

# An Assessment of Bspren One Barangay One Product Livelihood Project in Santiago City

Mark Sotto<sup>1</sup>, Harrison Villanueva<sup>2</sup>

Cagayan Valley Computer and Information Technology College<sup>1</sup>

Saint Mary's University<sup>2</sup>

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## ABSTRACT

This study determined the current condition of BESPREN One Barangay One Product (OBOP) livelihood Project in Santiago City as assessed by the project implementers and beneficiaries in the 37 barangays. It described the current condition of the project in terms of employment generation, quality of life, quality of products and political climate. On the other hand, it also identified the problems and challenges encountered by the respondents in marketing, finance, operation and production issues. Qualitative and quantitative research methods were used to gather the needed data. Findings revealed that while BESPREN One Barangay One Product Livelihood Project has produced positive results the project implementers and beneficiaries agreed that problems and challenges prevail along marketing, production, operation and finance.

**Keywords** – community livelihood project, entrepreneurship, One -Barangay -One Product

## INTRODUCTION

In today's competitive era, entrepreneurship is becoming a very relevant instrument and commonly used tool in promoting economic growth and development in different regional and national economies. Nowadays, people tend to be the main predictor and element towards economic growth which is usually defined as entrepreneurs, who realize an entrepreneurial opportunity and take risks to benefit from it (Halac & Bulut, 2012). In addition, the nature of entrepreneurship is multidisciplinary. In order to develop and properly manage a business and even new venture, entrepreneur needs a range of knowledge and skills (Phelan & Sharpley, 2012).

Santiago City is the premier business hub and center for human excellence in Northeastern Luzon, Philippines with God-loving and empowered citizenry, living in an ecologically balanced and sustainable environment, nurturing a vibrant, responsive and resilient business community under the stewardship of good local governance. Likewise, it is committed to develop a vibrant and responsive business community led by a transparent and accountable government supported by well-educated, healthy and empowered citizenry towards sustainable economic growth, ecological balance and well-planned environment. More so, it is located 328 kilometers north of Manila. It has a population of 132,804, 10,202 of which are farmers. There are 37 barangays, eleven (11) are situated within the city proper and twenty four (24) barangays are in the rural area. The landform is generally flat and 21,631 hectares (78.93%) of the total area is devoted to agriculture, making this sector the dominant economic activity in the city (Executive-Legislative Agenda, 2013-2016).

More so, unemployment is one of the major concerns not only of Santiago City but also most local government units around the country. Over the years, the fast-rising increase in population have created poverty everywhere most especially in the depressed areas. According to Philippine Statistics Authority (2017), unemployment rate in July 2017 was estimated at 5.6 percent; the unemployment rate in July 2016 was 5.4 percent; which, has gradually increased by .20 percent in one year. Among the regions, Ilocos Region (8.2%), National Capital Region (NCR) (7.9%) and Central Luzon (7.1%) were the regions with the highest unemployment rates. Among the unemployed persons in July 2017, 64.0 percent were males. Of the total unemployed, the age group 15 to 24 years comprised 49.3 percent, while the age group 25 to 34, 29.7 percent. By educational attainment, 21.3 percent of the unemployed were college graduates, 14.5 percent were college

undergraduates, and 33.1 percent have completed junior high school. Furthermore, Non-Government Organization, Peoples Organization, through the help of financial institutions and experts in sustainable development often tried to initiate livelihood projects and programs but only a small percentage succeeded.

According to Santiago (2016), various government units, agencies, civic and business organizations have continued to initiate steps in order to solve the ever-growing problems of accumulation. However, they can do only so much in solving the problem due to their own limitations and the people who only take advantage of what they can get simply but not for long-term gain.

In the City of Santiago, the result of the baseline data from the Community-Based Monitoring System (CBMS) shows that the minimum basic needs of the city include; Survival such as health, nutrition, water and sanitation; Security such as income and security, shelter and peace and order; and enabling needs such as basic education and literacy and participation. With this vitality and due to this need, the Local Government Unit of Santiago City came up with a very responsive strategy that addressed the needs of the entire constituents of the City; these developmental goals are encapsulated in the “Magserbisyo Po Tayo”, a flagship statement of the present administration of Engr. Joseph Salvador Tan being implemented through the major Barangay Entrepreneurial Services for Poverty Reduction Network (BESPREN) Program Strategies (LGU Santiago City Resolution -072). Moreover, its main purpose is to uphold a holistic approach that the Local Government of Santiago City believes wherein all things in the society are interrelated with one another, thereby, a harmony of interconnectedness of the different aspects and sectors in the society will define progress and development. Likewise, it is also a campaign in order to reduce poverty, and more specifically, to lessen unemployment rate. On the other hand, the City of Santiago, through the initiative of the Office of the City Mayor under its “BESPREN sa Kabuhayan” banner of the program has established a Livelihood Fund to create income generating opportunities for its constituents. The said fund will be spread across all the thirty-seven barangays of the city to spur economic development, provide employment and generally come-up with a brand, image or a product where Santiago City will be known.

In line with this city’s aspiration, the city government wants to initially embark on the development of different products for each barangay. These products will then be what each barangay will be focusing in terms of its skills and capability building activities. Through the creation of an oversight committee to implement the said fund, the Department of Trade and Industry - Santiago City Office has been tapped as a member of this committee to assist in implementing this aspiration and translate it into reality, hence the One Barangay, One Product (OBOP) Project was conceptualized and proposed as an approach or strategy (Project Concept OBOP).

The OBOP is a localized version of the One Town One Product (OTOP), a national program of the Department of Trade and Industry which had been a very effective approach towards the development of the products where each locality has strength and opportunity, thereby augmenting the income of its constituents and generating employment (Concept Paper of BESPREN One Barangay One Product (OBOP) Project, 2016).

