

# The Sustainability of the Income-Generating Projects of The State Universities and Colleges in the Philippines: an Examination

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**Abstract:** *The Income-Generating Projects (IGPs) of State Universities and Colleges (SUCs) in Region I are crucial for enhancing productivity and addressing financial challenges. This study examined the sustainability of these IGPs, focusing on financial stability, training, leadership, and monitoring and evaluation. Using the Resource-Based View (RBV) and Constant Comparative Analysis (CCA), the study provided a comprehensive understanding of sustainability in SUCs. The findings indicate that while IGPs are financially stable, there is a need for strategic financial planning to improve funding mechanisms. Training programs are sustainable but require more practical and experiential components. Leadership is effective but can be enhanced through additional training and structured initiatives. Monitoring and evaluation processes are sustainable, but the expertise and framework need further development. This study contributes to the academic literature by providing empirical data on the sustainability of IGPs in Philippine SUCs. It offers valuable insights for SUC administrators on effective management, strategic planning, and risk mitigation, and highlights areas needing improvement in training programs and monitoring processes, supporting better training and development.*

**Keywords:** Constant Comparative Analysis, Income-generating projects, Resource-based View, State Universities and Colleges,

## I. INTRODUCTION

State Universities and Colleges (SUCs) are not solely reliant on the national budget for their operations and sustenance. They often employ various strategies to generate revenue, such as tuition fees, research grants, partnerships with industries, endowment funds, and engaging in income-generating projects. This diversified funding approach enables SUCs to maintain academic and operational autonomy while reducing their dependency on government allocations.

Income-generating projects (IGP) have played a significant and enduring role in supporting a university, serving as a vital means to secure funding from diverse, reliable sources beyond government subsidies. This financial support is instrumental in fulfilling crucial needs, including advancing instructional and physical infrastructure, expanding research and extension programs, and compensating contract laborers. However, some SUCs suffer from challenges in the operation of their IGPs. SUCs lack a cost management system. While the IGPs are intended to address financial difficulties, some have not been successful because they produce a negligibly small number of surpluses (Murage & Onyuma, 2015). Additionally, Adora & Ultra (2021) discovered that there were still major issues, which were budget or financial, even though the status of the IGP of SUCs in Region VIII received good or high ratings. As to manpower, to maximize the services provided by the staff and employees, the IGPs must operate more efficiently and adopt a "lean and mean manpower" strategy (Miranda et al., 2016). Tolbe (2020) revealed that SUCs pay insufficient attention to marketing management. Moreover, Blas (2018) found that the productivity of the SUC IGPs suffers from the following conditions: Personnel in the management of IGP were not committed to performing their functions; administration support has not yet been fully provided; poor acquisition of inputs; and the personnel in charge have difficulty in managing the project. Furthermore, Ahmad et al. (2013) identified several challenges faced by individuals overseeing their schools' IGPs, including issues related to management and administration, inadequate planning, insufficient

managerial knowledge and skills concerning IGPs, a deficit in entrepreneurship knowledge and skills, capital shortages, inadequate collaboration between staff and school committees, and changing environmental conditions.

On the other hand, Cagasan (2021), revealed that the SUCs suffer from perennial concerns in managing their institution's IGPs. One notable finding was the low production due to weather conditions and lack of inputs. Next, is a conflict of schedule to monitor the project operations. This is because the people involved have a multifarious workload. These concerns resulted in fluctuation in the net income. Mahmud et al. (2022) suggested that a system be set up for monitoring and assessing the economic performance of each IGP. To address the numerous issues and concerns faced by these SUCs in efficiently and effectively managing their IGPs and bridging the gap between the identified challenges, the sustainability.

One theoretical perspective that offers valuable insights into this area is the resource-based view (RBV) in management. RBV suggests that a firm's unique resources and capabilities are the primary drivers of its competitive advantage and long-term success. In the context of SUCs, this theory can provide a framework for analyzing the effectiveness of IGPs and identifying the resources and capabilities that contribute most significantly to their sustainability Barney and Clark (2007). By applying RBT to the study of IGPs in SUCs, it identifies the key factors that influence their success and sustainability, thereby informing strategic decision-making and policy development in educational institutions.

