:

- 1) The IGP administrators may tap or seek external funding to increase its capitalization. Partnership with industries near the SUC could help boost its fund and increase profitability.
- 2) The IGP administrators may seek the help of an accountant to enhance the financial accounting system. Provision of technology in the office could provide efficiency in the financial flow.
- 3) The IGP administrators need to regularly post the financial status of all the projects of the SUC. This could promote transparency in its operation and at the same time update the stakeholders about the status of the project.

Guided with the legal bases and the findings of this study, proposal of manual operation of income generating projects is hereby recommended:

- 1) Seeking financial external assistance or any kind of support from other agencies and institutions through linkages and networking be enhanced. Likewise,

financial accounting system should be adopted to come up accurate auditing and accounting of all accountabilities and responsibilities of each member.

- 2) Transparency in an organization should be practiced and be encouraged. All transactions negotiations should be properly monitored and be disseminated to every concerned member of the IGPs of the institution.
- 3) Regular assessment and evaluation on the management aspect of the IGPs should be adopted to ensure proper recording, auditing and implementing any concerns and issues related to IGPs activities, thereby coming up with the expectations of the stakeholders and other clientele.
- 4) Suggestion box should be placed min every projects to solicit feedback from clients to give immediate solutions to problems encountered by the entrepreneurial operation. Constructive and destructive feedbacks of the operation will not be taken for granted.

References

- [1] Manual of Operations for Income Generating Projects of State Universities and Colleges in Region VIII, (2001), Tacloban City.
- [2] Miranda, Asterio, et. al (2016). The IGPs of a Government Academic Institution in the Philippines. The Case of the University of Eastern Philippines. Asia Pacific Journal of Innovation and Entrepreneurship, Vol. 10, No. 1.