Nobody has explored the evaluation of the above-mentioned project yet. Thus, this study aimed to assess the current condition of BESPREN One Barangay One Product (OBOP) Livelihood Project in Santiago City and determine the problems and challenges encountered by the implementers and beneficiaries of BESPREN One Barangay One Product (OBOP) Livelihood Project.

### Statement of Objectives

This study aimed to assess the current condition of BESPREN One Barangay One Product (OBOP) Livelihood Project in Santiago City and to determine the problems and challenges encountered by the implementers and beneficiaries of BESPREN One Barangay One Product (OBOP) Livelihood Project.

Specifically, it sought to present the following objectives:

1. Describe the current condition of BESPREN One Barangay One Product (OBOP) Livelihood Project in terms of the following as assessed by the beneficiaries and implementers:

- 1.1. Employment generation;
- 1.2. Quality of life;
- 1.3. Quality of products; and
- 1.4. Political Climate
2. Determine the problems and challenges encountered by the implementers and beneficiaries of BESPREN One Barangay One Product (OBOP) Livelihood Project in terms of:
  - 2.1. Marketing
  - 2.2. Production
  - 2.3. Operation
  - 2.4 Finance
3. Develop an action plan to improve the implementation of BESPREN One Barangay One Product.

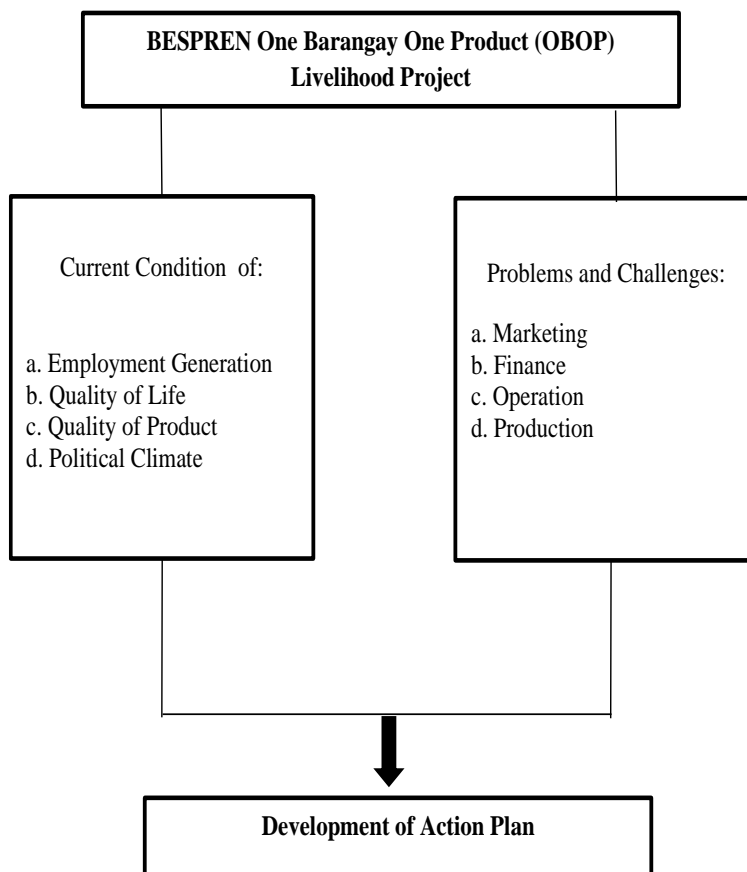


Fig.1 Research Paradigm

Figure 1 shows the research paradigm of the study. The study determined the (a) current condition of the project in terms of employment generation, quality of life, quality of products/services and political climate; (b) problems and challenges encountered by implementers and beneficiaries of the project in terms of marketing, finance, operation and production and to develop action plan that can improve the implementation and operation of BESPREN One Barangay One Product (OBOP) Livelihood Project in Santiago City.

## METHODOLOGY

This study used a mixed-methods approach, combining quantitative and qualitative research, to assess the BESPREN One Barangay One Product (OBOP) Livelihood Project in Santiago City. The quantitative aspect involved a descriptive design to gather and analyze data on the project's current condition and challenges, while qualitative data were obtained through interviews to provide deeper insights. The study included 350 beneficiaries and 35 barangay implementers from Santiago City. Data collection tools included a structured questionnaire and unstructured interviews, with statistical analysis used to interpret the findings.

## RESULTS AND DISCUSSION

### Section I. Current Condition of BESPREN One Barangay One Product Livelihood Project of Santiago City

Table 1. Current Condition One Barangay One Product in terms of Employment Generation

Indicators	Implementer		Beneficiary	
	Mean	QI	Mean	QI
1. Jobs are created for family members	3.37	GE	3.07	GE
2. People in the locality are also provided with employment.	3.29	GE	3.04	GE
3. Recipients receive fair and just remuneration from the business.	3.03	GE	3.02	GE
4. It helps to generate gainful employment for the family/community in particular and in Santiago City in general.	2.94	GE	2.95	GE
5. Recipients are provided with stable jobs.	2.91	GE	2.95	GE
<b>Weighted Mean</b>	3.11	GE	3.01	GE

Legend: 1.00 - 1.49 Never 2.50 - 3.49 Great Extent

1.50 - 2.4 Moderate Extent 3.50- 4.00 Very Great Extent

Table 1 presents the current condition of one barangay one product (OBOP) in terms of employment generation. It can be seen that there is a similar perception by the project implementers and the beneficiaries when it comes to “jobs are created for family members” (Implementer: Mean= 3.37, Beneficiary: Mean= 3.07) and “people in the locality are also provided with employment” (Implementer: Mean= 3.29, Beneficiary: Mean= 3.04 ), “recipients receive fair and just remuneration from the business” (Implementer: Mean= 3.03, Beneficiary: Mean= 3.02), “it helps to generate gainful employment for the family/community in particular and in Santiago City in general” (Implementer: Mean= 2.94 QI GE, Beneficiary: Mean= 2.95) and “recipients are provided with stable jobs” (Implementer: Mean= 2.91, Beneficiary: Mean= 2.95). These suggest that the current condition of the one barangay one product in terms of employment generation is “to a great extent” as perceived by the project implementers and beneficiaries. This entails that the program, One Barangay One Product is still on the process of adjustment since the program is only on the second year of its implementation.