Since the IGPs of the SUCs experience several challenges in handling the operations, especially in the sustainability aspects, studies show that the focus is only on the contributions of the IGP to the different functions of the institution. This study looked at the most and least problems being encountered by these SUCs in managing their IGPs focusing on the sustainability aspects. Specifically, it focuses on financial, training, leadership, and monitoring and evaluation.

## **II. LITERATURE REVIEW**

The following studies contributed to shedding light on understanding further the concept of the study.

### **2.1. Theory where the study is anchored**

The Resource-Based View (RBV), is rightfully fitting to the study being conducted. David and DeWitt, 2021 study RBV emphasizes the role of an organization's unique resources and capabilities in achieving competitive advantage and sustainability, which can be applied to assess how an organization's resources, including supply chain management practices, contribute to the sustainability of income-generating projects.

### **2.2 Aspects of Sustainability of the Income-generating Projects**

#### **2.2.1. Financial Sustainability Aspect**

For the IGPs to operate well there is a need to follow what is stipulated under the internal regulations and procedures (Adora and Ultra, 2021). Tolbe, (2020) study shows that the SUCs in Region 1 maintain a book of accounts exclusively for IGPs and the accounting office is responsible for the preparation of financial statements it is analyzed regularly basis.

In the same vein, Karanja, (2012) argued that proper record-keeping sustains and expands an organization without it the business runs a risk of hitting cash flow crunches wasting money, and missing out on opportunities to expand.

#### **2.2.2 Leadership Sustainability Aspect**

Leadership involves overseeing and guiding a company and its employees, closely tied to inspiring individuals to perform optimally, thereby ensuring overall company success (Cancian, 2022). Lewsaunder (2020) noted that people perform better when guided rather than manipulated, highlighting the need for leaders to motivate and encourage their teams. Mahmoud (2020) found that transformational leadership, which fosters mutual support and motivation, is effective in managing income-generating projects and ensuring sustainability. Mallari (2016) revealed that university executive leadership significantly impacts the financial performance of these projects, and Besing and Saan (2023) emphasized that proper leadership helps projects withstand adversities.

Effective leadership in Income-Generating Projects (IGPs) sets the organizational tone, aligning projects with institutional goals and fostering a culture of innovation and collaboration. Leaders play a crucial role in decision-making, resource allocation, and risk management, impacting financial sustainability and building trust through transparency and accountability (Adora, 2021). Successful management of IGPs requires a blend of transformational, strategic, servant, adaptive, and ethical leadership styles to inspire teams, set clear goals, navigate dynamic environments, and maintain ethical practices (Chittoor, 2023).

### **2.2.3 Training Sustainability Aspect**

Training for employees in Income-Generating Projects (IGPs) aims to enhance technical proficiency, financial acumen, customer service skills, and leadership qualities. It promotes adaptability, problem-solving, and ethical conduct, supporting continuous professional development. Effective training contributes to the success, sustainability, and ethical operation of IGPs by aligning individual and collective efforts with organizational goals (Yap, 2022).

The workforce is a crucial asset for any organization, and well-trained employees are essential for effective operations. Training and development improve employee performance, directly influencing organizational success. In a globalized world, training is vital for competitiveness and agility, enhancing work quality and organizational development (Karim et al., 2019). For NGOs, training instills commitment and maintains performance in a complex, evolving environment. It focuses on current proficiency and future responsibilities, correlating training effectiveness with organizational development and employee motivation. Continuous, effective training enhances skills, commitment, and overall performance (Al-shaalan, 2021).

Trainees face challenges in situational awareness and leadership in dynamic simulations, yet CRM interventions, especially in aviation, improve performance and skill development. Benefits include improved creativity, technical expertise, self-management, and intercultural competence. While productivity, sales, and profits are common business metrics, organizational impacts are less empirically explored. This research contributes to understanding organizational efficiency by examining personnel competence and its effects on organizational effectiveness (Rathore, 2023).

### **2.2.4 Monitoring and Evaluation Sustainability Aspect**

The integration of monitoring and evaluation processes in Income-Generating Projects (IGPs) within State Universities and Colleges (SUCs) is crucial. These processes systematically assess and enhance IGP performance, allowing real-time tracking and quick intervention to address deviations and emerging challenges. Evaluation comprehensively analyzes IGPs' financial sustainability, alignment with organizational objectives, and overall contribution to the university's mission. This integrated approach empowers SUCs to make informed decisions, allocate resources wisely, and foster accountability and continuous improvement, ensuring the sustainability of individual projects and the institutions overall (Besing & Saan, 2023).

SUCs may use a mix of qualitative and quantitative indicators to gauge IGP progress and impact. Qualitative monitoring assesses stakeholder satisfaction, innovation, and alignment with organizational values, while quantitative monitoring employs key performance indicators (KPIs) related to financial metrics, project timelines, and resource utilization. Additionally, the Balanced Scorecard can provide a comprehensive view encompassing financial, and internal processes, learning and growth, and customer perspectives. This multidimensional approach helps track both financial sustainability and broader outcomes, tailored to each IGP's unique characteristics and strategic objectives (Da Silva Ramos et al., 2020).

For evaluating IGPs within SUCs, various models can ensure a comprehensive understanding of project performance. The Kirkpatrick Model (Cahapay, 2021) assesses reaction, learning, behavior, and results, evaluating both immediate responses and long-term organizational impacts. The Context, Input, Process, and Product (CIPP) Model (Zhang et al., 2011) examines the context, resources, implementation process, and outcomes. The Utilization-Focused Evaluation (UFE) Model (Ramirez & Broadhead, 2015) emphasizes the practical application of findings for informed decision-making and IGP sustainability improvements. The choice of evaluation model depends on the specific objectives, scope, and stakeholders involved in each IGP.

Adora (2021) revealed that despite substantial experience, many respondents were novices in IGP operations. Although IGPs had years of operation, low capital investments resulted in modest income. SUCs' diverse profiles were influenced by administrative priorities for IGPs. Respondents perceived IGP operations as performing well and complying with IGP manuals, but significant differences in ratings among administrators, employees, and clients suggested varied perceptions. Despite high ratings, finance-related challenges persisted in Region VIII SUCs' IGPs. Operations were unaffected by personal factors, with consistent adherence to IGP protocols by both employees and administrators.

**III. METHODOLOGY**

The Constant Comparative Analysis (CCA) employing the dialectics of thesis versus anti-thesis equals synthesis is highly suitable for studying the sustainability of income-generating projects (IGPs) within State Universities and Colleges (SUCs) in Region 1. This research design is particularly well-suited for the dynamic and complex nature of IGP operations, which are influenced by multiple factors such as resource availability, market demand, technological advancements, and organizational policies. The CCA method allows for continuous comparison and integration of new data, capturing the fluid and evolving context of IGPs effectively. Moreover, CCA is ideal for generating rich qualitative insights, enabling the researcher to uncover deep understandings of sourcing, production, and warehousing practices. The dialectical approach, which considers opposing perspectives (thesis and anti-thesis) and synthesizes them, adds depth to the analysis, providing a comprehensive view of the sustainability challenges faced by IGPs. This method is also effective in identifying core themes and patterns across the data, facilitating the development of robust and actionable recommendations for enhancing the sustainability of IGPs in SUCs. Thus, the CCA with a dialectical approach ensures a thorough and nuanced analysis, making it the best-suited research design for this study. The quantitative use of a survey questionnaire with a 4-point Likert Scale. Moreover, the researcher interviewed the respondents to gather vital information that supported the collected data.