More so, the project implementers and beneficiaries foresee this project as an instrument in providing better and more employment opportunities. It is also evident that the project is for family members since most of the beneficiaries are the household members of the community. Moreover, the project provides them only with minimal amount of earnings and it cannot actually fully support all the expenditures arising in their daily living. Furthermore, a total of 700 unemployed skilled households or 20 workers each barangay were given an opportunity to be employed for the project which will help them augment income.

Thus, according to Parilla (2013), the stated that employment has the biggest impact on the One Town One Product Program whose localized version is One Barangay One Product. It implies that more and better jobs have been created for the family members and people in the community. Through this, it helps them to generate income in order to support the basic needs and lifestyle of the people in the community.

Table 2 Current Condition of BESPREN One Barangay One Product in terms of Quality of Life

Indicators	Implementer		Beneficiary	
	Mean	QI	Mean	QI
1. Family members are provided with quality clothes and footwear.	2.97	GE	2.71	GE
2. Project/program helps them to support the elementary/secondary/college education of their children.	2.91	GE	2.53	GE
3. Project/program provides recreational activities like travel, picnics, outings, parties, club affiliations.	2.89	GE	2.52	GE
4. Project/program helps them in the major improvements in their existing houses.	2.03	ME	2.43	ME
5. Project/program assists the construction of their houses.	1.94	ME	2.43	ME
6. Family has insurance protection on pre-need.	1.91	ME	2.46	ME
7. Family has savings through bank deposit.	1.86	ME	2.49	ME
8. Project/program aids them to avail the services of a doctor or hospital, not only relying on self-medication or herbal medicines for some illnesses	1.86	ME	2.40	ME
9. Project/program provides opportunity for them in the acquisition of lot/s.	1.80	ME	2.46	ME
10. Recipients can purchase appliances like stove, electric fan and refrigerator.	1.71	ME	2.31	ME
11. Recipients can purchase basic household furniture like tables, chairs and cabinets.	1.71	ME	2.45	ME
12. Recipients can afford to purchase a motorcycle	1.69	ME	2.41	ME
13. Recipients can afford a four-wheel vehicle (i.e. car and jeep)	1.37	ME	2.40	ME
<b>Weighted Mean</b>	<b>2.05</b>	<b>ME</b>	<b>2.46</b>	<b>ME</b>

Legend: 1.00 - 1.49 Never 2.50 - 3.49 Great Extent

1.50 - 2.4 Moderate Extent 3.50- 4.00 Very Great Extent

Table 2 presents the current condition of OBOP in terms of quality of life. Family members are provided with quality clothes and footwear (Implementer: Mean=2.97, Beneficiary: Mean= 2.71), the project/program helps them to support the elementary/secondary/college education of their children (Implementer: Mean= 2.91, Beneficiary: Mean= 2.53), and the project/program provides recreational activities like travel, picnics, outings, parties, club affiliations (Implementer: Mean 2.89, Beneficiary: Mean 2.52) that project implementers and beneficiaries have similar perception which is “as moderate extent”.

However, it can be seen that project implementers and beneficiaries holds the same regards on the nine (9) indicators which were rated as moderate extent. The project/program helps them in the major improvements in their existing houses (Implementer: Mean= 2.03, Beneficiary: Mean= 2.43), project/program assists the



construction of their houses (Implementer: Mean= 1.94, Beneficiary: Mean= 2.43), the family has insurance protection on pre-need (Implementer: Mean 1.91, Beneficiary: Mean= 2.46), the family has savings through bank deposit (Implementer: Mean= 1.86, Beneficiary: Mean= 2.49), the project/program aids them to avail the services of a doctor or hospital, not only relying on self-medication or herbal medicines for some illnesses (Implementer: Mean= 1.86, Beneficiary: Mean= 2.40), the project/program provides opportunity for them in the acquisition of lot/s (Implementer: Mean= 1.80, Beneficiary: Mean= 2.46), the recipients can purchase appliances like stove, electric fan and refrigerator (Implementer: Mean= 1.71, Beneficiary: Mean= 2.31), the recipients can purchase basic household furniture like tables, chairs and cabinet (Implementer: Mean= 1.71, Beneficiary: Mean= 2.45), the recipients can afford to purchase motorcycle (Implementer: Mean= 1.69, Beneficiary: Mean= 2.41) and the recipients can afford a four-wheel vehicle (i.e. car and jeep) (Implementer: Mean= 1.37, Beneficiary: Mean= 2.40). This shows that the respondent's current condition in terms of quality life were rated as moderate extent. However, the beneficiaries and project implementers can improve their quality life through the project by means of acquiring quality clothes, foot wares, educational support and some recreational activities. This entails that both respondents derived only minimal income from the project that is only sufficient to satisfy their primary needs.

According to Parilla (2013), livelihood project jobs were created and assisted them in sustaining their basic needs, such as sending their children to school and help them improved their lives, not only economically but also improved their self-worth as well. In addition, through a project, the condition of the people in the community is uplifted through basic support but not more on the satisfaction of their wants.