**IV. RESULTS AND DISCUSSION**

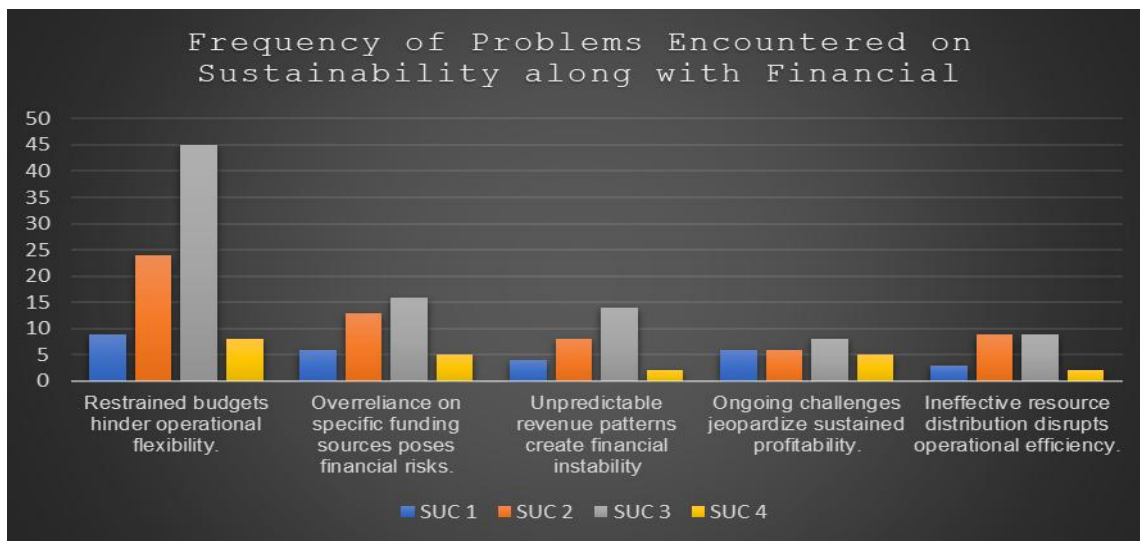
**ON FINANCIAL SUSTAINABILITY**

Table 1 presents the level of sustainability along with the financial aspects of the income-generating projects of the income-generating projects of the SUCs in the Philippines.

Table 1: Level of Sustainability Along with Financial

<b>Financial</b>	<b>Mean</b>	<b>DR</b>
Items		
1. The IGPs consistently generate revenue that covers their operating expenses.	3.37	Highly Sustainable
2. The IGP has a well-defined strategy for achieving profitability.	3.28	Highly Sustainable
3. We efficiently recover costs associated with the procurement of materials and labor for the IGP.	3.25	Moderately Sustainable
4. Our IGPs are successful in reducing reliance on government subsidies for funding.	3.05	Moderately Sustainable
5. The financial performance of our IGPs consistently meets or exceeds our goals.	3.29	Highly Sustainable
6. We actively seek and implement cost-saving measures in our IGPs.	3.25	Moderately Sustainable
7. We actively seek and implement cost-saving measures in our IGPs.	3.10	Moderately Sustainable
7. The profitability of our IGPs is in line with the industry or sector benchmarks.	3.18	Moderately Sustainable
8. We have a well-structured financial management system in place for our IGPs.	3.37	Highly Sustainable
9. The IGPs contribute positively to the overall financial health of our SUC.	3.24	Moderately Sustainable
10. We actively invest in initiatives to improve the long-term financial sustainability of our IGPs		
Area Mean	3.24	High

Figure 1 shows the problems encountered by the SUCs in managing their IGPs along with financial aspect.



The quantitative data in table 1, with a mean rating of 3.24, shows that IGPs generally excel in generating revenue that covers operating expenses, have well-defined strategies for profitability, and actively seek cost-saving measures. This high rating indicates robust financial management practices and a good level of financial sustainability.

However, the interview responses highlight significant practical challenges. Participants reported issues with budget allocation, funding delays, and bureaucratic obstacles, which affect the efficiency and effectiveness of financial management. For example, difficulties in requesting and receiving timely budget allocations and delays in procurement processes hinder operational performance and can impact the long-term sustainability of IGPs.

While the quantitative data indicates that SUCs have established strong financial management practices contributing to high sustainability of their IGPs, the interview feedback exposes systemic issues such as bureaucratic inefficiencies and funding constraints. These external challenges hinder the optimal use of financial resources, suggesting that improving budgetary flexibility and streamlining procurement processes are crucial for enhancing the overall financial sustainability of IGPs. Addressing these issues will ensure that the financial management practices align better with the RBV's focus on leveraging internal resources and capabilities for long-term success.

The Resource-Based View posits that the sustainable success of IGPs depends on effectively managing and utilizing internal resources. The quantitative results reflect strong financial management practices, aligning with RBV's focus on internal capabilities. However, the interview data points to external constraints, such as bureaucratic hurdles and funding delays, which impact the effective utilization of financial resources. To enhance sustainability, SUCs should address these challenges by streamlining budgeting processes and reducing bureaucratic barriers. This approach aligns with RBV by ensuring that internal financial resources and capabilities are effectively managed to support the long-term success of IGPs.

The results of the study conform to Adora's (2021) study that underscores the prevalent financial challenges faced by SUCs in managing their IGPs. These challenges include limited budgets, inadequate funding, and financial constraints, which significantly impact the sustainability and effectiveness of income-generating projects. Insufficient financial resources often hinder SUCs' ability to invest in necessary infrastructure, procure raw materials, and implement essential training programs. Cerado and Naanep (2023) suggested that to address this issue, SUCs should explore strategies to alleviate budget limitations, such as seeking additional funding sources or optimizing resource allocation, to enhance operational flexibility and ensure the long-term sustainability of their projects.

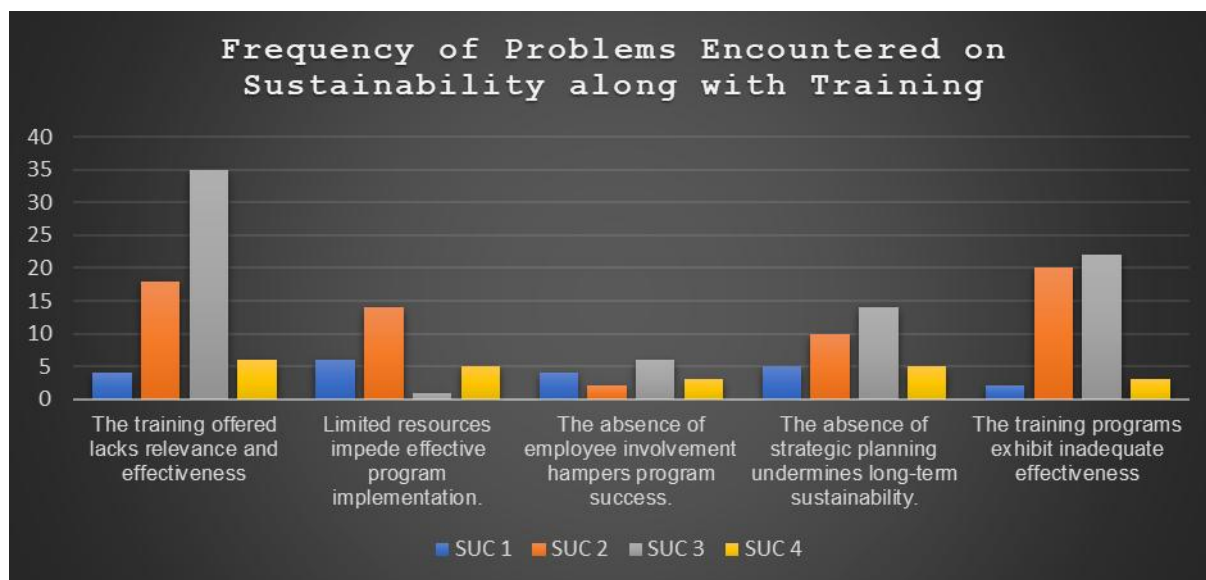
## ON TRAINING SUSTAINABILITY

Table 2 presents the level of sustainability along with the training aspects of the income-generating projects of the income-generating projects of the SUCs in the Philippines.

Table 2: Level of Sustainability along with Training

Training	Mean	DR
Items		
1. The training programs for IGP personnel are well-structured and effective.		
2. Our training sessions for IGP staff focus on improving skills related to supply chain management		
3. Training modules for IGO personnel are aligned with the specific needs and challenges of our IGPs.		
4. The training sessions are conducted at regular intervals to ensure ongoing skills development.		
5. The training programs provide practical, hands-on experiences related to supply chain operations.		
6. The training materials and resources are up-to-date and relevant to the current supply chain landscape.		
7. The training sessions receive positive feedback from the participants and are considered beneficial.		
8. There is a structured assessment process to evaluate the effectiveness of the training.		
9. Training for IGP personnel is adequately funded and supported by our institution.		
10. The training efforts contribute positively and productively to the overall success and sustainability of our IGPs		
Area Mean	3.33	Very High

Figure 2 shows the problems encountered by the SUCs in managing their IGPs along with the training aspect.