Table 3. Current Condition of BESPREN One Barangay One Product in terms of Quality of Product

Indicators	Implementer		Beneficiary	
	Mean	QI	Mean	QI
1. Products/services are available when needed	2.91	GE	2.66	GE
2. Products/services at the shelf/service providers meet the daily demands of customers	2.91	GE	2.73	GE
3. Quality of products/services have improved.	2.91	GE	2.63	GE
4. Quality of the products/services match the need of the customers	2.77	GE	2.47	LE
5. Uses of the products/services responds to the needs of the customers	2.74	GE	2.64	GE
6. There is a provision for credit especially to deprived and underserved customers.	2.69	GE	2.53	GE
7. Facilities and amenities are regularly upgraded.	2.60	GE	2.48	ME
8. Price of products/services are within the capability of customers.	2.57	GE	2.67	GE
9. Product/service is continuously innovated to meet the changing needs of the customers .	2.57	GE	2.45	ME
10. Delays, errors and wastages are at a minimal level	2.54	GE	2.86	GE
11. Inventory of products and service is enough for a certain period of time	2.54	GE	2.47	ME

12. There are no delays on the delivery of products and services due to lack of supply.	2.54	GE	2.81	GE
13. The delivery of the product/service is always on time.	2.51	GE	2.67	GE
<b>Weighted Mean</b>	<b>2.68</b>	<b>GE</b>	<b>2.62</b>	<b>GE</b>

Legend: 1.00 - 1.49 Never 2.50 - 3.49 Great Extent

1.50 - 2.4 Moderate Extent 3.50- 4.00 Very Great Extent

Table 3 presents the extent on the current condition of one barangay one product in terms of quality of product. The results revealed that both the implementers and beneficiaries holds the same regards that the current condition of One Barangay One Product in terms of quality of product is at great extent as seen on the following: “products/services are available when needed” (Implementer: Mean= 2.91, Beneficiary: Mean= 2.66), “products/services at the shelf/service providers meet the daily demands of customers” (Implementer: Mean= 2.91, Beneficiary: Mean 2.73), “quality of products/services have improved” (Implementer: Mean= 2.91, Beneficiary: Mean= 2.63), “quality of the products/services match the need of the customers” (Implementer: Mean= 2.77, Beneficiary: Mean= 2.47), “uses of the products/services responds to the needs of the customers” (Implementer: Mean= 2.74, Beneficiary: Mean= 2.64), “there is a provision for credit especially to deprived and underserved customers” (Implementer: Mean= 2.69, Beneficiary: Mean= 2.53), “price of products/services are within the capability of the customer” (Implementer: Mean= 2.57, Beneficiary: Mean= 2.67), “delays, errors and wastages are at a minimal level” (Implementer: Mean= 2.54, Beneficiary: Mean= 2.86), “there are no delays on the delivery of products and services due to lack of supply” (Implementer: Mean= 2.54, Beneficiary: Mean= 2.81), “the delivery of the product/services is always on time” (Implementer: Mean= 2.51, Beneficiary: Mean= 2.67 ).

However, on the four (4) indicators mentioned above entails different perception with the project implementers and beneficiaries. It can be seen on the following indicators that the project implementers have great extent while the beneficiaries’ shows moderate extent. The product/service is continuously innovated to meet the changing needs of the customers vouched different extent to the respondents (Implementer: Mean 2.57, Beneficiary: Mean= 2.45), “facilities and amenities are regularly upgraded” (Implementer: Mean= 2.60, Beneficiary: Mean= 2.48), “quality of the products/services match the need of the customer” (Implementer: Mean= 2.77, Beneficiaries: Mean= 2.47) and “same with the inventory of the products and services is enough for a certain period” (Implementer: Mean= 2.54, Beneficiary: Mean= 2.47). Thus, the foregoing table entails that the project can produce quality products, which will serve as the trademark of the location. However, beneficiaries implied that in order to come up with high quality and competitive product, the project must equip upgraded facilities and amenities in order to create products/services, which is highly innovative that can be able to match/meet with the ever-changing needs of the consumers.

According to Lu and Lin (2007) stated that product innovation is important in order to meet and satisfy the consumer demands, increase market share, increase profits, and thereby remain competitive in the market. On the other hand, it is also important the every business should engage to product innovation in order to come up with high product quality. Lastly, product quality determines product innovation.

Table 4 Current Condition of BESPREN One Barangay One Product in terms of Political Climate

Indicators	Implementer		Beneficiary	
	Mean	QI	Mean	QI
1. There is an enactment of resolution and ordinance to support the implementation of One Barangay One Project for the beneficiaries.	3.31	GE	3.09	GE

2. There are perceived needs and concerns of all members of One Barangay One Project.	3.29	GE	2.96	GE
3. Estimates the likelihood of such possible outcome alternative or decision for the program.	3.26	GE	2.93	GE
4. Barangay officials/implementers promotes public trust	3.20	GE	2.94	GE
5. Community promotes confidence through creation of trademark product in Santiago City.	3.20	GE	2.93	GE
6. Initiates skills training, product development and marketing activities through implementation of entrepreneurial capacitation seminars including financial management and value re-orientation. Implements entrepreneurial capacitation seminars including financial management and value re-orientation.	3.17	GE	2.94	GE
7. Barangay Officials take the lead in identifying, developing and promoting a specific product or service, which has a competitive advantage.	3.17	GE	2.97	GE
8. The operations have run smoothly due to help from the government officials and other cooperating officials.	3.11	GE	2.92	GE
9. Punong Barangay selects the beneficiaries of the project coming from the unemployed household in the community.	3.09	GE	2.95	GE
10. Committee sets the term of payment for the products being produced.	3.09	GE	2.92	GE
11. It can provides and develop programs to alleviate and improve the living conditions of the community especially the under privilege one.	3.09	GE	2.92	GE
12. There is a provision of required resources/logistics for the project.	3.03	GE	2.94	GE
13. Decisions are made together as member of the group.	3.03	GE	3.01	GE
14. Scheduled activities are provided according to agreed time frame.	3.03	GE	2.92	GE
15. Resolves short term issues while balancing them against long term objectives through focus group discussion.	3.03	GE	2.99	GE
16. Provides consultation for the identification of livelihood project for each group.	3.03	GE	2.88	GE
17. Conducts information dissemination of the program twice a month.	3.00	GE	2.85	GE