The quantitative data in table 2 along with training for income-generating projects (IGPs) within State Universities and Colleges (SUCs) indicates a high mean rating of 3.17, suggesting that training programs are generally well-structured, relevant, and beneficial for enhancing skills and contributing to project sustainability. Training sessions are reportedly effective, regularly conducted, and aligned with IGP needs, which supports ongoing skill development and positive participant feedback.

However, the qualitative data reveals practical challenges that undermine the effectiveness of these training programs. Limited resources and inadequate training effectiveness were frequently cited issues across multiple SUCs. For instance, SUC 1 and SUC 3 struggle with resource limitations, impacting the implementation of effective training

programs. SUC 2's issue is the inadequate effectiveness of training, which fails to address staff needs fully. Participant feedback further underscores these challenges, with some expressing dissatisfaction with training formats and costs. For example, Participant 2 highlighted a preference for hands-on learning rather than lectures, while Participant 4 noted the financial burden of attending training sessions.

Although the quantitative results reflect a high level of structured and effective training, the qualitative findings indicate that resource constraints and inadequate training effectiveness are significant issues. Addressing these practical challenges by increasing resource allocation and improving the training quality will be crucial for enhancing the sustainability of IGPs, aligning with the Resource-Based View's focus on leveraging internal capabilities and resources effectively. The findings of this study are consistent with the research conducted by Yimam (2022), which emphasized that inadequate training could lead to poor performance and increased wastage, particularly in production. Insufficient knowledge and skills among employees can directly impact their ability to perform their tasks effectively, resulting in inefficiencies and potential losses in the production process.

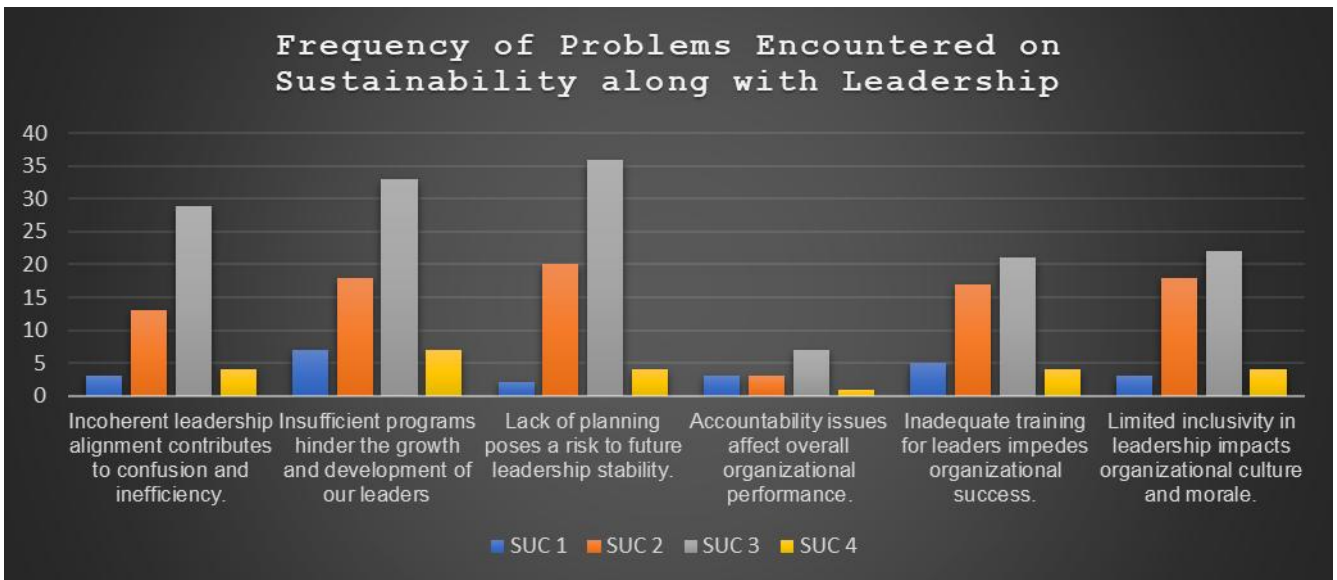
**ON LEADERSHIP SUSTAINABILITY**

Table 3 presents the level of sustainability along with the leadership aspects of the income-generating projects of the income-generating projects of the SUCs in the Philippines.

Table 3: Level of Sustainability along with Leadership  
Level of Sustainability Along with Leadership

Leadership	Mean	DR
Items		
1. The leadership within our IGPs is well-organized and effective.	3.45	Highly Sustainable
2. The leaders of our IGPs are knowledgeable and skilled in supply chain management.	3.23	Moderately Sustainable
3. The leadership demonstrates a commitment to continuous improvement in IGP operations.	3.23	Moderately Sustainable
4. The leaders actively engage in strategic planning to enhance IGP performance.	3.26 3.32	Highly Sustainable Highly Sustainable
5. The leadership team effectively communicated the vision and goals of our IGPs.	3.29	Highly Sustainable
6. Leaders in our IGPs foster a culture of collaboration and teamwork.	3.37	Highly Sustainable
7. The leadership is receptive to feedback and open to implementing changes.	3.34	Highly Sustainable
8. There is a structured system for evaluating and recognizing leadership contributions.	3.38	Highly Sustainable
9. Leadership in our IGPs is adequately supported and empowered to make decisions.	3.38	Highly Sustainable
10. The leadership efforts positively impact the overall success and sustainability of our IGPs		
Area Mean	3.32	Very High

Figure 3 shows the problems encountered by the SUCs in managing their IGPs along with the leadership aspect.



The quantitative results in table 3 indicated that leadership within IGPs at SUCs has a high mean rating of 3.32, signifying well-organized and effective leadership. Leaders are skilled in supply chain management, engage in strategic planning, and foster a collaborative culture. This strong performance underscores the significant role of leadership in driving the success and sustainability of IGPs.

Qualitative feedback reveals challenges related to leadership. SUC 1 and SUC 4 struggle with insufficient leadership development programs, which limits the growth and effectiveness of their leaders. Conversely, SUC 2 and SUC 3 face issues with a lack of planning, potentially undermining long-term leadership stability and impacting IGP sustainability.

The combination of quantitative and qualitative data highlights that while leadership in SUCs is generally strong and contributes positively to IGP sustainability, there are gaps in leadership development and strategic planning. These gaps are critical, as the RBV emphasizes that effective leadership is a valuable internal resource that can provide a competitive advantage. To fully leverage leadership capabilities and ensure long-term success, SUCs need to address these developmental and planning issues. By investing in comprehensive leadership programs and strategic planning, SUCs can enhance their IGPs' sustainability and overall performance.

The results contradict Tolbe's (2020) findings, indicating that top management has not been as supportive of hiring the right personnel to manage the IGP as previously suggested. This disparity suggests a potential gap between management's intentions and their actual support for staffing decisions within the IGPs. Moreover, Miranda et al. (2016) found that the extent of implementation is not primarily determined by the number of staff. Instead, IGPs should prioritize the quality of their staff, focusing on individuals with the requisite knowledge, skills, and relevant experience to effectively manage the business, rather than on the quantity or number of staff.

**ON MONITORING AND EVALUATION SUSTAINABILITY**

Table 4 presents the level of sustainability along with the monitoring and evaluation aspects of the income-generating projects of the income-generating projects of the SUCs in the Philippines.

Table 4: Level of Sustainability along with Monitoring and Evaluation

Monitoring and Evaluation	Mean	DR
Items		
1. Our IGP monitoring and evaluation processes are well-structured and effective.		
2. We have established clear performance metrics and performance indicators for our IGPs.		