18. Provides assistance in the procurement process of the program.	3.00	GE	2.85	GE
19. Opinions are solicited from others' involvement in implementing the program.	2.97	GE	2.96	GE
20. There are prompt actions to certain issues and concerns dealt.	2.97	GE	2.96	GE
<b>Weighted Mean</b>	<b>3.10</b>	<b>GE</b>	<b>2.94</b>	<b>GE</b>

Legend: 1.00 - 1.49 Never 2.50 - 3.49 Great Extent

1.50 - 2.4 Moderate Extent 3.50- 4.00 Very Great Extent

The table 4 shows the the current condition of One Barangay One Product Livelihood Project. It found out that implementers and beneficiaries in terms of political climate has great extent. Based on the data above the following are considered in which the implementers and beneficiaries holds similar regards on all the indicators presented and equated to great extent. There is an enactment of resolution and ordinance to support the implementation of One Barangay One Project for the beneficiaries (Implementer: Mean= 3.31, Beneficiary: Mean= 3.09), “there are perceived needs and concerns of all members of One Barangay One Project” (Implementer: Mean= 3.29, Beneficiary: Mean= 2.96), “there is an stimulates the likelihood of such possible outcome alternative or decision for the program” (Implementer: Mean= 3.26, Beneficiary: Mean= 2.93), “barangay officials/implementers promotes public trust” (Implementer: Mean= 3.20, Beneficiary: Mean= 2.94), “community promotes confidence through creation of trademark product in Santiago City” (Implementer: Mean= 3.20, Beneficiary: Mean= 2.93), “initiates skills training, product development and marketing activities through implementation of entrepreneurial capacitation seminars including financial management and value re-orientation. Implements entrepreneurial capacitation seminars including financial management and value re-orientation” (Implementer: Mean= 3.17, Beneficiary: Mean= 2.94), “barangay Officials take the lead in identifying, developing and promoting a specific product or service, which has a competitive advantage” (Implementer: Mean= 3.17, Beneficiary: Mean= 2.97), “the operations have run smoothly due to the help from the government officials and other cooperating officials” (Implementer: Mean= 3.11, Beneficiary: Mean= 2.92), “punong barangay selects the beneficiaries of teh project coming from the unemployed household in the community” (Implementer: Mean= 3.09, Beneficiary: Mean= 2.95), “committee sets the term of payment for the products being produced” (Implementer: Mean= 3.09, Beneficiary: Mean= 2.92), “it can provides and develop programs to alleviate and improve the living conditions of the community especially for under privilege one” (Implementer: Mean= 3.09, Beneficiary: Mean= 2.92), “there is a provision of required resources/logistics of the project” (Implementer: Mean= 3.03, Beneficiary: Mean= 2.94), “decisions are made together as member of the group” (Implementer: Mean= 3.03, Beneficiary: Mean= 3.01), “resolves short term issues while balancing them against long term objectives through focus group discussion” (Implementer: Mean= 3.03, Beneficiary: Mean= 2.99), “scheduled activities are provided according to agreed time frame” (Implementer: Mean= 3.03, Beneficiary: Mean= 2.92), “provides consultation for the identification of livelihood project for each group” (Implementer: Mean= 3.03, Beneficiary: Mean= 2.88), “provides assistance in the procurement process of the program” (Implementer: Mean= 3.00, Beneficiary: Mean= 2.85), “conducts information dissemination of the program twice a month” (Implementer: Mean= 3.00, Beneficiary: Mean= 2.85), “Provides assistance in the procurement process of the program” (Implementer: Mean= 3.00, Beneficiary: Mean= 2.85), opinions are solicited from others' involvement in implementing the program (Implementer: Mean= 2.97, Beneficiary: Mean= 2.96) and “the delivery of the product/service is always on time” (Implementer:

Mean= 2.97, Beneficiary: Mean= 2.96). This can be attributed to the fact that implementers and beneficiaries see that the enactment of the resolution and ordinance for the project has a contributory role to uplift the relationship to support the full implementation as well. In addition, implementers and beneficiaries also believe that collaborative efforts between them and beneficiaries can help to sustain and improve the project and meet it ultimate objectives. More so, beneficiaries look more into full and extensive support for the project implementer in order to fully achieve the mission and vision of the project.

According to Zaman (2011) supported the results that government must have an intervention to some areas by means of providing forms of legal and civil support in order to sustain livelihood programs, help to achieve the main goal and resolve rural poverty. More so, Omuthe (2015) entails that one of the factors influencing the implementation of livelihood projects is political. It stated that there should be inclusion and participation of all the relevant personnel to formulate policies, strategies and guidelines that will enable effective implementation of livelihood projects.

## Section II. Problems and Challenges Encountered by the Beneficiaries and Implementers on One Barangay One Product Livelihood Project of Santiago City

Table 5. Problems and Challenges Encountered by Beneficiaries and Implementers on BESPREN One Barangay One Product in terms of Marketing Issues

Indicators	Implementer		Beneficiary	
	Mean	QI	Mean	QI
1. The project is inaccessible to the customers due to poor location.	3.37	A	3.03	A
2. The project experiences difficulties due to new competitors offering similar products at lower prices.	3.34	A	3.27	A
3. The project lacks effective marketing strategy.	3.31	A	3.34	A
4. The project needs to improve the products/services.	3.31	A	3.29	A
5. The project implementer fails to conduct market research	3.29	A	3.25	A
6. The project experiences limited market size	3.29	A	3.28	A
7. The project implementer is unable to identify target markets	3.26	A	3.26	A
8. The project implementer fails to address the proper market i.e. poor market segmentation	3.26	A	3.31	A
9. The project has low barriers to market entry i.e. many similar start-up leading to an over supply	3.26	A	3.29	A
10. The project has low demand for products/services	3.26	A	3.28	A
<b>Weighted Mean</b>	<b>3.30</b>	<b>A</b>	<b>3.26</b>	<b>A</b>

Legend: 1.00 - 1.49 Strongly Disagree 2.50 - 3.49 Agree

2.50 - 2.49 Disagree 3.50 - 4.00 Strongly Agree

Table 5 presents the problems and challenges encountered by beneficiaries and implementers on One Barangay One Product in terms of Marketing Issues. It can be observed that respondents agreed on the problems and challenges encountered towards marketing. It noted that all of the indicators shows similar perception between project implementers and beneficiaries, which were rated as, agree. These are “the project is inaccessible to the customers due to poor location” (Implementer: Mean= 3.37, Beneficiary: Mean= 3.03), “project experiences

difficulties due to new competitors offering similar products at lower prices” (Implementer: Mean= 3.34, Beneficiary: Mean= 3.27), “project lacks of effective marketing strategies” (Implementer: Mean= 3.31, Beneficiary: Mean= 3.34), “project needs to improve the products/services” (Implementer: Mean= 3.34, Beneficiary: Mean= 3.27), “project implementer fails to conduct market research” (Implementer: Mean= 3.29, Beneficiary: Mean= 3.25), “project experiences limited market size” (Implementer: Mean= 3.29, Beneficiary: Mean= 3.28), “project implementer is unable to identify target markets” (Implementer: Mean= 3.26, Beneficiary: Mean= 3.26) project implementer fails to address the proper market i.e. poor market segmentation (Implementer: Mean= 3.26, Beneficiary: Mean= 3.31), project has low barriers to market entry i.e. many similar start-up leading to an over supply (Implementer: Mean= 3.26, Beneficiary: Mean= 3.29), and project has low demand for the products/services (Implementer: Mean 3.26, Beneficiary: Mean 3.28). More so, the foregoing table implies that both of the respondents agree that the project (BESPREN) is experiencing problems and challenges when it comes to marketing. This can be attributed to the fact that marketing is indeed the problems encountered by the respondent, specifically, lack of effective marketing strategy, target marketing, competitors, limited market size, improve product/service, failure to conduct market research, poor market segmentation, low demand for product and services and inaccessible.

In an interview conducted, the respondents reveals that they experience low demand for the product due to failure in conducting need assessment and marketing research. In addition, implementation of effective strategies is another problem since most of them lack knowledge in terms of concept of marketing. Lastly, limited market and huge number of competitors offering similar product line is another threat and challenge for the project.

Moornman and Rust (1999) discussed that the marketing function can and should coexist with a market orientation and that the effectiveness of a market orientation depends on the presence of strong function that includes marketing. Several empirical studies of business organizations indicate that an organization-wide market orientation has a positive impact on the financial performance of firms and their new products. Based on the results, there is a need to address the dispersion of marketing activities that involves multiple departments sharing information about customers and engaging in activities designed to meet customers’ needs. In doing so, the implementers can lessen the problems that they may encounter when it comes to marketing issues.

Table 6. Problems and Challenges Encountered by Beneficiaries and Implementers on BESPREN One Barangay One Product in terms of Production Issues.

Indicators	Implementer		Beneficiary	
	Mean	QI	Mean	QI
1. The project implementer and recipient have insufficient experience and knowledge about the field of business	3.40	A	3.23	A
2. The project has low productivity, low morale and labour problems	3.31	A	3.27	A
3. The project does not provide product line changes	3.31	A	3.25	A
4. The project has inadequate infrastructural facilities	3.29	A	3.27	A
5. The project implementer and recipient lack knowledge and skills in packaging, labeling and design.	3.26	A	3.23	A

6. The project implementer and recipient lack technical skills	2.83	A	3.24	A
7. The project does not develop products/services.	2.57	A	3.29	A
8. The project implementer experiences problems with resource suppliers	2.46	D	3.26	A
<b>Weighted Mean</b>	<b>3.05</b>	<b>A</b>	<b>3.26</b>	<b>A</b>

Legend: 1.00 - 1.49 Strongly Disagree 2.50 - 3.49 Agree

2.50 - 2.49 Disagree 3.50 - 4.00 Strongly Agree

As can be gleaned on table 6 is the extent of perception of respondents on the problems and challenges encountered in the implementation of the project. The table reveals that the both project implementers and beneficiaries agreed that there are problems and challenges encountered in terms of production issues. Moreover, the respondents mentioned and have similar regards on all the indicators above: “the project implementer and recipient have insufficient experience and knowledge about the field of business” (Implementer: Mean= 3.40, Beneficiary: Mean= 3.23), “the project has low productivity, low morale and labour problem (Implementer: Mean= 3.31, Beneficiary: Mean= 3.25), “the project does not provide product line changes” (Implementer: Mean= 3.31, Beneficiary: Mean= 3.25), “the project has also inadequate infrastructural facilities” (Implementer: Mean= 3.29, Beneficiary: Mean= 3.27), “the project implementer and recipient lacks of knowledge and skills in packaging, labeling and design” (Implementer: Mean= 3.26, Beneficiary: Mean= 3.23), “the project implementer and recipient lacks technical skills” (Implementer: Mean= 2.83, Beneficiary: Mean= 3.24), “the product does not develop products/services” (Implementer: Mean= 2.57, Beneficiary: Mean= 3.29) Lastly, the project implementer experience problems with resource suppliers (Implementer: Mean= 2.46, Beneficiary: Mean= 3.26) which gleaned disagree perception on the implementers and the beneficiaries entails agree on it.