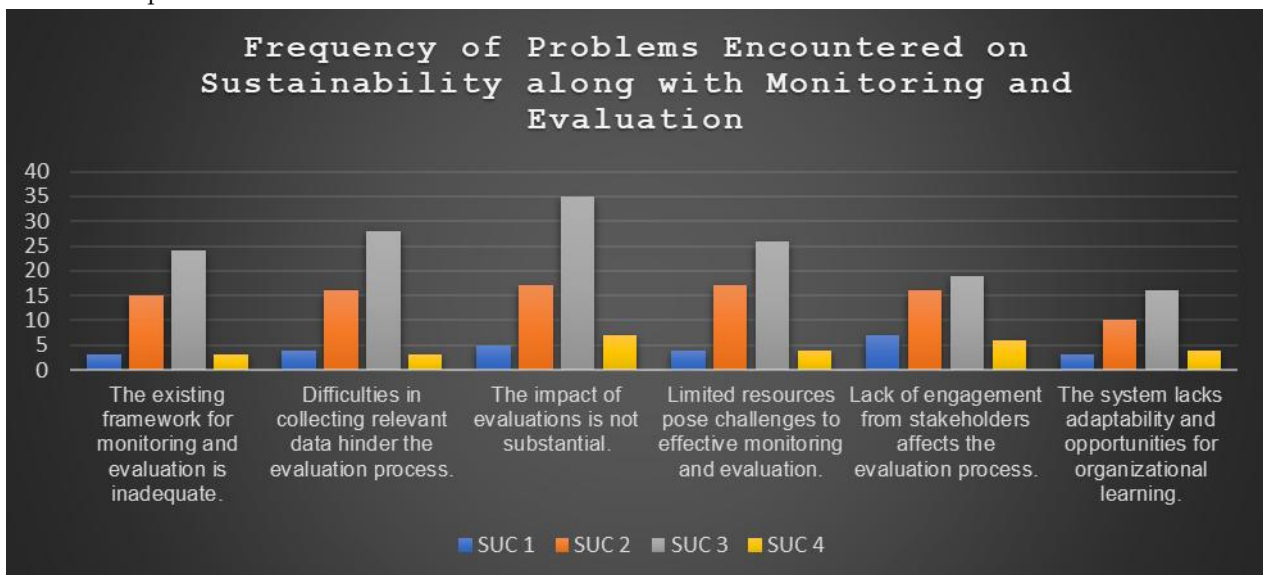


3. Monitoring and evaluation activities are conducted regularly and systematically.
4. The results of our monitoring and evaluation efforts are actively used for decision-making.
5. We involve all relevant stakeholders in the monitoring and evaluation process
6. The monitoring and evaluation team possesses the necessary expertise and resources.
7. We actively seek and address any issues or challenges identified during the evaluation.
8. There is a structured system for reporting the findings of our monitoring and evaluation efforts.
9. Monitoring and evaluation activities are an integral part of our IGP improvement process.
10. The monitoring and evaluation processes contribute positively to the overall success and sustainability of our IGPs.

Area Mean

3.24 High

Figure 4 shows the problems encountered by the SUCs in managing their IGPs along with the monitoring and evaluation aspect



The quantitative analysis in table 4 shows that the monitoring and evaluation (M&E) of IGPs at SUCs has a mean rating of 3.24, indicating a high level of effectiveness. This includes well-structured processes, regular evaluations, clear performance metrics, and systematic use of evaluation results for decision-making.

Qualitative feedback identifies several issues. SUC 1 faces problems with an inadequate M&E framework. SUC 2 struggles with the limited impact of evaluations and resource constraints. SUCs 3 and 4 also report that evaluations are not significantly impactful, pointing to a need for improved M&E practices.

The integration of quantitative and qualitative findings reveals that while SUCs have robust M&E processes, challenges remain. These include inadequate frameworks, limited resources, and insufficient impact from evaluations. According to the Resource-Based View (RBV), effective M&E is a crucial internal resource that can enhance competitive advantage and project sustainability. Addressing these identified issues—by improving frameworks, increasing resources, and enhancing the impact of evaluations—can further leverage M&E as a strategic asset, ultimately leading to better decision-making and greater sustainability of IGPs.

## V. CONCLUSION

The sustainability of the income-generating projects (IGPs) within the State Universities and Colleges (SUCs) in Region 1 was high. This indicated that the SUCs had effectively implemented practices and strategies to ensure the long-term viability and stability of their IGPs. The high sustainability rating reflected efficient resource management, strong financial performance, and adaptability to changing market conditions. This commitment to sustainability ensured the continuous success and impact of the IGPs within the SUCs. The data shows that financial management is crucial for operational stability and resilience in supply chain functions. Effective practices like budgeting and cost control are essential. Training and leadership are also crucial for fostering skilled personnel and strategic direction. Monitoring and evaluation practices drive continuous improvement and efficiency.

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