Thus, the result implies that project implementers and beneficiaries agreed that there are problems and challenges encountered when it comes to production. This is the reason why they have problems in producing their products. There is a required knowledge that the implementers and beneficiaries should possess when it comes to production. It is the most essential part of the program. Hence, it is just right that all of them should be educated on how to produce their products properly; from production to packaging. Also, respondents’ entails that they have limited background on that products/services they produce, they have also difficulties with regards to product packaging, labeling and design. More so, it also reveals that commitment and participation of the project beneficiaries are the fundamental problems they experience in the product process of the said project.

Table 7. Problems and Challenges Encountered by Beneficiaries and Implementers on One Barangay One Product in terms of Operation Issues

Indicators	Implementer		Beneficiary	
	Mean	QI	Mean	QI
1. The project lacks quality control systems	3.31	A	3.31	A
2. The project lacks production design	3.31	A	3.29	A
3. The project lacks adequate information and technology	3.29	A	3.35	A
4. The project experiences daily routine and	2.83	A	3.29	A

operational tasks tend to take up most of my time				
5. The project lacks capacity planning.	2.80	A	3.27	A
6. The project lacks management commitment.	2.80	A	3.32	A
7. The project implementer and recipient unable and fails to perform selected management tasks	2.74	A	3.28	A
8. The project lacks sufficient resources	2.57	A	2.87	A
<b>Weighted Mean</b>	<b>2.96</b>	<b>A</b>	<b>3.25</b>	<b>A</b>

Legend: 1.00 - 1.49 Strongly Disagree 2.50 - 3.49 Agree

2.50 - 2.49 Disagree 3.50 - 4.00 Strongly Agree

Table 7 shows the mean perception of the respondents of the problems and challenges encountered by the respondents in terms of operating issues. The results reveal that both respondents agreed that there are problems encountered on One Barangay One Product in terms of Operation. All of the indicators vouched similar perceptions which equated as agree; “the project lacks quality control systems” (Implementer: Mean= 3.31, Beneficiary: Mean= 3.31), “the projects lack production design” (Implementer: Mean 3.31, Beneficiary: Mean= 3.29), “project lacks adequate information and technology” (Implementer: Mean= 3.29, Beneficiary: Mean= 3.35), “project experiences daily routine and operational tasks tend to take up most of my time” (Implementer: Mean= 2.83, Beneficiary: Mean= 3.29), “project lacks capacity planning” (Implementer: Mean= 2.80, Beneficiary: Mean= 3.27), “project lacks management commitment” (Implementer: Mean= 2.80, Beneficiary: Mean= 3.32), “project implementer and recipient unable and fails to perform selected management tasks” (Implementer: Mean= 2.74, Beneficiary: Mean= 3.28 ) and “project lacks sufficient resources” (Implementer: Mean= 2.57, Beneficiary: Mean= 2.87).

Hence, the respondents firmly believe that the project lacks production design, lacks adequate information and technology and in quality control system. For barangays doing business in regulatory environments, successful quality assurance and quality control are crucial aspects of quality management. Quality control is the part of quality management focused on fulfilling quality requirements, whereas quality assurance is the part focused on providing confidence that quality requirements will be fulfilled. Quality control is concerned with sampling, specifications and testing, and with the organization, documentation and release procedures which ensure that the necessary and relevant tests are actually carried out and that materials are not released for use, or products released for sale or supply, until their quality has been judged to be satisfactory (Onugu, 2005). This only means that when the livelihood project has problems when it comes to the quality control system, there is a fat chance that the project itself may not operate successfully. In addition, some of respondents also revealed that their livelihood projects are not operating because of the problems in machineries which majority is experiencing non-functionality, huge volume of ending inventories which is not properly disposed due to marketing problems and suitability of products to the needs of the consumers, scheduled of activities and commitment and participation of the project beneficiaries. Lastly, in the changing economy in recent times, there is a necessity to improvise the business requirements according to the changing needs of the market, customers and technologies. To increase the overall efficiency of the organization’s operating components, the infrastructure information technology should be given prime importance. In order to ensure good service and tremendous quality, a secure, reliable infrastructure is essential to reduce the cost of the business, maintaining the standards and make sure that information flow is processed in undistruptive way (Manghe,2016)

The study of Nair (2014) discussed that quality control systems serve as one of the most crucial factors that brings success to livelihood programs. Having an excellent quality control systems help an organization address critical aspects of quality control and assurance, as well as risk management as it relates to quality management.



Table 8. Problems and Challenges Encountered by Beneficiaries and Implementers on BESPREN One Barangay One Product in terms of Finance Issues

Indicators	Implementer		Beneficiary	
	Mean	QI	Mean	QI
1. The project implementer fails to apply financial statements analysis	3.54	SA	3.32	A
2. The project implementer has poor management of working capital	3.31	A	2.98	A
3. The project experience shortage of finance	3.31	A	3.18	A
4. The project lacks inventory control	3.31	A	3.16	A
5. The project implementer experiences difficulty in obtaining finance/credit	3.29	A	3.00	A
6. The project incurs more bad debts	3.26	A	3.10	A
7. The project implementer fails to do financial planning/budgeting	2.80	A	2.94	A
8. There is unplanned withdrawal of cash for personal use	2.54	A	2.91	A
9. There is a presence of over-investment in inventory	2.43	D	2.95	A
10. The project incurs heavy operating expenses	2.37	D	3.15	A
<b>Weighted Mean</b>	<b>3.02</b>	<b>A</b>	<b>3.07</b>	<b>A</b>

Legend: 1.00 - 1.49 Strongly Disagree 2.50 - 3.49 Agree

2.50 - 2.49 Disagree 3.50 - 4.00 Strongly Agree

The table 8 shows the mean perception of the respondents on the problems encountered by the beneficiaries and implementers on One Barangay One Product when it comes to finance issues. Results reveal that implementers fail to apply financial statement analysis (Implementer: Mean= 3.54, Beneficiary: Mean 3.32) which is seen by the implementers as main problem and entails higher perception to them and beneficiaries holds lower perception which were rated as agree. On the other hand, both respondents agreed that project implementer has poor management of working capital (Implementer: Mean= 3.31, Beneficiary: Mean= 2.98), “project experience shortage of cash” (Implementer: Mean= 3.31, Beneficiary: Mean= 3.18), “project lacks of inventory control” (Implementer: Mean= 3.31, Beneficiary: Mean= 3.16), “project implementer experiences difficulty in obtaining finance/credit” (Implementer: Mean= 3.29, Beneficiary: Mean= 3.00) “implementers fail to do financial planning/budgeting” (Implementer: Mean= 2.80, Beneficiary: Mean= 2.94), and “there is unplanned withdrawal of cash for personal use” (Implementer: Mean= 2.54, Beneficiary: Mean= 2.91) are another factors affecting the implementation of the project.

Nevertheless, “incur heavy expenses” (Implementer: Mean= 2.37, Beneficiary: Mean= 3.15 ) and “there is a presence of over-investment in inventory” (Implementer: Mean= 2.43, Beneficiary: Mean= 2.95) posted different results which the implementer’s response is disagree while the beneficiary agreed on it. Hence, the table implies that the overall response of the respondents on financial issues were rated as agree. This implies

that there is an irregularity of monitoring and evaluating the financial inputs of the project and they failed to prepare financial analysis either monthly, quarterly and yearly.

According to Mezgebe (2012) financial statements are the important sources of information to all the users of accounting information like small businesses. It provides information about the financial position, performance and changes in financial position of an enterprise that is useful to a wide range of users in making economic decisions. Also, doing financial statement analysis helps the organization to evaluate performance, diagnose operating problems, basis of controlling and it is used to analyze whether an entity is stable, solvent, liquid or profitable enough.

### Section III. Action Plan to Improve the Implementation of BESPREN One Barangay One Product.

BESPREN One Barangay One Product Livelihood Project is beneficial project that generates the most essential impact to its constituents across all the thirty-seven (37) barangays of the city. This project aims to provide sustainable employment opportunities, uplift the living condition and develop a local brand particularly trademark product that the city will be known for. However, despite the fact that the project produce positive outcomes to its members, there are still problems and challenges encountered in the implementation of the projects these are along marketing, production, operations and finance issues. With this, as part of the output of this research the following are the activities needed to address the issues concerning the implementation of the project.

Table 9. BESPREN One Barangay One Product Livelihood Project Action Plan

Objectives	Activities for Implementers	Timeline	Activities for Beneficiaries	Timeline
<b>Marketing</b>				
To develop a marketing plan for BESPREN One Barangay One Product Livelihood Project	Seminar and workshop on marketing plan formulation for One Barangay One Product.	1 week	Skills and capability enhancement on strategy formulation and marketing the product offerings.	1 week
To identify the needs of the customers and create effective market segmentation	Conduct Marketing Research	1 month		
To develop an effective marketing strategies for the product.	Participation to Trade fairs and Market Missions	Year Round		
<b>Production</b>				
To develop and Enhance BESPREN OBOP Products and	Product Development and Innovation (Packaging,	1 week	Provide training for beneficiaries on proper packagin,	2 days

Services	labeling and design, quality control assurance and inventory management)		labeling and design	
To equip with skills and knowledge on nature of business.	Seminar on Product Demonstration	1 day	Entrepreneurial Seminar	1 day
<b>Operation</b>				
To Improve and enhance the overall business processes, including increased productivity, decreased waste, improved work execution and reduced unexpected breakdowns.	Create preventive maintenance program	1 week	Conduct seminar on total quality management	2 days
	Implement total quality management	Year Round	Conduct seminar on duties and responsibilities of the members	1 day
	Create timeline/schedule of activities for production and distribution of products	Year Round	Values Formation	1 Day
<b>Finance</b>				
To assess the performance, stability and operations of the project.	Entrepreneurial Capacitation and seminar on financial management and values reorientation	1 week	Seminar of financial management and values reorientation	2 days
	Strictly monitor the available stocks and supplies	Year Round		
	Financial Planning and Budgeting	Year Round		
	Financial Statement Analysis	Year Round		

## CONCLUSION

Based on the findings of the study, the following conclusions were drawn:

1. The BESPREN One Barangay One Product Livelihood Project provides employment to the people through the creation of business in the location and improved quality of life by acquiring basic needs like quality clothes, footwear, educational support for the children and recreational activities as well. Furthermore, the beneficiaries are trained to produce improved products that meet the needs and daily demands of the customers. However, the project does not provide product line changes that is why there are no product variations from which the customer can choose from. On the other hand, the barangay officials highly support the enactment and implementation of One Barangay One Project that is why the needs and concerns of all the members of the said project are addressed.
2. With regards to problems and challenges encountered by the beneficiaries and implementers, it is evident that they have problems on the 4 functional areas of management. Most of them have biggest problems when it comes to marketing like inaccessible location, lack of effective marketing, target market, fails to conduct market research, poor market segmentation, huge number of competitors, lower barriers to market entry, low demand and limited market size. On the finance issues, it entails that implementer fails to apply financial analysis. More so, in the operation of the projects they experienced lack of quality control systems, lack of production design and lack of adequate information technology. Lastly, some of the problems in production are lack of product line changes, low productivity, morale and labor problems and inadequate infrastructural facilities.
3. Despite of the positive results on the current condition of BESPREN One Barangay One Product (OBOP) Livelihood Program there are still problems and challenges encountered along marketing, production, operations and finance that is needed to addressed in order to improve the implementation of the project.

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